



Adams 12 Five Star Schools

Pandemic Incident Response Plan

Updated: March 2020

Operations Plan for an Outbreak of a Pandemic

Introduction

Within a public setting such as the school system, a pandemic is a naturally occurring event, which impacts students and staff alike. Specifically, a pandemic is a global disease outbreak. A pandemic occurs when a new virus emerges for which there is little or no immunity in the human population, begins to cause serious illness and then spreads easily person-to-person worldwide. As media coverage emerges with specifics of global strains of a pandemic, the idea of a pandemic within the public school system appears to be likely.

Potential Impact on Adams 12 Five Star Schools

Specific impact in numbers is difficult to predict based on the nature of a pandemic. Most people have little or no immunity to a pandemic virus. Since pinpointing the correct strain for vaccines is difficult, it is also possible that most members of the district will not be vaccinated. Absenteeism would be increased as students stay home for lengthy periods of time and family members also miss work to care for those who are ill. Basic services within the community could be reduced in availability and vaccines for the new virus may not be readily distributed, prolonging the pandemic for an indefinite time period. Unique to the pandemic, illness spreads in two and sometimes three waves, prompting lengthy times of possible school closures that may last several months. Implementation of a specific plan is crucial for minimizing a pandemic's impact on student learning.

Purpose

The Pandemic Incident Response Plan provides guidance to Adams 12 Five Star Schools - hereinafter referred to as Adams 12 - in detection, response and recovery from a pandemic. The plan addresses the challenges, which require leadership decisions, response actions and communication mechanisms.

Summary of Preparedness and Response Principles

During a pandemic, Adams 12, Tri-County Health Department (TCHD), Broomfield Public Health and Environment (BPHE), and the Colorado Department of Public Health and Environment (CDPHE) and various regional public health partners will coordinate their Pandemic Plans to achieve the following goals:

- Maximize the protection of lives while minimizing educational disruption within all K-12 environments.
- Document Adams 12 procedures needed to implement when responding to a pandemic in Adams and Broomfield Counties.

- Implement emergency support functions, as appropriate, at the county level to define policies and procedures for Adams 12 and other public health partners in preparation for, and in response to, a pandemic.
- Enable Adams 12 to provide educational services as efficiently as possible in the event of a pandemic with minimal loss of academic instruction.
- To be as efficient as possible when providing new avenues for alternative learning environments.

Objectives:

- Establish and maintain a coordinated command system within the district and building incident command system that provides for informed planning and timely, effective decision-making regarding continuity of student learning, continuity of core operations, school or district closure and deployment of resources.
- Develop a communications plan to ensure that students, parents and staff receive timely and accurate information regarding disease prevention, school operations and other related information.
- Provide a safe and productive education and work environment in the event of a pandemic with a particular attention to the role of the district as an educator for disease prevention strategies, and an agent for surveillance and infection control strategies.
- Ensure the continuity of essential core operations in the event of increased student or staff absences and/or a district-wide closure.
- Ensure the continuity of student learning to the extent possible in the event of a pandemic outbreak.
- Coordinate the use of district facilities by public safety and health entities for use as vaccination sites.
- Prepare and provide for post-event psychosocial needs of students and staff returning to school after a pandemic event.
- Consider cultural differences during all phases of an emergency or pandemic event response.
- The plan will complement stages of federal, state and local agencies.

Planning Assumptions

Based on the U.S. Health and Human Services Pandemic Influenza Plan, current knowledge of seasonal flu patterns, and evidence available from previous severe pandemics, the following projections regarding a pandemic and how communities may be affected should be utilized by state and local agencies to plan accordingly:

- If required, certain extreme public health measures may be implemented during a pandemic. These could include, social distancing and quarantine practices including closing and consolidating schools or producing distance-learning opportunities. Whether or not schools will be closed or for how long will be determined at the time of the event based on the characteristics of the pandemic and guidance from TCHD, BPHE, and CDPHE.
- Working closely with TCHD, BPHE and CDPHE will maximize the health and safety of the school community. Understanding the roles of each agency and their responsibilities will promote coordination and communication.
- The general public, public health partners, emergency response agencies, elected leaders and school districts will need continuous updates on the status of the pandemic outbreak, the steps Adams 12, TCHD, BPHE and CDPHE are taking to address the incident, and steps the public can take to protect themselves.
- Plans should not rely on mutual state or federal assistance to support local response.

DISEASE MITIGATION MEASURES

Vaccine Planning

- Vaccination is the key to influenza prevention. There is a need for heightened global and local surveillance of flu symptoms and infection rates.
- Due to vaccine production and distribution constraints, a vaccine for any pandemic strain will unlikely become available for six to eight months following the emergence of a novel virus. This timeframe can be prolonged depending on research, approval and testing.
- Until the distribution of an effective vaccine or other medications occurs, social distancing and personal protective behaviors (e.g. hand washing, respiratory hygiene, etc.) may prove to be the most effective prevention strategy.

Masks/Personal Protective Equipment (PPE)

Guidance regarding antiviral medication and PPE will be provided at the time of and identified pandemic by public health.

Hand-washing and Respiratory Etiquette

- The influenza virus is reported to survive on the hands for less than five minutes, however regular hand-washing, for a minimum of 20 seconds is a commonsense action that should be widely encouraged.

- Respiratory hygiene to minimize droplet spread and the use of disposable tissues is widely believed to be of some value in diminishing spread.

Maintaining Personal Distance

- It is typically assumed that transmission of ‘droplet-spread’ diseases, such as influenza, is limited to close contacts, specifically contacts within three to six feet of an infected person.
- It has been recommended that individuals maintain a distance of three or more feet during a pandemic so as to diminish the number of contacts with people who may be infected.

AUTHORITIES

In the State of Colorado, in the event of a public health emergency, like a pandemic, various public officials have overlapping authorities with regard to protecting public health and safety. The Governor, the Director of CDPHE and the Directors of TCHD and BPHE, each can implement authorities within the scope of their jurisdiction aimed at protecting public health, including increasing social distancing by closing public or private facilities.

During a pandemic, the presence of overlapping authorities will require close communication and coordination between elected leaders, Adams 12, TCHD, BPHE, CDPHE, and the Governor’s Expert Epidemic Emergency Response Center (GEEERC) to ensure decisions and response actions are clear and consistent.

- TCHD and BPHE may direct the isolation and quarantine of individuals or groups. Local law enforcement officials have the authority to enforce the orders issued by TCHD and BPHE within their jurisdiction.
- The Superintendent Crisis Response Group (SCRG) will manage the district response and will advise the Board of Education (BOE) and the Superintendent on policy matters related to the district’s response to a pandemic. Individual school responses will be directed by the SCRG.
- The Superintendent of Adams 12 has the authority to close schools for emergency reasons in accordance with applicable District Policy and State Law.
- The Superintendent of Adams 12 will coordinate with the appropriate state agencies to ensure continued financial support from the state during a district-wide emergency closure or a school emergency closure.

Command and Management

CDPHE will lead the state response to a pandemic. TCHD and BPHE will also develop and implement a structured parallel system of a pandemic preparedness in their jurisdiction with critical functions delineated that includes command and management. Adams 12 will follow the direction of the local public health services authority.

The roles and responsibilities of the various Adams 12 departments are listed in both the Pandemic/Epidemic Incident Action Plan (IAP).

Concept of Operations

Overview

- TCHD and BPHE will be the lead agency in coordinating the local health and medical response to a pandemic with state, federal and local agencies and officials
- TCHD and BPHE will respond under the auspices of the TCHD Pandemic Annex to the Public Health Emergency Operations Plan and Broomfield's Pandemic Response Annex to the Public Health Emergency Operations Plan as well as other local state, and regional plans.
- TCHD and BPHE response actions will emphasize disease surveillance and investigation, social distancing measures to reduce the spread of infection, and continually inform and educate the public regarding the pandemic, the public health response, and steps the public can take to reduce the risks of infection.
- Adams 12 will maintain increased communications with CDPHE, TCHD and BPHE, and will implement those procedures that increase the health and safety of the school community.
- Adams 12 assumes the following responsibilities:
 - Develop capabilities to implement measures to decrease the spread of disease throughout the school community as guided by the epidemiology of the pandemic, TCHD, BPHE and Adams 12 administration.
 - Develop and implement pandemic preparedness activities and a business continuity plan aimed at maintaining the provision of educational services and limiting the spread of disease throughout the duration of a pandemic to the furthest extent possible.
 - Develop and implement educational support plans for students who are isolated or quarantined, and coordinate those plans with TCHD, BPHE, CDPHE and Colorado Department of Education (CDE) as necessary.
 - In partnership with TCHD and BPHE, communicate with parents the need to develop a "Family Plan" in the event their child must be sent home due to illness or if schools are closed.

- Each school assumes the following responsibilities:
 - Develop and document a response plan that is aligned with SCRG and Incident Command System (ICS) Protocols.
 - Identify chain of command in case of illness with a minimum of three back-ups.
 - Schools should follow the communication plan developed by Communications Services, in collaboration with the Superintendent's Office, which provides the public and the school community with current updates on the pandemic crisis, learning schedules, information on continuity of learning strategies, etc.
 - Schools should implement an emergency telephone notification protocol along with utilization of web pages.
 - As directed by TCHD and BPHE, implement best practices for personal hygiene and universal precautions. Train all school staff, volunteers and students. Identify and procure needed resources.
 - Report the number of staff and students daily absent with pandemic flu to the Adams 12 Health Services Coordinator. See attached outbreak report form.
 - Review applicable District Policies and implement procedures for sending ill individuals home.
 - Update staff and provide information on the extent of infection at school sites and potential changes that might take place at school.

- **Develop a recovery plan that provides for:**
 - Create a plan for obtaining an accurate count of staff that will be returning to work.
 - Develop procedures, including cross training and remote access, for certain functions to allow operations to resume.
 - Identify general attendance level protocols for resuming limited or normal operations.
 - Facilitate emotional support for staff and students. Connect with local mental health providers to offer counseling and support.
 - Collaborate with the Transportation Department to change or revise bus schedules and routes as appropriate.
 - Review and consider revising attendance policies.
 - Continue to emphasize and practice infection control and good components to personal hygiene measures.

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- Consult district leadership for guidance on recovery efforts, including follow up meetings, media meetings, coordinating appropriate memorials, parent/community meetings, etc.
- Facilitate a return to routine/regular normal instruction.

Direction and Control

- TCHD and BPHE and all responsive partners will operate under the Incident Command System throughout the duration of the pandemic response. The Superintendent will serve as the Adams 12 Incident Commander.
- Adams 12 may activate its SCRG and/or Emergency Operation Center (EOC).
- TCHD and BPHE will assess the viability of community containment options and establish criteria for recommending its implementation to local elected officials.
 - Adams 12 will attend or review electronic updates and briefings by TCHD and BPHE and provide information to staff and students. Adams 12 will take appropriate measures, including social distancing and increased respiratory hygiene, in order to reduce transmission.

Communication

Communications with the public and health care providers is critical in containing the spread of a pandemic virus and for managing the utilization of health care services and community understanding. This Plan's communications goals are to:

- Provide accurate, consistent and comprehensive information about a pandemic, including but not limited to case definitions, treatment options, infection control measures and reporting requirements.
- Instill and maintain public confidence in Adams 12 and the county's public health partners, and the ability to respond to and manage a pandemic.
- Ensure an efficient mechanism for managing information between THCD, other health system partners, and Adams 12.
- Ensure an effective mechanism for communicating information from SCRG.
- Contribute to maintaining order, minimizing public panic and fear, and facilitating public compliance by providing accurate, rapid and complete information.

- Address rumors, inaccuracies and misperceptions as quickly as possible, and prevent the stigmatization of affected groups.

Mitigation

Mitigation activities are taken in advance of a pandemic to prevent or temper its impact. Mitigation efforts should occur primarily during the early pandemic phases.

Adams 12 pre-event mitigation activities include the following:

- Revise the District' Emergency Response/Crisis Plan.
- Plan exercises, evaluate and revise the Pandemic Preparedness Plan as needed.
- Train Adams 12 staff to assure competencies and capacities needed to respond to a pandemic outbreak.
- Develop strategic partnerships with local, state and federal response agencies and their staff.
- Educate schools and parents about a pandemic and recommend preparedness measures.
- Inform and update schools about the potential impacts of a pandemic on essential services and city, county and school infrastructures.
- Stock necessary equipment and supplies that will be needed to respond to a pandemic.
- Continue to meet the standards of the American Society of Heating, Refrigeration, and Air-Conditioning Engineers (ASHRAE).

Surveillance

Pandemic surveillance by TCHD and BPHE will provide information on pandemic activity for health care providers and the public. Adams 12 schools will report illness and absenteeism rates as directed by SCRG in collaboration with TCHD and BPHE.

- Adams 12 will coordinate illness and absenteeism data as directed by SCRG, TCHD and BPHE.
 - Each school may be required to report attendance data and absenteeism trends when student absenteeism rates rise above a defined incidence level. The report should be sent to TCHD and BPHE, per current standards, and a secondary report sent to the Superintendent of Adams 12 and/or the identified central information center.

- As a sentinel reporter, each school will closely monitor and report attendance and data trends when student absenteeism rates rise above 10 percent. During these phases, daily reports will be sent to the identified centralized information center.
- Adams 12 Human Resources will activate tracking mechanisms of illness and absenteeism for school and central staff and report trends to the identified centralized information center. This data will be used to identify staffing needs and inform school closure discussions.
- a. Adams 12 will comply with additional specific surveillance requests from TCHD, BPHE and CDPHE.

Social Distancing Strategies

Social distancing strategies are non-medical measures intended to reduce the spread of disease from person-to-person by discouraging or preventing people from coming in close contact with each other. These strategies could include closing schools; closing non-essential agency functions; implementing emergency staffing plans; increase telecommuting, flex scheduling and other options; and closing all public assemblies or after school activities.

TCHD and BPHE and local law enforcement will be the decision makers regarding the implementation and enforcement of social distancing strategies. TCHD and BPHE will work with the Superintendent of Adams 12 to coordinate the timing and consistency of social distancing decisions.

- **Adams 12 Five Star Schools** will be responsible for the following:
 - Increase universal precaution and respiratory hygiene education for staff, students and parents in coordination with TCHD and BPHE.
 - Increase symptom monitoring and attendance monitoring to ensure accurate reporting to TCHD and BPHE.
 - Follow TCHD and BPHE guidelines as appropriate including following social distancing guidelines and emergency pandemic staffing plans. This can include the procurement of long-term substitutes, consolidation of schools, information distribution through the communication tools and facilitation of distance learning.
 - Declare the appropriate school closure/s in accordance with the definition already in place for those in authority including organization with transportation for consolidation of bus stops, most likely at elementary schools.
- **TCHD and BPHE** will be responsible for the following:
 - Recommend social distancing strategies to elected officials that are commensurate with the severity of illness and societal impact of the pandemic.

- Implement specific, countywide strategies that may be recommended by CDPHE.

Isolation and Quarantine

- Adams 12 will coordinate with TCHD, BPHE, CDPHE and neighboring county health departments, and local law enforcement.
- Adams 12 will follow CDC guidelines, and consult with local health authorities, in developing isolation and quarantine procedures for individuals traveling from areas in which a novel pandemic virus is present. The district will also follow TCHD and BPHE recommendations for educating teachers in recognizing and removing students infected. TCHD and BPHE will also serve as guidance for determining when infected students may return to school.

Maintenance of Essential Services

- One of the critical needs during a pandemic will be to maintain essential community services.
 - With the possibility that 25- 35% of the workforce could be absent due to illness, it may be difficult to maintain adequate staffing for certain critical functions.
 - There is the possibility that services could be disrupted if significant numbers of public health, law enforcement, emergency response, medical care, transportation, communication, and public utility personnel are unable to carry out critical functions due to illness. Individual Adams 12 schools or the entire District may be adversely disrupted.
- Adams 12 shall develop a Continuity of Operations Plan (COOP) that addresses, at a minimum:
 - Line of Succession
 - Should be a minimum of three deep for administrative staff for both schools and central administrative offices.
 - Clarify School Board roles and line of succession
 - At the School Level:
 - Each school's administration should follow the guidance from the SCRG to implement school-based procedures as previously outlined including identifying unique issues and needs:
 - If there is a 30% reduction in workforce. (Based upon CDC projection)
 - If schools are closed for for intermittent or extended periods of time
 - Education and instruction of students who are isolated and quarantined for several weeks
 - Building cleaning and maintenance related to intermittent use.

- To increase health surveillance monitoring, as coordinated and directed by SCRG, TCHD, and BPHE to ensure accurate reporting.
- At the Central Administration Level:
 - Assess and identify critical functions, essential services, and processes that must be provided for during a pandemic event which may cause a disruption in continuity of operations:
 - For life, health and safety of the school community.
 - Those things are essential to accomplishing the mission of the school district and which need to be provided during an event even though staffing is at a reduced level.
 - Document a plan to redirect resources appropriately from non-essential functions in order to optimize District efficiency during disruption caused by a pandemic event.
 - Identify positions needed to carry out critical functions.
 - Identify critical functions that can be performed via telecommuting and/or manual process if Information Technology systems are overloaded or if re-assigned staff is not familiar with applications.
 - Organize transportation to consolidate bus stops and meeting places at designated schools.
 - Identify each department's technology needs related to large-scale telecommuting and conference calling. Check availability and function of laptops, remote access, and information security.
 - Review Human Resources policies to determine whether staff can be prevented from remaining at work if symptomatic for influenza or another pandemic virus.
 - Determine whether critical functions could be performed through alternative scheduling.
 - Review District Policies regarding the implementation of alternative schedules, including revision of employee calendars and contracts as may be required during recovery.
 - Identify procedures for the reassignment of employees to support mission essential services.
 - Identify staff that can be cross-trained to backfill critical functions.
 - Identify functions that can be suspended while staff is reassigned to more critical roles.
 - Develop mechanisms to track department absenteeism daily and report the percentages to the identified central information center.

At the School Level:

- Assess student and staff safety as determined by District leadership.
- Opening a closed school as directed by SCRG.
- Communication protocol with staff regarding absenteeism and school operations.
- Learning Services will provide information and direction regarding instructional continuity.
- Ensure integrity of the physical site's safety and security based upon existing Security Services guidelines.

Recovery

- School recovery from a pandemic will begin when school officials determine that normal supplies, resources, and response systems can manage ongoing school activities.
- In consultation with TCHD and BPHE, Adams 12 will recommend specific actions to be taken to return the district to pre-event status.
- Adams 12 will assess the economic and educational impact of the pandemic.
- TCHD and BPHE and Adams 12/SCRG will conduct an after-action evaluation of the pandemic response. The evaluation will include recommendations for amendment to the Pandemic Preparedness Plan.
- Assess the emotional needs of students and staff in order to provide a positive, supportive school/site environment.
- Schools and the district will need to maintain ongoing communication and information exchange with the school community and public as necessary.

Definitions

District-Wide Emergency Closure: All facilities of Adams 12 are closed and all activities are cancelled, including, but not limited to childcare, Before and After School Enrichment (BASE), athletics, and other community use activities. Only personnel designated as 'essential' are to report to work.

School Emergency Closure: Specifically identified facilities of Adams 12 are closed and all activities are cancelled at those facilities only, including, but not limited to child care, before and after school programs (SACC), athletics, and other activities. Only personnel designated as "essential" are to report to work at the identified facilities. All other facilities and programs will be on a normal schedule and all personnel assigned to those other facilities should adhere to their normal schedule.

Emergency Operations Plan (EOP): Refers to the processes by which the core operations of the District will be maintained and/or operated during a time of complete District-wide emergency closure ordered by medical authorities or the Superintendent. Continuity of business functions will be accomplished by the Administration and Finance Team and coordinated with the District CMT.

Core Operations: Refers to the business operations such as payroll, accounting, physical plant operations, such as alarm monitoring, boiler operations, HVAC, etc and other essential operations necessary to prevent a major disruption of District activities or risk to physical facilities upon resumption of normal operations.

Student Learning Continuity Plan (SLCP): Refers to processes by which the student learning functions will be maintained and /or resumed during a time of decreased staff and student absences and/or complete closure ordered by medical authorities or the Superintendent. The SLCP includes planning for calendar exemptions and testing schedules, provision of remedial assistance for students returning from extended absence, preventive hygiene efforts and post trauma and grief counseling assistance. The Planning Team will be charged with the management of the SLCP.

Glossary

Antiviral: Drugs that are used to prevent or cure a disease caused by a virus, by interfering with the ability of the virus to multiply in number or spread from cell to cell.

Asymptomatic: Presenting no symptoms of disease.

Avian Flu: A highly contagious viral disease with up to 100% mortality in domestic fowl caused by influenza virus subtypes H5 and H7. All types of birds are susceptible to the virus, but outbreaks occur most often in chickens and turkeys. The infection may be carried by migratory wild birds, which can carry the virus but show no signs of disease. Humans are only rarely affected.

Contagious: A contagious disease is easily spread from one person to another by contact with the infectious agent that causes the disease. The agent may be in droplets of liquid particles made by coughing or sneezing, contaminated food utensils, water or food.

Epidemic: A disease occurring suddenly in a community, region or country in numbers clearly in excess of normal. See pandemic.

H5N1: A variant of avian influenza, which is a type of influenza virulent in birds. It was first identified in Italy in the early 1900's and is now known to exist worldwide.

Incidence: The rate of development of disease in a group over a certain time period.

Influenza: A serious disease caused by viruses that infect the respiratory tract.

Isolation: For people who are ill, isolation refers to the separation of persons who have a specific infectious illness from people who are healthy.

Morbidity: State of being diseased; pertaining to disease.

Mortality: Causing death; subject to death.

Pandemic: The worldwide outbreak of a disease in numbers clearly in excess of normal. See epidemic.

Pathogenic: Causing disease or capable of doing so.

Prevalence: The number of existing cases of a disease or health condition in a population at some designated time.

Prophylactic: A medical procedure or practice that prevents or protects against a disease or condition (e.g. vaccines, antibiotics, drugs).

Quarantine: For people who have been exposed but are not ill, quarantine refers to the separation and restriction of movement of persons who may not yet be ill but have been exposed to an infectious agent and therefore may become infectious.

Seasonal Flu: A respiratory illness that can be transmitted person to person. Most people have some immunity, and a vaccine is available. This is also known as the common flu or winter flu.

Social Distancing: The practice of establishing a safe zone that limits the opportunities for infection and disease transmission.

Vaccine: A preparation consisting of antigens of a disease-causing organism which, when introduced into the body, stimulates the production of specific antibodies or altered cells. This produces immunity to the disease-causing organism. The antigen in the preparation can be whole disease-causing organisms (killed or weakened) or parts of these organisms.

Virus: Any of various simple submicroscopic parasites of plants, animals, and bacteria that often cause disease and that consist essentially of a core of RNA or DNA surrounded by a protein coating. Unable to replicate without a host cell, viruses are typically not considered living organisms.

Contributors

- Adams 12 Five Star Schools
- Centers for Disease Control and Prevention (CDC)
- Cherry Creek School District
- Colorado Department of Education
- Colorado Department of Public Health and Environment (CDPHE)
- Colorado State university
- Douglas County School District
- Governor's Expert Epidemic Emergency Response Center (GEEERC)
- Jefferson County Public Schools
- Pandemicflu.gov web casts
- State of Colorado –Office of Preparedness and Security
- Tom Butts- Tri-County Health Department Emergency Management Coordinator
- University of Colorado at Boulder
- U.S. Department of Education –Office of Safe and Drug-Free Schools
- U.S. Department of Health and Human Services
- World Health Organization (WHO)

**Adams 12 Five Star Schools
Pandemic Outbreak Report**

School:	School Year:
Address:	
City:	County:
Contact Person:	Phone Number: (____) ____ - ____ -

Number of students enrolled....._____

Number of staff members....._____

The date on which this outbreak apparently began..... ____ / ____ / ____

Day of outbreak	Date	Avg # of students normally absent	# of students absent this date	Avg # of staff members normally absent	# of staff members absent this date
One					
Two					
Three					
Four					
Five					

Please list major symptoms being reported by students or staff:

1. _____ 3. _____

2. _____ 4. _____

Which grades are most affected by the pandemic outbreak:

1st _____ 2nd _____ 3rd _____

*Please send this outbreak report to:
The Adams 12 Five Star Schools Health Services Department - julie.mcrae@adams12.org*