

Utah Pandemic Influenza Response Plan Operational Communications and Coordination Plan

DRAFT

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By: _____

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Purpose

The purpose of the Operational Communications and Coordination Plan (OCCP) is to clearly describe how communications and coordination among state and local health agencies, and other health-related partner agencies, will be handled in the case of a pandemic. It is also to identify communications and coordination responsibilities for the Utah Department of Health (UDOH) and the various partner agencies that will be involved in responding to a pandemic. The plan will:

- Identify how a coordinated approach to responding to a pandemic will be maintained across various agencies;
- Establish efficient mechanisms for decision-making during a pandemic that will support coordinated approaches, but allow for sufficient local flexibility; and
- Describe how partners will be notified of important events and how they will be kept informed of the current status of a pandemic and related response efforts.

Situation Description

During the development of a pandemic, it will be necessary to implement an effective approach to communications and coordination between the UDOH and partner agencies. This will assure that partners are kept informed of the status of events, and will enable decision-making to occur with all available information. The OCCP will outline an approach to communication between UDOH and partner health-related agencies, and will enable a mechanism for providing information in an Incident Command System structure from health agencies to a joint/unified command as necessary. Regular, frequent communication at different phases/stages/levels will be needed, and it is necessary to also define how ad-hoc messages and coordination may occur at different points as well. Effective communications and coordination will enable health-related agencies to work together to anticipate, characterize, contain, and mitigate a pandemic in Utah as quickly as possible.

Planning Assumptions

This plan is based on the following assumptions:

1. Communications and coordination needs will vary depending on the type of influenza activity occurring; for this reason, World Health Organization (WHO) phases/federal stages/Utah levels will be incorporated into the plan.
2. The OCCP will serve as a tool to operationalize communications sections of other Pandemic Influenza Plan functional annexes and plans (e.g. Surveillance Plan, Community Mitigation Plan, etc.).
3. Various communication tools will be addressed within the OCCP, and triggers for their use will be included (e.g. Utah Notification and Information System (UNIS), WebEOC, listserv messages, conference calls, etc).
4. Back-up mechanisms for communication and coordination are an important consideration and will be incorporated into the OCCP.

5. This plan is an inter-agency plan. Each agency/partner organization included within the scope of the OCCP has specific responsibilities outlined in the plan.
 - a. Each listed agency/partner organization will have its own communications and coordination plan that should be consistent with, and fit within, the OCCP.
 - b. Each agency/partner organization will assure internal communication with key personnel within that agency, unless other means of notifying those individuals is specifically included in this plan. In most cases, only one contact person is identified for each partner agency/organization in the OCCP. That person will be responsible for notifying others within that agency/organization, and should provide back-up persons and contact information to be included in the plan to assure someone can be reached for positive notifications.
 - c. Each agency/partner organization will include documentation of internal notification procedures as an appendix to this plan.
 - d. Each agency/partner organization will actively participate in notifications of other agencies as specified in this plan. (*Note: the OCCP serves as an outline for when communication should take place, but is not comprehensive in identifying partners and agencies that should be contacted at the local level.*)
6. Decision-making mechanisms will be addressed within the OCCP as they pertain to decisions that will/should be made by the UDOH and health-related agencies. For example, the OCCP describes the Unified Area Command, which will coordinate decision-making across jurisdictions for areas of response such as surveillance, community mitigation (e.g., school closure), administration of antiviral medications or vaccine according to priority groups, and application of triage protocols.
7. Communication and coordination outside of the health-related agencies listed are outside of the scope of the OCCP; they will be coordinated by the Utah Division of Homeland Security and/or through coordination by the joint/unified command once established.
8. The OCCP (including *Appendix B: Agency Contact Points*) should be periodically reviewed and updated; procedures for this are included within the OCCP under *Plan Development and Maintenance*.

Concept of Operations

The concept of operations is intended to outline how communications and coordination will take place during the different phases of a pandemic. It is intended to clarify what should happen, when, and at whose direction as it pertains to communication and coordination.

Governor's Pandemic Advisory Committee

In their final report to the Governor, the Governor's Taskforce for Pandemic Influenza Preparedness recommended a Governor's Pandemic Advisory Committee be established. The purpose of this committee would be to guide ongoing preparedness efforts and decision-making during a pandemic. The committee would be composed of an Advisory Policy Group and technical advisory group(s) that may be permanent or ad hoc.

Governor's Pandemic Advisory Policy Group

The group is to make recommendations to the Governor regarding high-level policy issues with serious implications and/or high visibility (e.g. recommendations on shifts in vaccine or antiviral distribution plans). Although vaccine and antiviral distribution plans are already being developed, there may be a need to alter these plans based on available epidemiological and scientific data regarding the particular pandemic influenza strain. They will focus on critical policy decisions, and their purpose should include a strong emphasis on communicating the decision-making process and decisions to the public. The group meeting frequency and mechanism is to be determined.

Pandemic Influenza Technical Advisory Groups

These will be ad hoc and composed of subject matter experts/consultants as needed. It is expected that membership will vary over time depending on the situation and need. These groups will be charged with reviewing information and developing recommendations to be reviewed by the Governor's Pandemic Advisory Policy Group. The groups' meeting frequencies, procedures, and mechanism are to be determined.

Incident Command

It is anticipated that an incident command system will be established in most or all communities in Utah. Utah's local health departments, as lead agencies for health response, will have key roles or be the lead agency in those structures. Most response activities will be directed at the local level using those Incident Command System structures.

Unified Area Command

Area command was developed to oversee management of multiple incidents or a very large incident with multiple incident management systems. By definition, a pandemic is a global event that to some extent will affect all communities in Utah. As outlined elsewhere in this plan, certain aspects of response should be conducted in a uniform and coordinated way across all 12 local health jurisdictions in Utah. These activities include surveillance, community mitigation (e.g., school closure), administration of antiviral medications or vaccine according to priority groups, and application of triage protocols. To facilitate coordinated decision-making for these areas of response, UDOH will implement a Unified Area Command upon declaration of Utah Pandemic Response Level A (Widespread transmission in humans outside North America).

Multi-agency Coordination System

UDOH will utilize its Multi-agency Coordination System plan to facilitate communications and coordination among the many entities that will be responding in different ways to an influenza pandemic.

Communication Tools and Actions to Occur During Different Phases/Stages/Levels

The following table/matrix describes the type of communication tools that should be considered at each different phase/stage/level of a pandemic in Utah. It also outlines communications activities expected at different levels of severity during a pandemic, utilizing the WHO Pandemic Periods and Phases, U.S. Federal Response Stages, and Utah Pandemic Response Levels.

WHO Phases & Descriptions	U.S. Federal Stages and Description	Utah Pandemic Response Levels and Description	Communication tools to use	Back-up communication tools	Frequency of communication mechanism(s)	Specific responsibilities
Inter-Pandemic Period						
Phase 1 – No new influenza viruses in humans	0	Use WHO Period	<p>*Conference calls and in-person meetings among major partners to coordinate communication procedures</p> <p>Dissemination of surveillance information through website updates and list server messages</p>	Not applicable	<p>In-person meetings twice/month</p> <p>Biweekly website updates</p> <p>Biweekly list server messages</p>	<p>UDOH organizes pandemic influenza workgroup meetings twice/month; local health departments and other partners participate in meetings</p> <p>UDOH maintains and updates pandemic influenza website and sends out list server messages</p> <p>Local health departments establish communication mechanisms with local partners and disseminate information as needed</p> <p>UDOH establishes communication mechanisms with state and federal partners and disseminate information as needed</p>

*NOTE: Conference calls are specified as a primary tool for communication. It is important to establish the conference call mechanism ahead of time if possible, because meetings upon short notice will not always be possible and effective conference calls require practice. A site for in-person meeting may also be established in addition to a conference call mechanism, allowing participants to choose the most effective means of participation.

WHO Phases & Descriptions	U.S. Federal Stages and Description	Utah Pandemic Response Levels and Description	Communication tools to use	Back-up communication tools	Frequency of communication mechanism(s)	Specific responsibilities
Inter-Pandemic Period						
Phase 2 – Circulating animal virus poses human risk	0	Use WHO Period	<p>*Conference calls and in-person meetings among major partners to coordinate communication procedures</p> <p>Inclusion of animal health partners</p> <p>Dissemination of surveillance information through website updates and list server messages</p>	Not applicable	<p>In-person meetings twice/month</p> <p>Biweekly website update</p> <p>Biweekly list server messages</p>	<p>UDOH organizes pandemic influenza workgroup meetings twice/month; local health departments and other partners participate in meetings</p> <p>UDOH maintains and updates pandemic influenza website and sends out list server messages</p> <p>Local health departments establish communication mechanisms with local partners and disseminate information as needed</p> <p>UDOH establishes communication mechanisms with state and federal partners and disseminate information as needed</p>

WHO Phases & Descriptions		U.S. Federal Stages and Description	Utah Pandemic Response Levels and Description	Communication tools to use	Back-up communication tools	Frequency of communication mechanism(s)	Specific responsibilities
Pandemic Alert Period							
Phase 3 – Human disease, no or limited human-to-human transmission	0	New domestic animal outbreak in at-risk country	Use Federal Response Stages	<p>*Conference calls and in-person meetings among major partners to coordinate communication procedures</p> <p>Inclusion of animal health partners</p> <p>Dissemination of surveillance information through website updates and list server messages</p>	Not applicable	<p>In-person meetings twice/month</p> <p>Weekly website updates</p> <p>Biweekly list server messages</p>	<p>UDOH organizes pandemic influenza workgroup meetings twice/month; local health departments and other partners participate in meetings</p> <p>UDOH maintains and updates pandemic influenza website and sends out list server messages</p> <p>Local health departments establish communication mechanisms with local partners and disseminate information as needed</p> <p>UDOH establishes communication mechanisms with state and federal partners and disseminate information as needed</p>

WHO Phases & Descriptions	U.S. Federal Stages and Description	Utah Pandemic Response Levels and Description	Communication tools to use	Back-up communication tools	Frequency of communication mechanism(s)	Specific responsibilities
Pandemic Alert Period						
Phase 4 – Increased human-to-human transmission	1 Suspected human outbreak overseas	Use Federal Response Stages	<p>*Conference calls and in-person meetings among major partners to coordinate communication procedures</p> <p>Dissemination of surveillance information through website updates and list server messages</p> <p>Specific media messaging</p>	Not applicable	<p>UNIS alerts (e-mail) for major activity developments</p> <p>In-person meetings twice/month and/or conference calls</p> <p>Weekly website updates</p> <p>Weekly list server messages</p> <p>Media messages are released as needed</p>	<p>UDOH organizes and conducts UNIS alerts</p> <p>UDOH organizes pandemic influenza workgroup meetings and/or conference calls; local health departments and other partners participate in meetings</p> <p>UDOH maintains and updates pandemic influenza website and sends out list server messages</p> <p>Local health departments disseminate information to local partners as needed; UDOH disseminates information to state and federal partners as needed</p> <p>UDOH prepares media messages and conducts briefings</p>

WHO Phases & Descriptions	U.S. Federal Stages and Description	Utah Pandemic Response Levels and Description	Communication tools to use	Back-up communication tools	Frequency of communication mechanism(s)	Specific responsibilities	
Pandemic Alert Period							
Phase 5 – Significant human-to-human transmission	2	Confirmed human outbreak overseas	Use Federal Response Stages	<p>*Conference calls and in-person meetings among major partners to coordinate communication procedures</p> <p>Dissemination of surveillance information through website updates and list server messages</p> <p>Specific media messaging</p> <p>Use of UNIS to convey major developments</p>	<p>♣Use of 800 MHz radios when applicable</p> <p>Mass faxing to physicians and public health providers</p>	<p>UNIS alerts for major activity developments</p> <p>Weekly in-person meetings and/or conference calls</p> <p>Weekly website updates</p> <p>Weekly list server messages</p> <p>Media messages are released as needed</p>	<p>UDOH, local health departments, and other agencies organize and conduct UNIS alerts</p> <p>UDOH organizes pandemic influenza workgroup meetings and/or conference calls; local health departments and other partners participate in meetings</p> <p>UDOH maintains and updates pandemic influenza website and send out list server messages</p> <p>Local health departments disseminate information to local partners as needed; UDOH disseminates information to state and federal partners as needed</p> <p>UDOH prepares media messages and conducts briefings</p>

♣NOTE: Radio frequency lists will be held at the Incident Command Center. Please refer to XXXXXX plan for further details (*follow-up with Lynette*).

WHO Phases & Descriptions	U.S. Federal Stages and Description	Utah Pandemic Response Levels and Description	Communication tools to use	Back-up communication tools	Frequency of communication mechanism(s)	Specific responsibilities		
Pandemic Period								
Phase 6 - Increased and sustained transmission in general population	3	Widespread human outbreaks, multiple locations overseas	A	Widespread human outbreaks, multiple locations overseas	<p>*Conference calls and in-person meetings among major partners to coordinate communication procedures</p> <p>Dissemination of surveillance information through website updates and list server messages</p> <p>Specific media messaging</p> <p>Use of UNIS to convey major developments</p> <p>UNIS and WebEOC to record status updates in a secure, web-based environment</p>	<p>Specific media releases with surveillance information</p> <p>♣Use of 800 MHz radios when applicable</p> <p>Mass faxing to physicians and public health providers</p>	<p>UNIS alerts for major activity developments</p> <p>Weekly in-person meetings and/or conference calls</p> <p>Twice weekly website updates</p> <p>Twice weekly list server messages</p> <p>Media messages are released weekly or as needed</p> <p>♦Status/situation updates are posted to a secure site for internal public-health partner use twice weekly or as needed</p>	<p>UDOH, local health departments, and other agencies organize and conduct UNIS alerts</p> <p>UDOH organizes pandemic influenza workgroup meetings and/or conference calls; local health departments and other partners participate in meetings</p> <p>UDOH maintains and updates pandemic influenza website and sends out list server messages</p> <p>Local health departments disseminate information to local partners as needed; UDOH disseminates information to state and federal partners as needed</p> <p>UDOH prepares media messages and conducts briefings</p> <p>UDOH will implement a limited Unified Area Command</p>

WHO Phases & Descriptions	U.S. Federal Stages and Description	Utah Pandemic Response Levels and Description	Communication tools to use	Back-up communication tools	Frequency of communication mechanism(s)	Specific responsibilities		
Pandemic Period								
Phase 6 - Increased and sustained transmission in general population	4	First human case in N. America	B	Human case(s) N. America, without detection in Utah	<p>*Conference calls among major partners to coordinate communication procedures.</p> <p>Dissemination of surveillance information through website updates and list server messages</p> <p>Specific media messaging</p> <p>Use of UNIS to convey major developments</p> <p>UNIS and WebEOC to record status updates in a secure, web-based environment</p>	<p>Specific media releases with surveillance information</p> <p>♣Use of 800 MHz radios when applicable</p> <p>Mass faxing to physicians and public health providers</p>	<p>UNIS alerts for major activity developments</p> <p>◆Twice weekly conference calls</p> <p>◆Twice weekly website updates</p> <p>◆Twice weekly list server messages</p> <p>◆Media messages released weekly or as needed</p> <p>◆Status/situation updates are posted to a secure site for internal public-health partner use twice weekly or as needed</p>	<p>Same as Utah Level A, and:</p> <p>Local health departments prepare and disseminate information regarding surveillance, testing procedures, etc. to local providers</p> <p>UDOH will amplify Unified Area Command</p>

◆NOTE: Frequency of conference calls, website updates, list server messages, and media briefings may vary and depend on demand and available resources to address these items.

WHO Phases & Descriptions	U.S. Federal Stages and Description	Utah Pandemic Response Levels and Description	Communication tools to use	Back-up communication tools	Frequency of communication mechanism(s)	Specific responsibilities	
Pandemic Period							
Phase 6 - Increased and sustained transmission in general population	5	Spread throughout U.S.	C	<p>Detection of human cases in Utah</p> <p>*Conference calls among major partners to coordinate communication procedures</p> <p>Dissemination of surveillance information through website updates list server messages, media briefings, and internal briefings.</p> <p>Specific media messaging</p> <p>Use of UNIS to convey major developments</p> <p>UNIS and WebEOC to record status updates in a secure, web-based environment</p>	<p>Specific media releases with surveillance information</p> <p>♣Use of 800 MHz radios when applicable</p> <p>Mass faxing to physicians and public health providers</p> <p>Use of HAM radios when applicable</p>	<p>UNIS alerts for major activity developments</p> <p>◆ Three times weekly conference calls</p> <p>◆ Twice weekly website updates</p> <p>◆ Twice weekly list server messages</p> <p>◆ Daily media briefings</p> <p>◆ Status/situation updates are posted to a secure site for internal public-health partner daily or as needed</p>	<p>Same as Utah Level B, and:</p> <p>UDOH assesses backup communication needs and implements necessary mechanisms</p>

WHO Phases & Descriptions	U.S. Federal Stages and Description	Utah Pandemic Response Levels and Description	Communication tools to use	Back-up communication tools	Frequency of communication mechanism(s)	Specific responsibilities		
Pandemic Period								
Phase 6 - Increased and sustained transmission in general population	5	Spread throughout U.S.	D	Established epidemic(s) in Utah	<p>*Conference calls among major partners to coordinate communication procedures.</p> <p>Dissemination of surveillance information through website updates list server messages, media briefings, and internal briefings</p> <p>Specific media messaging</p> <p>Use of UNIS to convey major developments</p> <p>◆Use of 800 MHz radios when applicable</p> <p>Mass faxing to physicians and public health providers</p> <p>UNIS and WebEOC to record status updates in a secure, web-based environment</p>	Use of HAM radios when applicable	<p>UNIS alerts for major activity developments</p> <p>◆Daily conference calls</p> <p>◆Daily website updates</p> <p>◆Daily list server messages</p> <p>◆Daily media and internal governmental briefings</p> <p>Daily radio communication</p> <p>Daily mass faxing</p> <p>◆Status/situation updates are posted to a secure site for internal public-health partner daily or as needed</p>	<p>Same as Utah Level C, and:</p> <p>UDOH prepares and conducts daily internal governmental briefings</p> <p>UDOH organizes and conducts radio communication</p> <p>UDOH organizes and conducts mass faxing</p>

WHO Phases & Descriptions	U.S. Federal Stages and Description	Utah Pandemic Response Levels and Description	Communication tools to use	Back-up communication tools	Frequency of communication mechanism(s)	Specific responsibilities		
Pandemic Period								
Phase 6 - Increased and sustained transmission in general population	6	Recovery/preparation for subsequent waves	E	After epidemic wave in Utah (prior to end of pandemic or a subsequent wave)	<p>*Conference calls among major partners to coordinate communication procedures.</p> <p>Dissemination of surveillance information through website updates list server messages, media briefings, and internal briefings</p> <p>Specific media messaging</p> <p>Use of UNIS to convey major developments</p> <p>◆Use of 800 MHz radios when applicable</p> <p>Mass faxing to physicians and public health providers</p> <p>UNIS and WebEOC to record status updates in a secure, web-based environment</p>	Use of HAM radios when applicable	<p>UNIS alerts for major activity developments</p> <p>◆Daily conference calls</p> <p>◆Daily website updates</p> <p>◆Daily list server messages</p> <p>◆Media and internal governmental briefings as needed</p> <p>Daily radio communication</p> <p>Daily mass faxing</p> <p>◆Status/situation updates are posted to a secure site for internal public-health partner daily or as needed</p>	Same as Utah Level D

NOTE: PHIN compliance

The UDOH has made significant progress in implementing PHIN-compliant public health information systems to support preparedness and response. All but two of the Functional Self Assessment Tests (FSATs) supplied by the CDC have been completed. Initial evaluations determined UDOH to be ~65% compliant; that number is now over 80% and rising. Though implementation is still in discussion, PHIN certification and compliance are a mandatory requirement of UDOH partners. UDOH is currently in the process of developing the Laboratory Information Management System (LIMS). UDOH is moving toward directing all messages to the CDC through Rhapsody and PHIN-MS. UDOH will continue working with the CDC until UDOH is fully PHIN-compliant with all systems.

Notification Procedures

WHO Phase 1

- Please refer to the previous matrix.

WHO Phase 2

- Please refer to the previous matrix.

Federal Stage 0

- Please refer to the previous matrix.

Federal Stage 1

- Please refer to the previous matrix.

Federal Stage 2 (Confirmed human outbreak overseas)

- UDOH Epidemiology sets up and convenes conference calls and/or meetings with all partners.
- UDOH Public Information Officer (PIO) works with UDOH Epidemiology to draft specific media messages; messages are sent to local health department PIOs for review/comment, and then disseminated.
- UDOH Epidemiology posts appropriate information to websites. Local health departments and other partner agencies are encouraged to do the same.

Utah Level A (Widespread human outbreaks, multiple locations overseas)

- UNIS alert sent to partner agencies.
- UNIS coordinator sets up a “folder” in UNIS to post information to. Appropriate permissions are given.
- UDOH Epidemiology sets up and convenes conference calls and/or meetings with all partners.
- UDOH PIO works with UDOH Epidemiology to draft specific media messages; messages are sent to local health department PIOs for review/comment, and then disseminated. UDOH Epidemiology will assist with drafting messages to include surveillance data as needed.
- UDOH Epidemiology posts appropriate information to websites. Local health departments and other partner agencies are encouraged to do the same.
- (Backup) – UDOH Bureau of Emergency Medical Services (BEMS) and/or the Executive Director’s Office (EDO) informs UDOH staff to activate 800 MHz radios. Local health departments and other partners may consider doing the same.
- (Backup) – UDOH Epidemiology coordinates with the UDOH Immunization Program and local health departments to use mass faxing to physicians.

Utah Level B (Identification of first human case in North America)

- UNIS alert sent to partner agencies and posted to the UNIS website.
- UDOH Epidemiology sets up and convenes conference calls and/or meetings with all partners.
- UDOH PIO works with UDOH Epidemiology to draft specific media messages; messages are sent to local health department PIOs for review/comment, and then

disseminated. UDOH Epidemiology will assist with drafting messages to include surveillance data as needed.

- UDOH Epidemiology posts appropriate information to websites. Local health departments and other partner agencies are encouraged to do the same.
- (Backup) – UDOH BEMS and/or EDO informs UDOH staff to activate 800 MHz radios. Local health departments and other partners may consider doing the same.
- (Backup) UDOH Epidemiology coordinates with the UDOH Immunization Program and local health departments to use mass faxing to physicians.

Utah Level C (Identification of first human case in Utah)

- Commercial laboratory or Utah Public Health Laboratory notifies UDOH Epidemiology of case.
- UDOH Epidemiology notifies local health departments (who notifies involved health care provider and does case investigation).
- UDOH Epidemiology sets up and convenes conference calls and/or meetings with all partners.
- Local health departments coordinates with UDOH Epidemiology and UNIS coordinator to prepare and send a UNIS alert to involved agencies and posts message to UNIS website.
- Local health department PIOs will coordinate a joint media release with UDOH Epidemiology, the UDOH PIO, and other agencies as needed. UDOH Epidemiology will draft specific media messages with the UDOH PIO to include surveillance data.
- The contact person at each agency is responsible for contacting others within the agency according to the communication plan of the agency.
- UDOH Epidemiology posts appropriate information to websites. Local health departments and other partner agencies are encouraged to do the same.
- (Backup) – UDOH BEMS and/or EDO informs UDOH staff to activate 800 MHz radios. Local health departments and other partners may consider doing the same.
- (Backup) – UDOH Epidemiology coordinates with the UDOH Immunization Program and local health departments to use mass faxing to physicians.
- (Backup) – UDOH works with Utah Department of Public Safety to activate HAM radio operators as needed.

Utah Level D (Established epidemics in Utah)

- UDOH Epidemiology sets up and convenes conference calls with all partners.
- Local health departments coordinate with UDOH Epidemiology and UNIS coordinator to prepare and send UNIS alerts to involved agencies as needed, and post messages to the UNIS website.
- Local health department PIOs will coordinate joint media releases with UDOH Epidemiology, the UDOH PIO, and other agencies as needed. UDOH Epidemiology will assist with surveillance data for specific media messages.
- The contact person at each agency is responsible for contacting others within the agency according to the communication plan of the agency.
- UDOH Epidemiology posts appropriate information to websites. Local health departments and other partner agencies are encouraged to do the same.
- UDOH BEMS and/or EDO informs UDOH staff to activate 800 MHz radios. Local health departments and other partners may consider doing the same.

- UDOH Epidemiology coordinates with the UDOH Immunization Program and local health departments to use mass faxing to physicians.
- (Backup) – UDOH works with Utah Department of Public Safety to activate HAM radio operators as needed.

Utah Level E (Recovery/preparation for subsequent waves)

- UDOH Epidemiology sets up and convenes conference calls and/or meetings with all partners.
- Local health departments coordinate with UDOH Epidemiology and UNIS coordinator to prepare and send UNIS alerts to involved as needed, and post messages to the UNIS website.
- Local health departments will coordinate media releases with UDOH and other agencies as needed. UDOH Epidemiology will assist with surveillance data for specific media messages.
- The contact person at each agency is responsible for contacting others within the agency according to the communication plan of the agency.
- UDOH Epidemiology posts appropriate information to websites. Local health departments and other partners may consider doing the same.
- UDOH BEMS and/or EDO informs UDOH staff to activate 800 MHz radios. Local health departments and other partners may consider doing the same.
- UDOH Epidemiology coordinates with the UDOH Immunization Program and local health departments to use mass faxing to physicians.
- (Backup) – UDOH works with Utah Department of Public Safety to activate HAM radio operators as needed.

Key Partners and Responsibilities

Organization/Agency	Principal responsibilities
National Agencies	
U.S. Department of Health and Human Services Centers for Disease Control and Prevention	Human health – national, consultation
U.S. Department of Homeland Security Federal Emergency Management Agency	Emergency and disaster response (national level)
U.S. Department of Defense Hill Air Force Base	Security; special populations (Hill Air Force Base staff and residents)
Multi-organization	
Governor’s Pandemic Advisory Committee Governor’s Pandemic Advisory Policy Group Pandemic Influenza Technical Advisory Group	Advise on policy-level decisions

State Agencies	
Governor's Office	State governance, policy
Utah Department of Health (UDOH) Executive Director's Office State Epidemiologist Bureau of Epidemiology Immunization Program Utah Public Health Laboratory Office of Public Information and Marketing Preparedness Program Bureau of Emergency Medical Services State Nursing Director Bureau of Childcare Licensing Bureau of Facilities Licensing Center for Multicultural Health Ethnic Health Advisory Committee Office of the Medical Examiner	Human health issues
Utah Department of Public Safety Division of Homeland Security Public Information Officer Utah Highway Patrol	Emergency and disaster response (state level)
Utah Department of Agriculture and Food State Veterinarian Public Information Officer Veterinary Diagnostic Laboratories	Domestic animal health issues
Utah Department of Natural Resources Division of Wildlife Resources Public Information Officer	Wild animal health issues
Utah National Guard	Emergency and disaster response and management
Utah Department of Transportation	Transportation-related issues
Utah State Office of Education Public Information Officer	School issues (state level K-12, public and private)
Governor's Office of Community and Culture	Special population issues
Utah Department of Human Services	Mental health issues; youth corrections issues; aging services issues
Utah Department of Workforce Services	Special population issues (e.g. homeless populations)
Utah Department of Human Resource Management	Employment issues
Utah Department of Corrections	Correctional facilities issues
Utah Transportation Agency	Public transportation; mass evacuation

Other State-level Organizations	
Utah Funeral Director's Association	Mortuary issues
Utah Board of Regents	School issues (state level public colleges and universities)
Utah Volunteer Organizations Active in Disasters	Emergency assistance (local)
Utah Health Care Association	Long-term care facility issues
Utah Association for Home Care	Home health provider issues
Utah Hospitals and Health Systems Association	Hospital issues
Association of Utah Community Health	Special populations issues
Tribal Organizations	
Utah Tribal Emergency Response Coordinators Committee	Tribal health and issues
Local Agencies	
Utah Association of Counties	County governance, policy
Utah League of Cities and Towns	City and town governance, policy
Local health departments (12) Local health officers Epidemiology staff Nursing directors/staff Immunization program staff Public Information Officers Emergency Response Coordinators Risk Communication Coordinators Regional Epidemiologists Medical Reserve Corps	Human health issues
School districts	School issues (local level, K-12)
Private schools (universities, colleges, trade schools, etc.)	School issues (12+)
Daycare centers	Childcare issues
Free-standing ambulatory care centers Community Health Centers Fourth Street Clinic Other local free clinics	Human health and special populations issues (e.g. homeless, underinsured, migratory workers)
Long-term care facilities	Local long-term care facility issues
Local aging services agencies	Aging populations issues
Residential living centers JobCorps Valley Mental Health facilities Community Health Connect Centers	Local special populations issues

Cultural/ethnic/faith-based organizations	Local special populations issues
Correctional facilities	Local correctional facilities issues
Other	
Laboratories ARUP LabCorp Intermountain Health Quest Diagnostics	Human testing
Hospitals and Urgent Care Centers Intermountain Health Iasis Mountainstar University of Utah Medical Center University Neuropsychiatric Institute VA Medical Center Other behavioral issues hospitals	Human health care (urgent/critical)
Clinics Intermountain Health Iasis University of Utah Health Network	Human health care (non-urgent)
Physicians and other medical providers Utah Medical Association Intermountain Health University of Utah Health Network Mental Health providers Maxim Healthcare Community Nursing Services	Human health care
Veterinarians	Animal health care
Business and Industry/Retailers (private) Utah Pharmacists Association Utah Pharmaceutical Association Walmart Smith's Albertson's Walgreen's Associated Foods Home Depot Lowe's Praxair Utah Trucking Association Medical supply organization(s)	Providing goods, services, and materials for the public to purchase

Identification of Responsibilities

National Partners

U.S. Department of Health and Human Services, Centers for Disease Control and Prevention

- Provide national and worldwide surveillance data.
- Provide guidance to UDOH and other state health departments for testing, mitigation measures, communication strategies, etc.

U.S. Department of Homeland Security, Federal Emergency Management Agency, Region 8

- Work with the Utah Department of Public Safety, Division of Homeland Security in the event that a federal disaster is declared.

U.S. Department of Defense, Hill Air Force Base

- Provide treatment to ill staff and residents.
- Assist with disease surveillance as resources allow.
- Assist with security as needed.

State Partners

Governor's Office

Responsibilities include:

- Coordinate state preparedness efforts.
- Make decisions on high-level issues with serious implications and/or high visibility (e.g. recommendations on shifts in vaccine or antiviral distribution plans).

Partners include:

Governor's Pandemic Advisory Committee

- Guide ongoing preparedness efforts and decision-making during a pandemic.
- Make recommendations on high-level issues with serious implications and/or high visibility (e.g. recommendations on shifts in vaccine or antiviral distribution plans).

Utah Department of Health (UDOH)

Responsibilities include:

- The UDOH is responsible for communications with all federal health-related partners, e.g. Centers for Disease Control and Prevention.
- Distribute a weekly announcement summarizing surveillance results.
- Notify health care providers (in collaboration with local health departments), including hospitals and laboratories, if evidence of viral activity is present; notifying bordering state health departments when warranted
- Communicate and coordinate with Centers for Disease Control and Prevention regarding surveillance, prevention, and other activities.
- Coordinate media contact regarding human disease and pandemic influenza activity with human health implications when the information has statewide implications.
- Coordinate with the Utah Division of Homeland Security if needed.
- Communicate with Governor and state level policymakers regarding human health aspects of avian and pandemic influenza, in cooperation with the Utah Department of Agriculture and Food and the Utah Division of Wildlife Resources.

Partners include:

Utah Department of Public Safety, Utah Highway Patrol

- Provide security to the National Guard during transportation of Strategic National Stockpile.

Utah National Guard

- Civil support team: Assist with emergency communications, laboratory testing, etc.
- Transport the Strategic National Stockpile.
- Coordinate with Utah Highway Patrol for security of the Strategic National Stockpile during transportation.

Utah Department of Transportation

- Coordinate with Utah Highway Patrol and the National Guard to ensure that roads are in working condition for transportation of the Strategic National Stockpile.

State of Utah Office of Education

- Coordinate with UDOH to develop standardized recommendations and guidelines for school pandemic influenza planning.
- Coordinate with UDOH to implement other recommendations as needed (e.g. assistance with administration of vaccines, etc.)
- Address teacher pay issues in the event of school closures.
- Address issues associated with schools receiving state funds for pupil services and reimbursements in the event of school closures.

Governor's Office of Community and Culture

- UDOH will identify the appropriate contact in the organization.
- Assist with special population issues (i.e., ethnic, Indian, blind, and disabled populations).

Utah Department of Human Services

- Assist with mental health services, including crisis counselors.
- Assist with special population issues (i.e. disabled and aging populations).
- Provide for the healthcare needs of the offending juvenile population.

Utah Department of Workforce Services

- Augment personnel to increase workforce capacity.
- Assist with special population issues (i.e., unemployed, welfare, and food stamp populations).

Utah Department of Human Resource Management

- Assist with development of leave policies, flexible work schedules, etc. to support mitigation measures.

Utah Department of Corrections

- Coordinate a pandemic response with UDOH and local health departments to minimize community impact.
- Provide for the health care needs of our offender population.
- Ensure continued operations to protect public safety.

Utah Transportation Agency

- Assist with issues involving persons that rely on public transportation.
- Assist with mass evacuation plans, if necessary.
- Coordinate with local health departments and governments as needed.

Utah Funeral Director's Association

- Work with UDOH and local health departments to plan for excess death capacity.
- Develop guidelines for mitigation of transmission at funerals.

Utah Board of Regents

- Coordinate with UDOH to develop standardized recommendations and guidelines for school pandemic influenza planning.
- Coordinate with UDOH to implement other recommendations as needed (e.g. assistance with administration of vaccines, etc.).

Utah Volunteer Organizations Active in Disasters

- Contact and activate local, state and national voluntary resources as needed.

Utah Health Care Association

- Assist with special population issues (i.e. persons living in long-term care and rehabilitation facilities).
- Assist with education and preparedness efforts among long-term care and rehabilitation facilities.

Utah Association for Home Care

- Assist with special population issues (i.e. persons receiving home health care).
- Assist with education and preparedness efforts among home health agencies, nurses, and therapists.

Utah Hospitals and Health Systems Association

- Assist with education and preparedness efforts among hospitals and healthcare systems.
- Assist in developing pandemic influenza healthcare policy.

Association of Utah Community Health

- Assist with special population issues (i.e. the medically underserved population).
- Provide treatment to ill patients.
- Assist with disease surveillance as resources allow.
- Assist with education and preparedness efforts among Community-Based Health Centers.

Utah Tribal Emergency Response Coordinators Committee

- Assist tribal entities with coordination of response efforts.
- Act as a liaison between UDOH and Utah tribes.

Utah Association of Counties

- Coordinate preparedness and response efforts among Utah counties.

Utah League of Cities and Towns

- Coordinate preparedness and response efforts among Utah municipal governments.
- Provide information, training and technical assistance to local officials.

Utah Department of Public Safety, Division of Homeland Security

Responsibilities include:

- Coordinate the local, regional, or statewide emergency response, in conjunction with UDOH, if required under epidemic conditions.
- Work with the Private Sector Coordinating Council to communicate and coordinate with business and industry/retailer partners
- Plan and respond to the need for stockpiling supplies based on
 - Recommendations/guidance for individuals and families, and/or
 - Information on symptoms people are experiencing, etc.
- Serve as a liaison with the Federal Emergency Management Agency in the event that a federal disaster has been declared.

Partners include:

Business and Industry/Retailers

- Work with the Private Sector Coordinating Council to communicate and coordinate with Homeland Security and other partners.
- Plan and respond to the need for stockpiling supplies based on
 - Recommendations/guidance for individuals and families, and/or
 - Information on symptoms people are experiencing, etc.

Utah Department of Agriculture and Food

Responsibilities include:

- Conduct surveillance for disease in animals as part of the statewide system to detect avian influenza.
- Conduct testing of animal specimens for diagnosis of avian influenza, as resources allow.
- Communicate with Governor and state level policymakers regarding domestic animal health aspects of avian influenza, in cooperation with UDOH and the Utah Division of Wildlife Resources.
- Notify UDOH of any cases, conduct associated epidemiological investigations, and share investigation findings with partners.

Partners include:

Veterinarians

- Respond to an avian influenza by providing healthcare to birds and animals.

Utah Department of Natural Resources, Division of Wildlife Resources

Responsibilities include:

- Notify UDOH of bird die-offs and intentional bird poisonings.
- Communicate with Governor and state level policymakers regarding wild bird health aspects of avian influenza, in cooperation with UDOH and the Utah Department of Agriculture and Food.
- Serve as a liaison with the US Fish and Wildlife Service.

Local Partners

Local Health Departments

Responsibilities include:

- Identify and communicate with special target groups and populations in their jurisdictions, for example groups that are religious in nature, private universities and trade schools, individual nursing homes and home health agencies, daycare centers, etc.
- Identify communities that may require translation of materials within the local health department and plan for translation.
- Immediately notify UDOH and other agencies if reports of cases of human disease are received.
- Immediately notify UDOH PIO of media requests.
- Coordinate media contact regarding human disease and pandemic influenza activity with human health implications when the information has local implications.
- Notify jurisdictional health care providers, including hospitals and laboratories, if evidence of viral activity is present.
- Conduct activities to prevent human exposure to avian and/or pandemic influenza infection within jurisdiction, in coordination with UDOH, as resources allow.
- Coordinate with the Utah Division of Homeland Security if needed.

- Identify facilities that can serve as temporary morgues.

Partners include:

The following organizations and groups exist on a local level, and are therefore out of the scope of the state Operational Communications and Coordination Plan. However, they will play a key role in pandemic planning and/or response, and local health departments are encouraged to include them in their individual county planning.

- School districts
- Private schools
- Daycare centers
- Free-standing ambulatory care centers
- Long-term care facilities
- Aging services agencies
- Residential living centers (e.g. JobCorps)
- Cultural/ethnic/faith-based organizations
- Correctional facilities
- Laboratories
- Hospitals and Urgent Care Centers
- Clinics
- Physicians and other medical providers

Authorities and References

Utah Department of Health. Governor’s Taskforce for Pandemic Influenza Preparedness: Final Report to the Governor. Salt Lake City, Utah, April 2007.

Utah Pandemic Influenza Response Plan

Utah Pandemic Influenza Enhanced Surveillance Plan

Utah Pandemic Influenza Response Plan: Community Mitigation Plan

Glossary

BEMS	Bureau of Emergency Management Services
EDO	Executive Director’s Office
OCCP	Operational Communications and Coordination Plan
PIO	Public Information Officer
UDOH	Utah Department of Health
UNIS	Utah Notification and Information System
WHO	World Health Organization

Appendix A: WHO Pandemic Periods and Phases, U.S. Federal Response Stages, and Utah Pandemic Response Levels

WHO Phases & Descriptions	U.S. Federal Stages and Description		Utah Pandemic Response Levels and Description	
Inter-Pandemic Period				
Phase 1 – No new influenza viruses in humans	0		Use WHO Period	
Phase 2 – Circulating animal virus poses human risk				
Pandemic Alert Period				
Phase 3 – Human disease, no or limited human-to-human transmission	0	New domestic animal outbreak in at-risk country	Use Federal Response Stages	
Phase 4 – Increased human-to-human transmission	1	Suspected human outbreak overseas		
Phase 5 – Significant human-to-human transmission	2	Confirmed human outbreak overseas		
Pandemic Period				
Phase 6 - Increased and sustained transmission in general population	3	Widespread human outbreaks, multiple locations overseas	A	
	4	First human case in N. America	B	Human case(s) N. America, without detection in Utah
	5	Spread throughout U.S.	C	Detection of human cases in Utah
			D	Established epidemic(s) in Utah
	6	Recovery/preparation for subsequent waves	E	After epidemic wave in Utah (prior to end of pandemic or a subsequent wave)

Note: If you are an emergency planner and would like access to the complete plan, please contact Hannah Gehman at hgehman@utah.gov.