

**Inter-Agency Information Sharing/Coordination
Meeting on Avian Influenza
Hosted by the International Federation of Red Cross and Red Crescent Societies
Southeast Asia Regional Delegation, Bangkok**

**June 7, 2007 (Thurs), 2-5 p.m.
Imperial Queen's Park Hotel, Sukhumvit Soi 22, Bangkok
Panorama Room I, 3rd Floor**

Draft Minutes

AI Pandemic Exercise

Andrew Durieux, Director, Coverage Co., Ltd.

Agenda

- Aim: to test preparations for response to a pandemic and other incidents
- Specifically test the following:
 - Notification
 - Activation
 - Organization
 - Communications
 - Contact lists
 - Record keeping
 - Rotation / back-ups
 - Legal issues (staff, licenses, operations, contracts etc)
- Give people some experience to be able to use in a crisis.

Outline of today

- Breaks
- Scene 1
- Participant response
- Scene 2
- Participant response...
- So on...

Rules/Logistics

- Ask questions or clarification at any time!
- Use existing plans where possible
- Must all provide suggestion or input at least 2 times during the exercise
- During the exercises feel free to make comments at any time and have fun
- 100 baht fines for the following: mobile phones ringing, answering mobile phones, not talking at least 2 times, swearing

Scenario

- We will move through a fictional scenario.

- I have tried to keep it close to the science and also use some local knowledge and experience.
- A real situation will probably not run according to how we think it will.
- Feel free to interrupt and ask questions but try to keep to the broad scenario – don't make decisions or actions based on other possibilities
- Use other plans and references if available – this way we can learn how to stand up
- Not everyone will survive – if you die, you can still contribute to ideas and discussions – just cannot make decisions or take actions.

Desktop Process

- It is fictional!!
- Outline the scenario – step 1
- What do you think you will do?
 - Use existing plan if you have them.
 - Refer to other sources if available
 - I will try and prompt for gaps or specific points...

Starting point...

- You are members of a fictitious NGO called “Save the Planet”
 - Save everything that needs saving for the long term benefit of the Earth
 - Who are you

- Donors → World Bank, Bill Gates, Japanese Government
- Choose the President: No.1, 2 and 3 → voting by observers → result: No.1 (Robert)

• What will the President do?

1. Select the responsible persons

- President (Robert)
- Vice President (
- Operation Manager / Crisis Manager (Jeamybes)
- Finance (Sarah)
- HR (April)
- IT (Darin)
- Communication (Katherine)
- Fundraising Manager (Jim)
- Security Manager (Sumant)
- Country: Brazil – Head Office (Annu)
- Operation Managers in the field
 - Kanchanaburi (Chadin)
 - Trat (Anton)
 - Ubonrachathani (Dasri)
 - Chiang Mai (Molly)
 - Hat Yai (Koji)

2. Draft Generic plan

- WHO Plan for 6 phases

SCENE 1 DAY 1

A Human to Human (H2H) Cluster of 9 reported in Cambodia through “NGO” channels. The evidence is from a reliable source and appears solid.

Conditions:

- Cluster consists of two family groups and 1 outsider
- Close to Angkor Wat
- 8 of the group dead already (it seems within 2 days of admission)

STP Response...

- What do we expect the WHO to do?
- What are other groups likely to do?
- What do we do at this stage?

ACTION:

- President assigned
- Communication → Contact WHO and ask for more information of WHO’s response
- Communication Manager reported to the President
- President: Identify on the following areas and develop guidance:
 1. Who at risk?
 2. Communication
 3. Advice for staff → Operation: Chief should contact and tell the information particularly to the staff at risk.
 4. “Tell the boss”

Training Activity 4

- You are the flight engineer on blue sky Flight 113 from Bangkok to Shanghai
- At 30,000 feet the engines suddenly shut down
- You run through the restart procedure
- You complete the procedure at 20,000 feet
- The engines have not restarted...
- What will you do??

ACTION:

1 – technical / HR	2 – Organisation / Commu	3 – Personal Feeling
Ask for engineers around?	Tell passenger do not be panic.	Call home
Try again.	Call Home	Say goodbye
Dump fuel	Tell steward	Pray
	Tell the world	
	Ask advice	
	Tell the co-pilot.	

What types of people do you want when we are under pressure / pandemic?

What will we do when we have pandemic?

- Stay in place until getting more information from the national level, Ministry of Health, NGOs. – wait and see information
- Staff shelter to be in place until consolidating the information without rumors and find the specific guidance.
- Concerned areas: Sufficient flights to leave the affected areas
- Staff safety guideline / give staff alarm
- Committee to look around the programme / Management Meeting to discuss how to handle this kind of pandemic situation
- Draft plan (if have)

Preferred Suggestions:

WHO: Investigate

STP:

- Review / Ideas
- Locate people
- Get more information

SCENE 2 – Day 1 Evening

- Internet news services and satellite TV (CNN, BBC, etc) show the story from Cambodia and say that neighboring countries may be hit soon. They show:
 1. Sick people in hospital
 2. a stressed Cambodian doctor saying it is a very serious situation, and he wishes the villagers had been brought to him earlier
 3. an un-named western NGO representative saying they are very worried about this could be the “tip of the iceberg” which we have all feared
- STP Response...

What do we expect the “authorities” to do?

- What are other groups likely to do?
- What do we do at this stage?

ACTIONS:

- May not be able to expect thai authority to take action on this pandemic all 24 hours.
- NGOs should contact the HQ to announce information.
- President should contact the Head Office and ask the going-on.
- Should wait for more reliable information rather than listening to the media.
- Communication Manager: Regular teleconference with management team to communicate between regional office and HQ. The IT Officer will be connected and collaborated.
- President asked all staff to contact the family and know where they are.
- Operation Manager: The information has to be activated. No need to do anything if there is no more news alert that it will be affected to us.

ACTIONS:

- President

- All staff should be informed.
- Should give training to staff on this kind of pandemic.
- Staff review of symptoms they have.
-

SCENE 3 – DAY 2

- More (int'l only) news reports with same info
- A number of embassies (Aus, Can, UK, US) start issuing travel warning (there were pre-planned).
- Some news reports (quoting un-named source) indicate that some governments are starting to enact plans to shut down services in SEA and close borders to travelers
- Nothing on Thai news to date
- STP Response...
 - What do we expect the “authorities” to do?
 - What are other groups likely to do?
 - What do we do at this stage?

ACTION:

- Government may not announce this information due to fear of tourist business effect.
- WHO → investigation → will wait for reliable information and see how serious the situation is.
- Cambodian government is expected to inform information to the WHO.
- Thai government may communicate to Ministry of Public Health who has health volunteers group.
- HR: Should create the policy for staff... supply, procurement, etc.
- President reports to Head in Brazil who will consider → 1. will consider material, 2. consider if the operation seems to continue (if worst and worst?), 3. if rumor of evacuation staff, advance salary issue will be considered.
- Finance Manager: Consider financial capacity and financial balance. Operation Manager can go to fundraising manager every time. (Make sure how many people will sign the cheque.)
- Fundraising Manager: Consider fund/Programme in accordance with the plan. Contact donors and convince them to agree with the plan and support.
- Field Manager: Book the flight.
- HR: Should assign one person to be focal point in each area.

PREFERRED Suggestion:

-
- Find information (symptom)
- Report to management
- Supplies
- Money

SCENE3 - DAY 3

- Thai TV runs story saying:
 - “Possible h2h in Cambodia” kills a number (no specifics)...
- Our NGO source inform us that a number of other people have been admitted to Cambodian hospitals
 - At least 8 more are dead
- STP Response....
 - What do we expect

ACTION:

- **President:** Call the Meeting and get updated information from each.
- **IT:** try to accumulate the list of people who can access to internet at home. E-mail is not working. Fax machine is working. So, use the fax.
- **WHO:** Should have confirmation and declaration from WHO. Communication Officer should
- **Security:** Alarmed people not to travel to Cambodia. Should try to educate how to medicate themselves.
- **HR:** confirmed that guideline is formed and allow people to be on leave.
- All functions are not necessary to report to the office.
- Communicate to all communication officer the current situation and use existing Thai information to disseminate.

PREFERRED Suggestion:

STP

- No transfer policy
- Food + supplies

WHO

- Phase upgrade
-

SCENE 4 – DAY 3

- WHO confirm h2h and take the next action
- What do WHO do?
- What follow on actions can we expect from: authorities, business, public in general?

SCENE 5 – DAY 3 lunchtime – confirm of getting worst

- WHO confirm h2h and take the next action
- What do WHO do?
- What follow on actions can we expect from: authorities, business, public in general?

ACTION:

- WHO informed the situation.
- Thai gov: starts to prepare implementation the airport upgrade and land border from Cambodia.
- No affect on business goods
- Public stops eating chicken and starts to kill all chicken.
- Public: book flight, food supply
- President: Try to call HQ to inform this situation. → no response to phone -> contact crisis management team.
- Crisis Management Team is selected depending on professional and basic skill each people have. Normally, need operation person, finance, logistics, communication/information, HR.
- The model of organization structure was shown:
 - Crisis Mgr → Strategy Team: Communication, Functional experts → Tactical Team: incident Manager → Customer/Operation Management, Planning, Logistics, Communication → Site Mgr1, 2, 3 (see Andrew's presentation)
- Selected Crisis Manager and team consisting of Logistics, Planning (Security), Finance1 (finance2), HR1 (HR2), Operation (Vice PRD), Communication – in bracket are the deputy
- Crisis Manager:
 - Analysis of situation by collecting information by getting from different agencies.
 - Come up with the plan, objective (to decide how to move on and react to the pandemic situation. / To prioritize the activities. / To ensure that staff get right info and full support. → the objectives should be limited.)
 - Should try to avoid the duplication of works with other NGOs.
 - Considering points:
 - Need the guideline how to protect staff.
 - Crisis committee should consider how far and how long to maintain.
- SMS based communication instead of email
-

Preferred Objective:

- Objective: To make sure that everyone is in place and safe.

TRAINING ACTIVITY 3

- Getting organized
- Assume control
- Assess the incident
- Ensure safety of personnel
-

SCENE 6 – Day 3 (evening)

- News (TV and Radio in Thai language) emerges that there are 3 cases of sick people in Thai hospitals.

SCENE 7 – Day 4 morning

- NGO channels are reporting many more cases in Thai hospitals
- The Australian Embassy was closed
- Australia and a number of other countries have announced they will close the borders to all incoming traffic from BKK airports.
- We have been contacted by the wife of one of our workers near the Lao/Cambodian/ Thai border area that her husband won't come to work today because he is very sick and in hospital.

ACTION

- **Crisis Manager:** Try as much as possible to refer to and stick to our existing guideline. Advise staff according to guideline by advising them to stay home, keeping in touch with office.
- **President:** Report to the HQ and ask for suggestion.
- **HQ:** Agree that the staff should stay home and HQ is backup. Telephone line should be available to be on call.
- **HQ should not try to manage detail!**

SCENE 8 – Day 5 morning

- Cambodian gov announces that it is in serious trouble and needs assistance with medical supplies and “law enforcement”.
- NGO sources confirm that there are now many cases in hospitals in all areas and many villages in Cambodia and Laos and they have a large number of ill people – they request STP assistance ASAP
- Newspapers report that the Thai government is “reviewing the situation, working with the WHO...”
- The STP worker dies...

ACTION:

- We should deliver message what to do and take care of ourselves in the same time.
- NGOs should have collaboration jointly. → In reality, there will be a number of organizations running in to assist the situation. → have to find good management and job sharing. → WHO may not be able to be present but NGOs will move first.
- **Fundraising:** Should get extra money. →

SCENE 8 (Cont) – Day 5

- Donors call us and start offering extra funds and other assistance.
- Families of our staff ask to leave Thailand.
- The media comes to visit us
- During the interview, a group of the public start calling me “Do you have tamiflu? Give it to us”

- Three other large NGOs call us and say they are having problem with staffing and service.
 - Can we help them?

SCENE 8 (Cont) – Day 5 – 7 am

- A large earthquake has just been detected by seismographs – possibly 8 on the Richter scale
- Epicentre appears to be around Chiang Mai area.
- STP Response?

ACTION:

- The second layer of crisis team should function.... That's why they are necessary!

SCENE 8 (Cont)

- STP gets a call from the Thai gov saying:
 - There was an earthquake and it was at least an 8.
 - They have military raids working and they have been informed of massive damage in the city of Chiang Mai.
 - Their resources are just starting....

SCENE 9 – DAY 7

- Thai Schools were closed this morning after a government announcement.
- Many people are not coming to work in BKK.
- The Thai stock market took a big dive yesterday, the US Stock Market look a heavy fall last night...

SCENE 10 – Day 10

- Hospitals are full of sick people and the number of dead is now not known.
- Public unrest due to food and fuel shortage
- People are trying to cross into Myanmar (no h2h) by car, foot and boat.
- Airport are all closed as no country will accept passengers from Thailand.

SCENE 11 – Day 12

- Many countries affected with large number of sick and dead.
- Singapore has serious water problems because their border are closed.
- Global stockmarket
- ...

SCENE 12: Day 30

- Early estimates of 10-15% deaths across the globe-some experts say it will be much higher.
- Property and share prices
- Cross border migration is getting larger and larger.
- Chicken and ducks have been slaughtered.

SCENE 13 – Day 90

- The total death rate has now been established at a bit over 20%.
- An anti-virus has been developed and can be sued at short notice.
- Demand for food, electricity and many other services.
- This has meant an overall decrease in GHG emissions of about 45% from 2000 levels.
- Scientists are telling us that by 2050.....
- Your next job/challenge?
 - To find homes for vulnerable.
 -

Next meeting

- August 2
- Agenda will be shared on the 3rd week of July: debriefing of
- September will be country focus and key country of interest.