

AI Pandemic Desktop Exercise

It's a risky world we live in – better to be prepared!!

Review of Exercise

Bangkok August 3rd 2007



Agenda

- Quick Recap
- What happened – the facts
- How did we do?
- Questions

Aim of Exercise was.....

- Test preparations for response to a pandemic and other incidents
- Specifically test the following:
 - Notification
 - Activation
 - Organisation
 - 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*

What happened.....

- Formed Save the Planet and our first challenge was Bird Flu Pandemic that started in Cambodia
- News stories and NGO contacts provided us with data early on
- Embassies started to take action based on pre-documented plans
- WHO confirmed H2H (day 3)
- Borders started to close as more deaths occur
- Thai government still said don't panic as one of our workers dies (day 5)
- Problems start to occur within our operations and also other NGOs' (staff leaving, getting sick, requests for help)

What happened.....

- Received extra funding, and unwanted media and public pressure as stress starts to pile up.....
- Then the Chang Mai earthquake hit!
- Thai government asks for help in North
- Bird Flu pandemic starts to shut Thai schools and business activities
- Stock Markets crash
- Pandemic spreads to other countries
- And then it really got out of control.....

Some questions from the panel first...

- What one word describes the predominant impact the simulation had on you?
- What were the main personal or professional surprises during the simulation?
- What will be some supportive factors in managing a pandemic?
- What will be some hindering factors in managing a pandemic?
- What are some priority actions that were highlighted by the simulation that need to be taken now to enhance your organizations overall pandemic preparedness?

How did we cope.....

- Ideas and thoughts from those involved first.....
- How do you think you managed the events?
- Any critical mistakes?
- Any good things?
- How did the “pressure” feel?
- What would you do different next time?

How did we cope.....

- Ideas and thoughts from the observers.....
- What did the team do well?
- What mistakes did they make?
- What would you have done differently?
- Would you have liked the team to have been your managers during these events?

How did we cope.....

- Notification
 - Not really tested for
 - Bird flu will get rapid media attention
 - Told boss in Brazil maybe a bit late
- Activation
 - Pretty good given “new” organisation
 - Maybe neglected “business as usual” thinking
- Organisation
 - Moved to a crisis model
 - 2 tiered model would have been better
 - Clear problem with outlying authority/decision making in Trat

How did we cope.....

- Communications
 - Explored briefly
 - Most people were well informed
 - One example of mis-communication from VP
 - Unclear instructions to outlying branches
 - Clear problem speaking to media – who had authority and planned the message
- Contact Lists
 - Did not have time for testing
- Record Keeping
 - Don't think any one took any notes or wrote any instructions
 - Miss IT did send some e-mails so we have some records
 - Observers took good notes of the day

How did we cope.....

- Rotation/back-ups
 - Didn't need to test because of nature of event
 - When Earthquake hit we would have had major problem with enough staff
- Legal Issues (staff, licenses, operations, contracts etc)
 - Explored legal issues of staff care briefly
 - This would have created a considerable follow up case

How did we cope.....

- Planning
 - Didn't really make any clear plan for how we were going to address – it didn't seem that anyone actually wrote any plan down on paper
 - Example.....

Our Report to Bill.....

- The scenario provided us with some good experience and ideas to use in a real situation
- The scenario didn't allow for the possibility that the pandemic may have been stopped quickly
- We didn't have any real links with Authorities that we could use and test
- No-one has any experience with this scenario so we cant be expected to handle it perfectly first time!!
- We will be prepared next time to “Save the Planet!”

Bill and Melinda say.....



Remember.....

- *Sun Tzu (Art of War 2500 BC) said...*
 - *If you know yourself and you know your enemy you will win every battle*
 - *If you know yourself but not your enemy you will win only some of the battles*
 - *If you don't know yourself or your enemy you will not win any battles*
- *The more times you practice, test and train the better you will be and the more you will know yourself*

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.
 - 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?*

Scene 2 – Day 1 (evening)

- Internet news services and Satellite TV (CNN, BBC etc) show the story from Cambodia and say that neighbouring countries may be hit soon. They show:
 - sick people in hospital, and
 - a “stressed” Cambodian doctor saying it is a very serious situation, and he wishes the villagers had been brought to him earlier
 - an un-named western NGO representative saying they are very worried that 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?*

Scene 3 – Day 2

- More (international only) news reports with same information.
- A number of Embassies (Australia, Canada, UK and US) start issuing travel warnings (these were pre-planned).
- Some news reports (quoting un-named sources) indicate that some governments are starting to enact plans to shut down services in SE Asia and close borders to travellers
- 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?*

Scene 4 – Day 3 (morning)

- Thai TV runs story saying :
 - “possible h2h in Cambodia” kills a number (no specifics) of people in the same village
 - no locations provided
- Our NGO source informs us that a number of other people have been admitted to Cambodian hospitals
 - At least 8 more are dead
 - Can’t confirm number of cases in hospitals or local villages now – but it is growing rapidly
- STP Response.....
 - *What do we expect the “authorities” to do?*
 - *What are other groups likely to do?*
 - *What do we do at this stage?*

Scene 5 – Day 3 (lunch time)

- WHO confirm h2h and take the next action
 - *What do WHO do?*
 - *What follow on actions can we expect from:*
 - *Authorities?*
 - *Business?*
 - *The public in general?*

- STP Response.....
 - *What do we do at this stage?*

Scene 6 – Day 3 (evening)

- News (TV and Radio in Thai language) emerges that there are 3 cases of sick people in Thai hospitals
 - No confirmation of AI, but “highly probable”
 - No hospitals named
- Thai government officials are quoted saying “plans are being drawn up now, this is not likely to be a h2h pandemic – don’t panic!!”
- STP Response.....
 - *What do we expect other “authorities” to do?*
 - *What are other groups likely to do?*
 - *What do we do at this stage?*

Scene 7 – Day 4 (morning)

- NGO channels are reporting many more cases in Thai hospitals (mostly “upcountry”)
- The Australian Embassy was closed last night, and two others are being evacuated this morning
- Australia and a number of other countries have announced they will close their borders to all incoming traffic from BKK airports (Thai government says this is an over-reaction and protests).
- We have been contacted by the wife of one of our workers near the Lao/Cambodian/Thai border area that her husband won’t be coming into work today because he is very sick and in hospital
- STP Response.....
 - *What do we expect other “authorities” to do?*
 - *What are other groups likely to do?*
 - *What do we do at this stage?*

Scene 8 – Day 5 (morning)

- Cambodian Government 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”
- News papers report that the Thai Government is “reviewing the situation, working with the WHO and medical experts and is drawing up plans”
 - The plans may include closing some services and imposing “martial law” but this is not likely at this time – “don’t panic!”
- The STP worker dies
 - (pick number time)
- STP Response.....
 - *What do we expect other “authorities” to do?*
 - *What are other groups likely to do?*
 - *What do we do at this stage?*

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 come to visit us
 - Ask us what we are doing to help and what advice do we have
 - They heard we have lots of money to help but we don't seem to be doing anything.....
- During the interview a group of the public start calling out:
 - “Khun mi Tamiflu, le na ka – ow ma hai raew!!”
- Three other large NGO's call us and say they are having problems with staffing and service
 - Can we help them?
 - Do we want some funds (because they cant use theirs anyway)?
 - How are we coping, can we give them some advice with our planning?
- STP Response.....?

Questions

- When did STP go from “business as usual” to “crisis” mode?
- How did this happen?
- Who was appointed as Crisis Manager? Who was put in the team?
- What structure was used?
- What support functions were established?

Scene 8 (cont) – Day 5 - 7am

- A large Earthquake has just been detected by seismographs – possibly 8 on the Richter scale
- Epicentre appears to be around Chang Mai area

- STP Response.....?

Scene 8 (cont) – Day 5 - 8am

- STP gets a call from the Thai government saying:
 - There was an earthquake, and it was at least an 8
 - They have military radios working and they have been informed of massive damage in the city of Chang Mai
 - Their resources are just starting to get moving and they expect they will be busy saving people in Chang Mai for some time
 - They would like us to send our people to the outlying villages to check for damage and let them know what is needed
 - They want one of our people to meet one of their commanders in Chang Mai in 30 minutes to get a military radio so that we can communicate

- STP Response.....?

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 took a heavy fall last night, and others are all following
- AI h2h cases have started to appear in Singapore, Malaysia, Vietnam, New Zealand, Germany, South Africa, Chile and many others
- STP Response.....
 - *What do we expect other “authorities” to do?*
 - *What are other groups likely to do?*
 - *What do we do at this stage?*

Scene 10 – Day 10

- Hospitals are full of sick people and the number of dead is now not known
- There is now public unrest because food and fuel shortages are being felt all across BKK and other parts of Thailand
- People are trying to cross into Myanmar (which has not yet reported any cases of h2h AI) by car, foot and boat
- The airports are all closed as no country will accept passengers from Thailand and surrounding countries and internal travel has been severely restricted
- STP Response.....
 - *What do we expect other “authorities” to do?*
 - *What are other groups likely to do?*
 - *What do we do at this stage?*

Scene 10 (cont)– Day 10

- Pick Number again please.....
- Number 1, 3, 7 all sick and can't work now
- Who will replace?
- How did we handle things like:
 - Keys?
 - Computer passwords?
 - Bank Account access?
 - Paying bills?

Scene 11 – Day 12

- Many countries affected with large number of sick and dead
- Singapore has serious water problems because their borders are closed
- Global stockmarkets have been seriously affected
- Fuel and food supply issues in many countries
- Many poor attempting to flee
- Thai government is asking STP for help
- STP Response.....
 - *What do we expect other “authorities” to do?*
 - *What are other groups likely to do?*
 - *What do we do at this stage?*

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 have crashed almost everywhere
- Rioting and looting are taking place in many countries because of lack of police or armed forces
- Cross border migration is getting larger and larger
- Al-qaeda spokesman Osama Bin Laden comes out of hiding and says that “Allah is punishing the evil western forces. Convert to Islam and you will be saved”
- STP Response.....
 - *What do we expect other “authorities” to do?*
 - *What are other groups likely to do?*
 - *What do we do at this stage?*

Scene 12 (cont) – Day 30

- Cross border migration is getting larger and larger
- Chickens and ducks have been slaughtered on masse in many countries
- The result is that many people have turned to fish and pork for food – but eggs have not been easily replaced
- Suppliers of these products are getting record prices but as usual they are being consumed by the rich
- Many poorer groups are starting to starve.....
- STP Response.....
 - *What do we expect other “authorities” to do?*
 - *What are other groups likely to do?*
 - *What do we do at this stage?*

Scene 13 – Day 90

- The total death rate is has now been established at a bit over 20%.
- An anti-virus has been developed and can be used at short notice.
- Demand for food, electricity and many other services have plummeted. One example is that construction of new houses is not expected to be needed for some 15 years because there are so many vacant houses in many countries.
- This has meant an overall decrease is GHG emissions of about 45% from 2000 levels
 - Immediate effect of less electricity and fuel usage at 25%
 - Knock on effect of not needing construction and manufacturing in many areas 10-15%
 - Cumulative improvements made in the last couple of years 5-10%
- Scientists (those still alive) are telling us that by 2050 we will now almost certainly only see sea level rises of 1 meter (maybe even a bit less)
- Your next job/challenge?
- To find homes for only 450-600 million displaced and hungry people

Subjects of key importance

- How does the team go from “business as usual” to “crisis mode” and back to “business as usual”
 - Notification
 - Activation
 - Stand Down
- What structure will the crisis team use to manage the crisis?
 - Single Tier or Two Tier
 - Who is in command?
- How does the team handle communications during the crisis?
 - Internally
 - Externally
- Who does planning and how is it recorded?
- How is the team managed?
 - Resources
 - Logistics
- How is “normal business” managed?

Wrap Up

- Thank you for your participation
- I hope everyone had a good time and learnt something
- Remember – it was only a fictitious scenario aimed at highlighting some key points – a real pandemic may be very different
- Fines.....payable to me!!
- Next meeting agenda.....

Training Activities

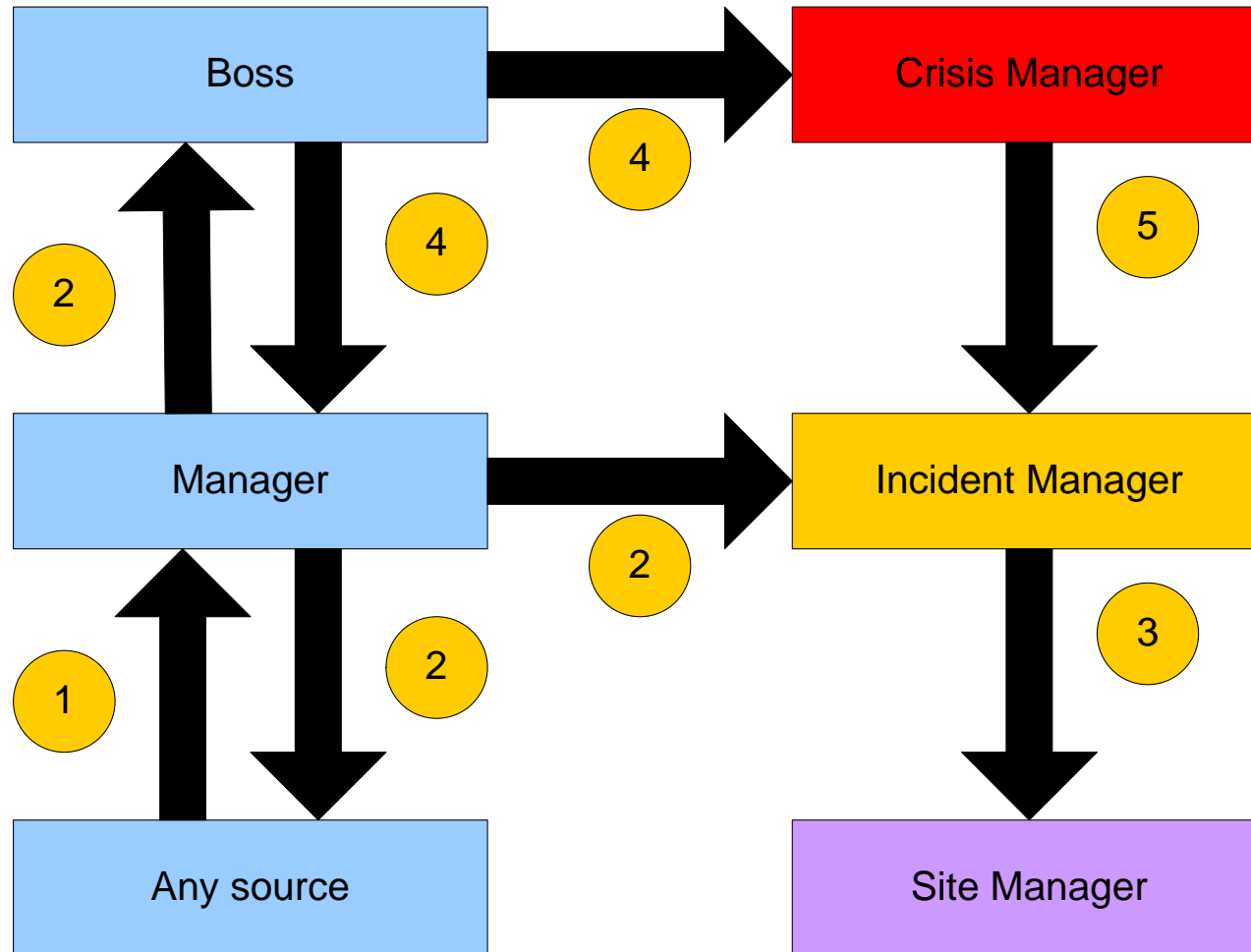
- Communications exercise
- NAS
- Getting organised and Organisation Structure
- Types under pressure
- Media talking
- Risk Management theory
- Control

Training Activity 1

- **Communications exercise.....**
- At 6am, 3 fire engines went to a fire at number 3 Sixth street in the village of Six Thirty
- A radio message advised all engines to report to PC Plod, at the intersection of Thick and Thin streets.
- Noddy lived with Big Ears at number Six Three Street
- What colour was Noddy's car after the fire?

Training Activity 2

- Notification and Activation

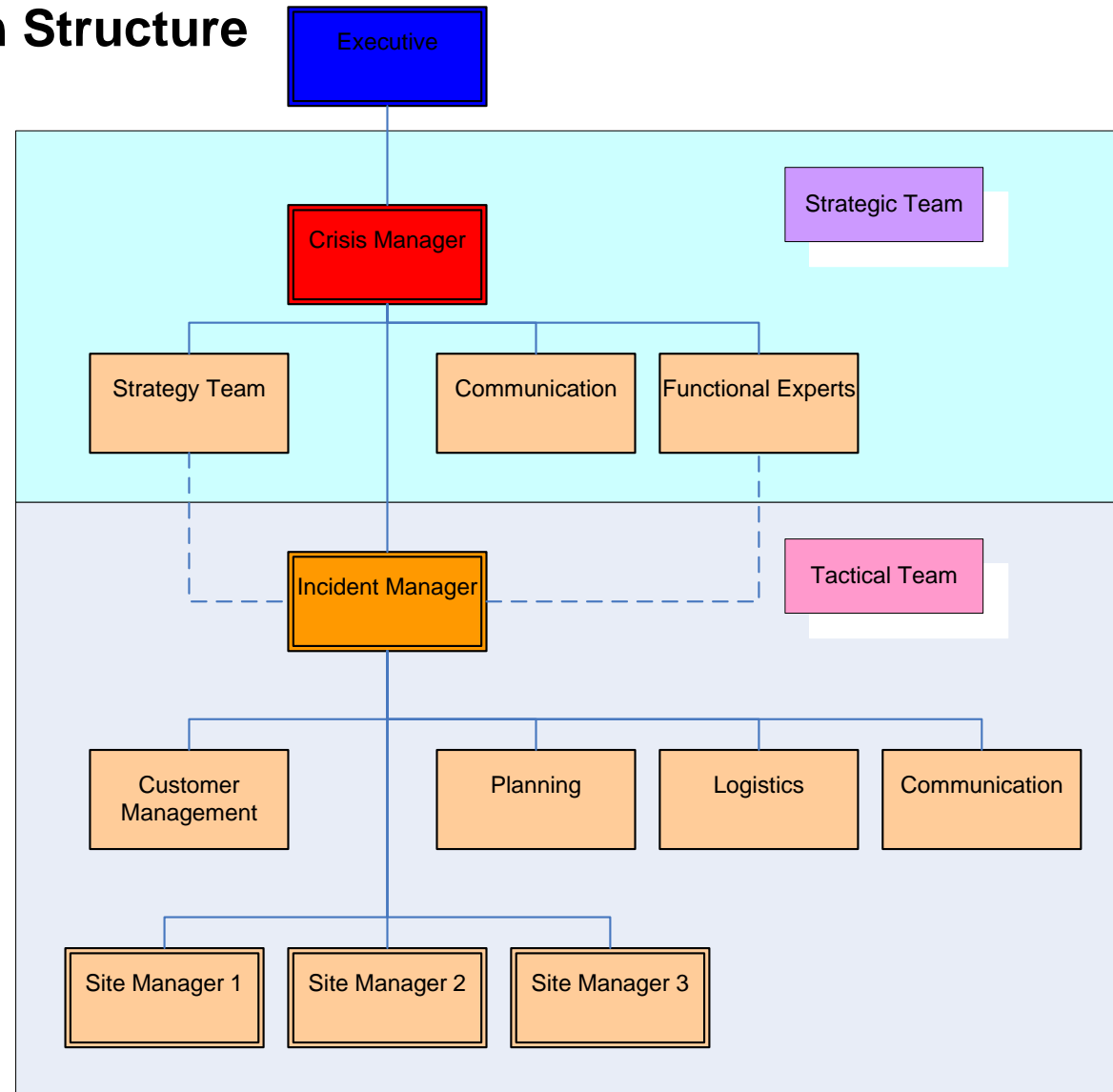


Training Activity 3

- **Getting Organised.....**
- Assume control
- Assess the incident
- Ensure safety of personnel
- Make a plan to combat the incident
- Allocate tasks
- Report to Management
- Determine team structure

Training Activity 3

- Organisation Structure



Training Activity 4

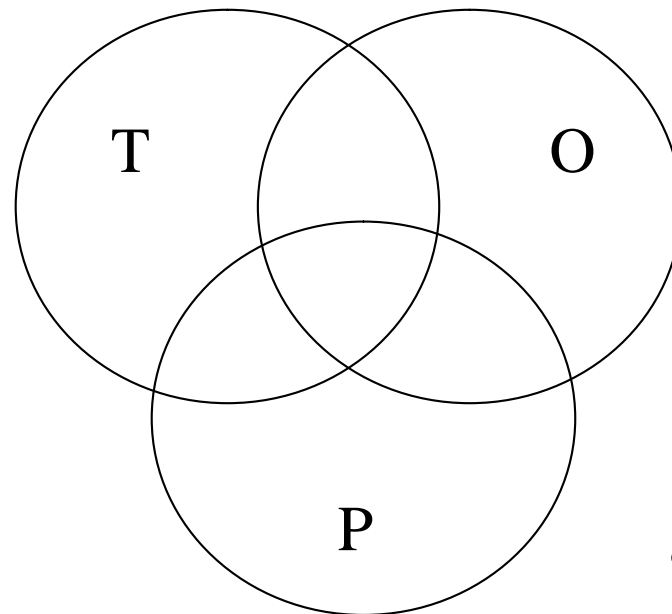
- You are the flight engineer on Blue Sky flight 113 from BKK to Shanghai
- At 30000 feet the engines suddenly shut down
- You run through the restart procedure
- You complete the procedure at 20000 feet
- The engines have not restarted.....

- What do you do?

- Write down 3 actions on a piece of paper

Training Activity 4

- Types of people when under stress.....



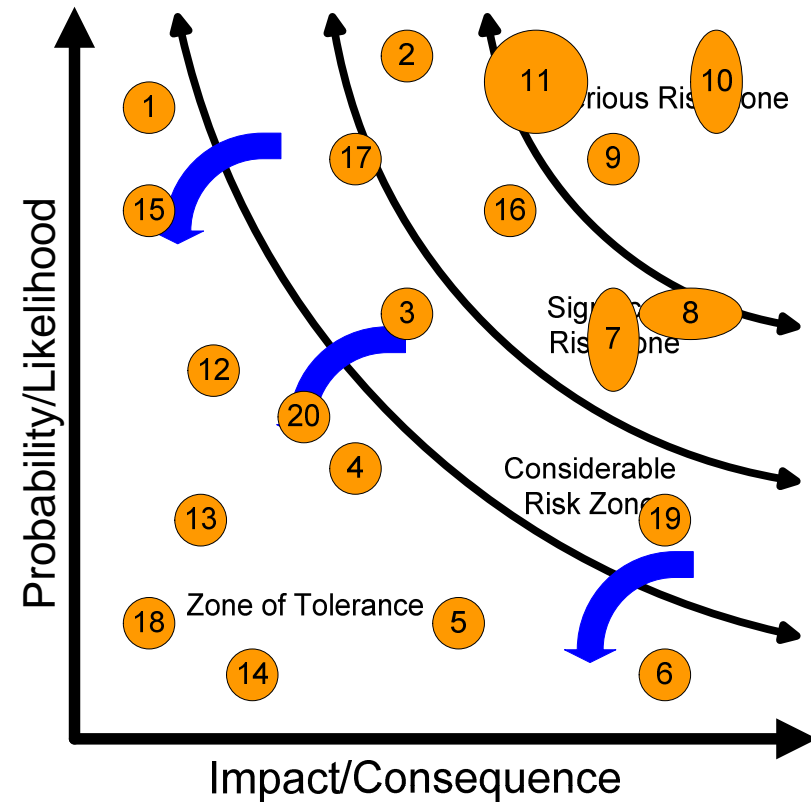
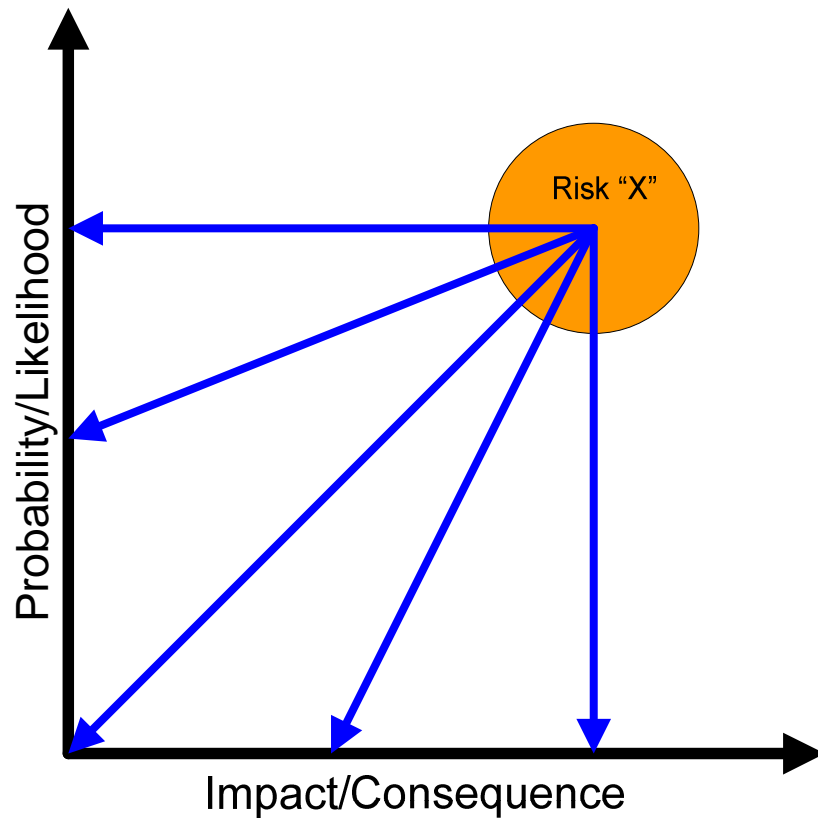
- What types are in your Crisis/Incident Team?

Training Activity 5

- **Media talking**

Training Activity 6

- Risk Management theory



Training Activity 7

- **Control**
- Lead = the time available
- Lag = the speed of the response
- Load = amount of stress on decision makers
- Gain = decision efficiency and effectiveness

Example of simple Contingency Plan

MCA – Production Risk – Destruction of production site through fire. Task - Rebuild Production Operations	6hrs	12 hrs	24hrs	48hrs
Facilities	Find and secure alternative location. Plan process and move	Move in to new site. Arrange transport of any equipment or supplies from old site. Tell suppliers new location	Determine if old site can be reused	Locate permanent new site or plan rebuild of old site
Staff	Send/leave staff at home and ask to contact in 12 hours	Ask staff to attend new site	Set-up new roster system. Arrange temporary staff if required	Establish training for staff on new process Inform staff about plans for long term
Communications	Arrange temporary diversion messages, request new phone services	Establish phone and fax services at new site. Advertise to rest of company	Advertise new contact details to external sites and customers if required	Plan communications at new permanent site
IT Services	Assess damage	Consider IT needs at temporary site.	Secure IT equipment. Commence data recovery	Establish IT security and network to rest of company. Join planning for new site
Planning	Do nothing	Do nothing	Determine planning requirements	Establish planning activities