

Avivo

Pandemic Response Plan

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Revision History

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1.0	25 March 2020	Creation for COVID 19	Peta Mullen
e.g.		<i>New personnel in new roles. Plan updated to reflect changes to roles and responsibilities</i>	

How Progressive Companies Survive and Thrive In Crises

Lessons drawn from seven cases:

1. First, solidarity by putting the heaviest burden on the strongest shoulders is the way to go in times of crisis.
2. Second, a voluntary, collective, and shared sacrifice is a powerful way to survive — and to thrive afterwards.
3. Last, transparent, open communication (especially from leaders) will mostly likely gain support from the workforce to make radical decisions as needed.

- Joost, Corporate Rebels, 2020

1. Introduction

This document consists of three main parts. The first part consists of broad descriptions of our approach and the nature of our pandemic response with the second providing basic information about the nature of pandemics. The final section outlines specific actions to be taken by different sections of Avivo during different phases of the pandemic.

1.1. Background/Statement of Approach

Avivo's approach to a pandemic is based on three principles:

1. The Nature of Pandemics – The first principle is based on the fact that, while there are general approaches to pandemics (such as the phases listed in the next section) there is no way to definitively describe the timing, epidemiology of, and responses to a disease before it arises. For this reason this document is general in nature and relies on supporting action plans to address these details as they emerge. These supporting documents can and should be updated as the need requires.
2. The Speed of Pandemics – As information emerges about the infection rates/demographics, mortality rates/demographics, government responses, economic shifts, etc. of a particular disease, Avivo will need to be agile in its business practices, communications and way of doing things on a very short timescale. In smaller organisations (or those that have clear managerial reporting lines) this might be handled through a linear strongly directed, top-down approach but because of the range of complex human services that Avivo provides this is not likely to be fast or nuanced enough. It is more likely that a parallel system of teams making local decisions and changes, consistent with agreed values and information will be more successful.
3. The Culture of Avivo – Avivo's vision is one of creating an organisation that supports the citizenship of our employees and customers. Our values are simple to understand and easy to spot.
 - Respect the person as the expert in their life. We respect people, value their strengths and listen to what is important to them.
 - We work in partnership with people, supporting growth and development, and respecting the decisions they make.
 - We are optimistic and innovative as well as practical and persistent.
 - We value our employees and support one another to do good work.
 - Avivo's culture emphasises the responsibility of colleagues to respectfully work in partnership with their customers, teams and the wider organisation toward 'citizenship'. This means all colleagues will be respected for their unique contributions. Avivo should enable information from colleagues to flow across teams as is relevant to individual roles producing outcomes that are well informed, effective, and in the organisation's wider interest.

This document realises these principles by giving a common framework for dealing with pandemics and creating a starting point that avoids prescriptive actions and passes responsibility for detailed and flexible action to the those teams aligned with the principles of working locally.

1.2. Aim

This plan aims to outline the strategies to manage an agile, scalable and proportionate Avivo response to an infectious disease emergency, to minimise the business and human impacts. This approach should inform appropriate and timely proportionate responses with consideration of allocation of resources. Specific aims include:

1. Provide continuity of supports to our customers before, during and after a pandemic.
2. Support our customers to understand and build their resilience by preparing for a pandemic.
3. Prepare our colleagues to cope well with a pandemic.
4. Strengthen Avivo's disaster resilience and in turn strengthen the resilience of our citizens.
5. Position Avivo to work with our community and to assist in recovery.

1.3. Activation and scope

This plan is a sub-plan of the Avivo Critical Incident Management Policy and will be activated at the direction of Avivo Board and Executive and may be in conjunction with Government Health Emergency Plans. Coordination of enacting this plan and subsequent local action plans will be decided in response to the specific threat, dependent on the expertise and current resources required. All colleagues of Avivo have responsibility to enact this plan.

1.4. Audience and Key stakeholders

This plan is intended initially for the Avivo decision makers during pandemic planning and response. It may also be used as a reference tool by those who have a role in implementing the plan, or some part of it, such as:

- The Avivo community of colleagues and customers
- The Avivo Board

Key stakeholders include:

- Funders of our three sectors of Disability, Aged Care, and Mental Health
- Preferred Providers and support agencies

1.5. Governance

The first step to setting up a decision-making structure in the case of, or advent of, a pandemic is to establish a Pandemic Working Group (PWG) to coordinate and monitor pandemic issues and advise on relevant developments.

The PWG will:

- Prioritise and coordinate actions.
- Coordinate and support regular meetings

- Capture and store all critical information where it can be easily accessed.
- Communicate preparedness planning to colleagues and customers and develop protocols for communications with stakeholders during each phase.
- Identify, prioritise, and maintain critical business processes.
- Identify essential physical, human, and financial resources needed to continue these critical business processes. Following this, it will consider any interdependencies on others (e.g. suppliers and distributors, etc.) and identify alternative suppliers or begin stockpiling essential inputs.
- Develop contingency plans for continuation of critical business processes in scenarios that reduce capacity (e.g. a plan for a scenario where Avivo loses 30 – 50% of employees at the peak of the pandemic followed by a second and third wave of absenteeism).
Contingency plans might include training employees in alternative roles, providing additional information and technology (IT) resources and/or system requirements, making arrangements for employees to work from home, and alternative delivery options (such as non-face to face supports).
- Review insurance coverage for pandemic.
- Address how pandemic cases will be managed and what actions will be taken to minimise the risk of transmission to other customers, colleagues, and visitors.
- Develop additional instructive resources as required.
- Review and make recommendations to policies and procedures and change as required.
- Arrange access to employee counselling services.

1.6. Related Policies and Documents

Avivo Critical Incident Management Policy, Procedure, and Resources

Western Australian Government Pandemic Plan

Government Agency Pandemic Plans

Various industry pandemic/business continuity plans

Various sector Codes of Conduct

Various sector business rules

2. Characteristics of a Pandemic

2.1. What is a Pandemic?

A pandemic is an uncontrolled outbreak of an infectious disease infecting people across a large geographical region (e.g. at least multiple countries). Generally, a pandemic is declared when a disease has three properties:

1. It is immune resistant - A new or mutated infectious agent appears emerges for which the population has no human immunity.
2. It has serious symptoms - The infectious agent can infect people and causes serious illness (e.g. respiratory distress or death)
3. It can spread fast - The infectious agent efficiently moves from person to person and is sustained in the population.

Pandemic occurrence and how it spreads is very difficult to predict. Who it affects and who it kills cannot be predicted or even accurately known accurately until quite some time after the disease emerges. Examples of recent pandemics include Influenza (H1N1), Severe Acute Respiratory Syndrome (SARS), and Coronavirus (COVID-19).

Pandemics can last for months and reoccur over years in multiple waves. A severe pandemic can be extremely disruptive to societies and economies especially for developed nations like Australia with tightly coupled feedback loops in their social and economic fabric. Primary effects can include the impairment or collapse of the health system and thousands of deaths. Secondary effects such as reductions in travel, the occurrence of panic buying, and the continuity of public gatherings can cripple sectors like tourism, retail, and entertainment. Subsequent unemployment and reductions in income and consumption can lead to recessions and social unrest.

The Australian Health Department, through their Australian Health Management Plan for Pandemic Influenza (AHMPPI), describes four phases of planning for pandemics:

- Prevention – Risk Management planning
 - Incorporates the Prevention element that identifies and manages the likelihood and/or effects of risk associated with an incident.
- Preparedness - Business Impact Analysis
 - Incorporates the Preparedness element that identifies and prioritises the key activities of a business that may be adversely affected by any disruptions.
- Response - Incident Response planning
 - Incorporates the Response element and outlines immediate actions taken to respond to an incident in terms of containment, control and minimising impacts.
- Recovery - Recovery planning
 - Incorporates the Recovery element that outlines actions taken to recover from an incident in order to minimise disruption and recovery times.

3. Phases of Escalation

3.1. Prevention

Summary of Situation

- No infectious disease emergency currently exists.

Strategic Actions

- Undertake planning for infectious disease emergencies, including colleague training in exercising the Avivo's Pandemic Response Plan (APRP) and related plans.
- Undertake routine disease control measures.
- Maintain resource stockpiles.
- Implement routine immunisation programs.
- Undertake normal business activities.
- Consider activating APRP and subsequent prevention measures.
- Commence colleague communications.
- Check Avivo's Personal Protective Equipment (PPE) stockpiles and confirm protocols.

3.2. Preparedness

Summary of Situation

- There is an occurrence of a novel infectious disease in Western Australia (WA) that has the potential to cause an infectious disease emergency; **OR**
- A sustained community transmission in other jurisdictions of a novel infectious disease in Australia; **OR**
- A declaration by WHO of a pandemic of a novel infectious disease; **AND**
- Insufficient information about the infectious disease to move from Preparedness to Response.

Strategic Actions

- APRP activities and subsequent actions commence, or continue to, undertake coordination activities.
- Manage initial cases and contacts and scale up disease surveillance.
- Identify and characterise the nature of the disease.
- Provide information to support best practice in service delivery and to enable customers and colleagues to manage their own risk of exposure.
- Monitor and distribute stockpiles.
- Implement assessment and management of Essential Services and alternative service delivery activities.

3.3. Response

Summary of Situation

- There is an occurrence of a novel infectious disease in Avivo that has the potential to cause an infectious disease emergency within the organisation;
- A sustained community transmission in other jurisdictions of a novel infectious disease in Australia; **OR** a declaration by World Health Organisation (WHO) of a pandemic of a novel infectious disease; **AND**
- Sufficient information about the infectious disease to implement Response Action.

Strategic Actions

- APRP and subsequent actions to inform continued coordination activities.
- Implement and refine infection control protocols.
- Develop communications to engage, empower and build confidence in the community.
- Implement assessment and management of Essential Services and alternative service delivery activities.

3.4. Recovery

Synopsis of Situation

- The infectious disease risk has abated.
- Avivo services are returning to normal business activities.

Strategic Actions

- Develop recovery plan.
- Avivo services return to normal business activities.
- Discontinue heightened surveillance activities that are no longer required.
- Monitor for second wave and customer confidence in Avivo's activities.
- Transition to routine infectious disease control or interim arrangements.

Measures by response stage

Measures	Prevention	Preparedness	Response	Recovery
Planning	Develop and maintain (including testing/ exercising) plans and protocols such as the APRP ¹ and related plans (e.g. CIMP ²). Incorporate planning for infectious disease emergencies into Avivo's business continuity plan.	Monitor external advice from WHO ³ , Commonwealth and State Departments Of Health, Federal and State Governments Review APRP and develop response action plans.	Enact actions plans in line with current advice from WHO, Commonwealth and State Departments Of Health, Federal and State Governments. Review as required	Debrief, evaluate and review management of the Pandemic. Update plans/protocols in line with lessons observed. Monitor for a second wave of the outbreak
Customers and Community Services	Define Essential Services Consider alternative ways of service delivery in the context of suspected activities of the pandemic	Prepare arrangements for delivering only Essential Services. Prepare arrangements for reducing non-urgent work: essential and non-essential supports Raise awareness and prepare arrangements for providing additional support to at risk groups. Liaise with other agencies to prepare contingency support for care of cases and contacts that are isolated/ quarantined.	Enact strategies identified in Preparedness stage proportionate to current advice regarding the disease and risk	Cease activities that are no longer needed. Transition activities to normal business of supporting and maintaining quality supports Communication activities with customers to support return to normal supports

¹ Avivo Pandemic Response Plan

² Critical Incident Management Procedure

³ World Health Organisation

Nurse Consultancy (Clinical)	<p>Establish and maintain infection control guidelines. Undertake routine infectious disease control training programs, including outbreak management. Build the capacity in the business to manage infectious disease outbreaks.</p>	<p>Provide advice on hand hygiene and general infection control measures; and disease-specific infection control measures.</p>	<p>Provide clinical advice and guidance Identify and describe the epidemiology and clinical features of the disease. Confirm identification of at risk groups. Monitor, analyse and report WA health information Maintain case notification/ query system.</p>	<p>Monitor for a second wave or change in the infectious disease.</p>
Finance	<p>Ensure sufficient margin and reserve policy to maintain adequate reserves to cover a period of loss</p>	<p>Consider financial impact to organisation and employees, and potential mitigation strategies</p>	<p>Analyse and project impact, and affordability of mitigation options. Track costs specific to pandemic response</p>	<p>Assess existing investment plans that can be delayed to allow for BAU recovery. Seek government and funder financial contribution to costs incurred.</p>
Office Services	<p>Establish and maintain Avivo clinical health related stockpiles (e.g. PPE⁴). Maintain awareness of current stockpile levels. Regularly review allocation arrangements and allocation sites. Implement measures to support strong supply chains. Review protocols for request of additional resources in line with infection control measures</p>	<p>Check the status of stockpiles. Raise awareness of protocols for accessing stockpiles. Confirm allocation sites. Consider prioritisation of resources if required. Consider need for additional support to services in regional offices. Implement strategies to address increased activities to support additional infection control measures</p>	<p>Allocate stockpile items as per prioritisation (if required) Monitor Community Services capacity Support any resources that are depleted, in order to meet remaining demand. Implement interim arrangements if required. Enact additional infection control measures for common property or areas</p>	<p>Assess stockpile status and replenish as appropriate</p>

⁴ Personal Protective Equipment

Colleagues (Human Resources)	<p>Consider arrangements to ensure maintenance of human resource availability, particularly in critical, highly skilled areas, such as complex needs support, infection control and VDQ.</p> <p>Consider arrangements to ensure maintenance of human resource availability for back office support teams.</p> <p>Review and maintain HR policies and procedures</p>	<p>Consider human resource availability, particularly in critical, highly skilled areas, such as, complex needs support, infection control and VDQ.</p> <p>Consider prioritisation of staffing if required responding to current advice on pandemic management</p> <p>Consider need for additional support to Community Services in regional offices</p> <p>Consider policy flex and interdependencies with other statutes</p>	<p>Implement additional support to areas as required</p> <p>Monitor Avivo staff capacity for fluctuation in levels and adjust staffing levels in accordance with current decisions</p>	<p>Assess and monitor Avivo capacity to transition to normal business.</p> <p>Consider and plan human resource availability. Resume HR activities to ensure increased capacity for return to normal business</p>
Communications and Engagement (Reputation/ Brand)	<p>Review Avivo information on infectious disease prevention and management.</p>	<p>Develop and monitor Avivo communications</p> <p>Identify all stakeholders</p> <p>Development communication plan/ action lists</p>	<p>Enact communication strategy</p>	<p>Develop and monitor Avivo Communications to deliver BAU messages.</p> <p>Review BAU C&E activities</p>
Other stakeholders (funders/ contractors/ suppliers)	<p>Identify key stakeholders, review Quality and Safeguarding/ compliance measures, review Policy and procedures.</p> <p>Clarify essential work from Non-essential work</p>	<p>Develop and monitor sector communications.</p> <p>Identify and support stakeholder requirements, regarding communication, payments, compliance etc.</p>	<p>Enact strategies identified in Preparedness stage proportionate to current advice regarding the disease and risk.</p> <p>Manage and support implementing funder and sector requirements</p>	<p>Assess and monitor Avivo capacity to transition to normal business.</p> <p>Identify transitional arrangements for sector interface and enact BAU</p>

Technology (Information/ Data)	<p>Develop technology platform that facilitates alternative ways of working under pandemic restrictions. Maintain awareness of current stockpile levels. Regularly review allocation arrangements and allocation sites. Implement measures to support strong supply chains. Review protocols for request of additional resources in line with infection control measures</p>	<p>Assess technology and IT human capacity in relation to proportionate business response. Check the status of stockpiles. Raise awareness of protocols for accessing stockpiles. Confirm allocation sites. Consider prioritisation of resources if required Consider need for additional support to services in regional offices Implement strategies to address increased activities to support additional IT requirements</p>	<p>Allocate stockpile items as per prioritisation (if required) Implement interim arrangements if required. Enact additional IT measures to support business response to outbreak</p>	<p>Cease activities that are no longer needed. Review and assess technology functionality during response. Transition activities to normal business</p>
U-direct	<p>Define Essential Services for customers and consider alternative ways of service delivery in the context of suspected activities of the pandemic -agree plans with all Define essential functions across the UDirect teams Establish what teams need to work remotely</p>	<p>Establish with all customers essential needs i.e. medication, food and consumables etc. and routes to secure them All work with customers is virtual unless critical and agreed by UDirect lead Practice remote working</p>	<p>Enact strategies identified in Preparedness stage proportionate to current advice regarding the disease and risk</p>	<p>Debrief, evaluate and review our response – lessons learned. Review the UDirect service overall and redefine according to context.</p>