



Lethbridge
SCHOOL DIVISION

LETHBRIDGE SCHOOL DIVISION

PANDEMIC PLAN

March 20, 2020
Revised April 2021

PANDEMIC PLAN

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FOREWARD

In the event of an emergency including an influenza pandemic, Alberta School Authorities will have an important role to play in protecting the health and safety of their students and staff. This *Pandemic Plan* is intended to prepare and assist all Division staff and students for the possibility of an influenza pandemic. The Pandemic Plan recognizes the importance of close collaboration between School Authorities, Health Authorities, and it advocates for the coordination of community-based pandemic response planning.

Local School Authority planning activities address:

- the protection of students and staff.
- coordination of essential school business operations based on risk management principles.
- preparation for the orderly closure of school operations (in the event this is required) and eventual school reopening.
- potential use of school facilities by community partners during the pandemic.

The Pandemic Plan was created through the combined efforts of the Pandemic Planning Committee consisting of the:

Superintendent of Schools
Trustees
Associate Superintendent, Human Resources
Associate Superintendent, Instructional Services
Associate Superintendent, Business Affairs
Director of Curriculum and Instruction
Director of Technology and Innovation
Director of Finance
Director of Facilities
Director of Human Resources
Coordinator of Caretaking
School Administrator Representatives from Elementary, Middle, and High Schools
Transportation Coordinator
Division Administrator

Input for the creation of the plan was also received from Alberta Education, Alberta Health Services, and Emergency Management Alberta. The original plan has been updated effective March 2020.

PURPOSE OF THE PLAN

The purpose of the Pandemic Plan provides for the continuation of critical school functions and recovery of suspended services in the event of an emergency such as pandemic influenza. Many potential contingencies and disasters can be averted, or the damage they can cause can be reduced, if appropriate steps are taken to manage the event. The statistics included in this plan are reflective of estimates suggested by the World Health Organization and Canadian Health Authorities and are for illustrative purposes only.

This completed Pandemic Plan outlines the course of action to be taken in the event of an emergency and the process for each department to follow in their recovery to normal business operation. It is intended to:

- provide an orderly and efficient transition from normal to emergency conditions;
- provide specific guidelines appropriate for complex and unpredictable occurrences;
- provide consistency in action;
- prevent activity inconsistent with the philosophy of the Division;
- establish a threshold at which an emergency response is triggered and determines who may authorize the response.

OBJECTIVES OF THE PLAN

This Pandemic Plan is intended to:

- define critical operations that must be continued, those operations that can be postponed for a period of time and those operations that can be postponed indefinitely;
- provide a planned transition for normal operations to emergency operations and maintaining only those functions defined as critical or vital operations;
- provide a level of security and safety for employees;
- provide a standard of testing the Pandemic Plan;
- ensure continuation of services and the protection of students' interests;
- maintain confidence in schools;
- meet regulatory requirements imposed by the Province or other regulatory agency;
- manage successfully through an emergency and reduce the disruption to services;
- provide leadership by example.

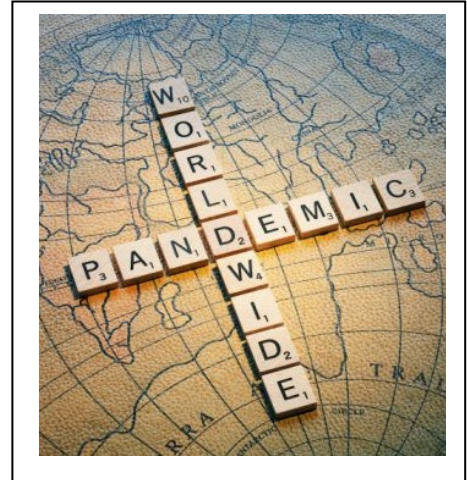
PART 1: PANDEMIC PLANNING

1. BACKGROUND ON PANDEMIC INFLUENZA

WHAT IS AN INFLUENZA PANDEMIC?

An influenza pandemic occurs when a novel influenza “A” virus strain emerges with an ability to efficiently spread in human populations and cause significant morbidity and mortality. Since the 1500’s, the influenza pandemic has occurred 3 to 4 times per century. In the last century, there were 3 pandemics: the “Spanish Influenza” of 1918 (H1N1), the “Asian Influenza” of 1957 (H2N2) and the “Hong Kong Influenza” of 1968 (H3N2).

Another influenza pandemic is inevitable. Its timing and epidemiology is less predictable. Given increased globalization, an influenza pandemic is likely to reach Canada quickly from the originating area of the world.



The impact of the next influenza pandemic is dependent on the virulence of the strain, how effective the transmission is, and the effectiveness of the prevention and control strategies. Pandemic plans need to be flexible to be useful and need to be adaptable to a wide range of possible impacts.

2. THE PLAN OF THE PROVINCE OF ALBERTA

The Province of Alberta has developed a response plan to a possible pandemic emergency. See website:

<https://open.alberta.ca/publications/alberta-s-pandemic-influenza-plan>

The Province of Alberta’s response plan (updated in 2014) will be used in coordination with the Canadian Pandemic Influenza Contingency Plan, prepared by a partnership of federal, provincial, and territorial governments.



The goal of Alberta’s plan is to reduce the number of influenza cases and deaths and to minimize disruptions to daily life by providing access to appropriate prevention, care, and treatment. The plan outlines roles, responsibilities and key activities before, during, and after an influenza pandemic. It is a work in progress, and will be updated and modified as situations change.

Who is responsible for what in a pandemic?

An influenza pandemic is an international health event. International, federal, provincial, and local agencies will work together to respond appropriately.

International:

The World Health Organization (WHO) watches for the emergence of new strains of influenza throughout the world. If an influenza pandemic strain emerges, it will notify federal health authorities and provide information to governments, the media, and the public on immunization and anti-viral medication use.

Federal:

The Public Health Agency of Canada (PHAC) will provide nationwide coordination for the influenza response. They will monitor the spread of the disease in Canada, provide links with the WHO and other nations, and obtain and distribute vaccines.

A National Pandemic Influenza Committee with representation from provincial, territorial, and the federal governments will coordinate a national influenza response.

Provincial:

Alberta Health and Wellness will lead the health sector response. During an influenza pandemic, the department will establish a Pandemic Response Centre. It will support Alberta Health Services, coordinate vaccine delivery across the province, provide information, collect data on the spread of the disease in Alberta and help resolve any health care issues that may arise. Alberta Municipal Affairs will lead the response regarding the non-health consequences of a pandemic, primarily through Emergency Management Alberta (EMA). EMA will communicate with municipalities, monitor the effect of the pandemic on essential services, coordinate volunteer activities and federal assistance programs, and monitor the need for support among families of victims.

Each provincial government department will have contingency plans for the delivery of provincial services and will assist Alberta Health and Wellness, Emergency Management Alberta, Alberta Health Services, and municipalities to respond to a pandemic.

All provincial ministries and municipal governments will have contingency plans for an influenza pandemic, which will include plans to keep essential services operating and identification of back-ups for key personnel.

Local:

Alberta Health Services will deliver all required critical health and public health services/programs within their respective jurisdictions, including mass immunization and distribution of antiviral medications, collaborate with Alberta Health and Wellness (AHW) in the delivery of public information/education programs, maintain surveillance and report information to AHW and liaise with local partners, (i.e., first responders, community services, mortuary services, schools, workplaces).



Municipal governments, building on “all hazard” emergency response plans already in place, municipalities and Divisions will be responsible for continuing local government, maintaining public safety services (i.e., fire and police), maintaining essential public works and municipal services (i.e., water treatment/delivery, waste management, garbage disposal and utilities), providing the disaster social services needs of citizens, and supporting Alberta Health Services in responding to the health emergency as requested and as appropriate. (i.e., providing information to the public).

Alberta Health Services Responsibilities to Schools	Lethbridge School Division Responsibilities
<ul style="list-style-type: none"> • Establish clear channels of communication 	<ul style="list-style-type: none"> • Disseminate information provided by Alberta Health Services
<ul style="list-style-type: none"> • Provide up-to-date health information 	<ul style="list-style-type: none"> • Create a Pandemic Plan for the Division
<ul style="list-style-type: none"> • Act as a resource for issues as they arise 	<ul style="list-style-type: none"> • Provide information of the Pandemic Plan to Division Trustees and staff
<ul style="list-style-type: none"> • Provide direction with regards to school closures 	<ul style="list-style-type: none"> • Ensure clear, open lines of communication with staff, parents, students, and community members
<ul style="list-style-type: none"> • Increase surveillance of school illnesses 	

Alberta’s pandemic plan (the “Plan”) includes:

- working with health officials worldwide to look for evidence of disease;

- rapid distribution of a vaccine when it becomes available;
- ensuring the health care system can manage the surge of patients during the pandemic;
- readying emergency planning services.

The *Plan* is divided into three phases:

1. **Pre-Pandemic Phase:** a new type of influenza virus has not been detected anywhere or a new strain has been found only in a small number of people, most likely outside of Canada.
2. **Pandemic Phase:** the WHO declares that an influenza pandemic is underway and the new flu is detected in Canada. There will be localized outbreaks of the flu to start, followed by broader outbreaks that will occur in waves.
3. **Post-Pandemic Phase:** the number of cases and deaths from the flu returns to normal levels and the pandemic is declared to be over.



Action will be taken in the following key areas:

- surveillance;
- immunization;
- health services;
- emergency preparedness;
- communications.

Alberta intends to conduct and analyze a “table top” or demonstration exercise in responding to a pandemic, to help ensure that provincial ministries, Alberta Health Services, and municipalities have both plans and written procedures that are suitable for a pandemic influenza situation.

3. RISK MANAGEMENT

In risk management, foresight is critical; the focus of pandemic planning is on prevention. In the event of an influenza pandemic, it is possible employee absenteeism could be in the 30% to 40% range, with at least 20% absenteeism being likely. For example, employees may be absent due to their own illness, family illness, or employees may not report to work due to the fear of becoming ill. This level of absenteeism could result in school closures. Suppliers and other services School Authorities rely on such as garbage removal or food

distributors may not be available. This shortage of supplies and services may last a few weeks with several waves of more extreme shortages.

It is important to plan ahead for an influenza pandemic because of the serious impact it may have on a School Authority. Pandemics evolve quickly and require a co-coordinated and timely response.

School Authorities should identify and assess exposures to injury, identify critical operations to be maintained, and those operations a School Authority may have to suspend during an influenza pandemic. Plans should be made to ensure the highest priority tasks can be completed with the resources, physical and human, reasonably available to the School Authority.

4. ASSUMPTIONS

In preparing this plan it is assumed that 25% of the Division's staff will be absent and unable to from work either because they are infected by the influenza virus or are needed to care for family members.

A pandemic may occur at any time during the year, not necessarily during "flu" season so all services offered by the school jurisdiction must be considered in a Pandemic Plan.

5. WHAT DOES THIS MEAN TO LETHBRIDGE SCHOOL DIVISION?

Assuming the above scenario, that 25% of our Division's population will be infected, 3380 students and staff will be ill and need to receive some form of medical treatment:

50% of the ill will seek outpatient care.

1% of the ill will be hospitalized and recover.

0.4% of the ill may die.

However, if the pandemic is severe:

10% of the ill will be hospitalized.

2% of the ill may die.

Absenteeism will be the major issue that Administration and schools will be forced to deal with. Students and employees will be absent from work for many reasons, including illness, caring for others, fear of going to work, pandemic related public health measures (e.g. school closures) and normal baseline absenteeism.

When preparing this plan the planning team considered that:

- The pandemic virus may spread rapidly leaving little or no time to prepare due to the high level of global traffic.
- The pandemic will be widespread with simultaneous outbreaks; the Division or schools will not be able to rely on neighboring jurisdictions to assist.
- There will be shortages of healthcare, emergency, and essential services personnel due to illnesses and absenteeism.
- There will be severe disruptions in essential services.
- There will be shortages of equipment and supplies.
- There will be media hype and concerned citizens and fear will be prevalent.

In the event of a Pandemic, Alberta Health Services will provide direction with regards to school closures.

6. PANDEMIC PLANNING

The World Health Organization has established six distinct phases to facilitate Pandemic preparedness planning.

Phase	Description
1-3	Predominantly animal infections
4	Sustained human-to-human transmission
5	Human-to-human spread of the virus to at least two countries, one in the WHO region
6	Widespread human infection
Post Peak	Possibility of recurring events
Post Pandemic	Disease activity at seasonal levels

The designation of phases will be included in various locations throughout this plan to assist in determining appropriate responses throughout the cycle of a pandemic event.

A pandemic event will affect the entire world. Assessment of such a global event will likely be determined by the World Health Organization (WHO). Likewise assessments in the provincial and regional jurisdictions will occur as a pandemic event occurs. Many terms used in this plan will be similar or identical to language used by WHO, the provincial government and/or Alberta Health Services.

This plan only considers the effect of a Pandemic Influenza on operations of Lethbridge School Division, and outlines the manner in which those services deemed critical and vital will continue to be delivered throughout a pandemic event. All services offered by Lethbridge School Division were considered and rated as critical, vital, necessary and desired. Once critical and vital services are in place, necessary services will be established, followed by services as resources become available. These services will be activated in the context of the pandemic phases as identified earlier.

Critical are services that must be provided immediately without which will likely result in loss of life or injury, infrastructure destruction and loss of confidence in government.

These services normally require resumption within 24 hours, but for the purposes of pandemic planning they are the core services of the Division.

Vital are services that must be provided within 72 hours without which would likely result in loss of life or injury, infrastructure destruction, loss of confidence in government and disproportionate recovery costs. For the purposes of pandemic planning, these are vital and necessary services that would normally need to be performed or completed within a two to four week business cycle to avoid significant damage or loss. These are services that may be performed on a rotating schedule.

Necessary are services that must be resumed within two weeks or could result in considerable loss, further destruction, or disproportionate recovery costs. For purposes of pandemic planning these are services that staff will be allocated to be either last or on a need-to-do priority.

Desired are services that could be delayed for two weeks or longer, but are required in order to return to normal operating conditions or alleviate further disruption. For pandemic planning purposes, these are services that will be deemed as non-essential until such time as either staff levels are back to normal and/or priority necessitates.

Factors that may be considered in prioritizing services may include, but are not limited to:

- immediate external obligations;
- immediate internal obligations;
- dependencies on other departments, service providers or agencies;
- other agencies dependent on your services;
- contractual obligations and liabilities;
- regulatory requirements;
- first response obligations;
- access to essential information;
- minimum manpower required to provide services.

During a pandemic or other serious interruption of the Division's business, Senior Management may become ill and not able to make decisions or may lose their lives. This plan will also be the basis that outlines the criteria, including scope of responsibility for available senior staff to activate and implement the plan.

7. PLAN ACTIVATION

Once the first confirmed case of pandemic influenza is found in Canada and it is progressing toward Alberta Phase 4, the Division will take steps to ensure the Division's Pandemic Plan is on standby and activated when appropriate. Significant consideration must be committed to the decision to activate the plan. The risks inherent with the delay of implementing the plan must be considered and conversely the premature activation of the

plan. The Division should regularly update and inform key stakeholders of ongoing preparations during the pre-planning and activation stages.

The Superintendent or designate shall have the authority to activate the Pandemic Plan (Phase 4 located within Lethbridge School Division) and shall have the authority to suspend the delivery of services as required based on the resources available to deliver those services and to redeploy staff as necessary. Those services defined as desired will be the first to be suspended, followed by those defined as necessary. If the public need for any of the services identified as critical or vital were to decrease, their continued operation will be reviewed and may be suspended, and any staff made available by the suspension redeployed to another service.

Once the plan has been activated communications with staff (both at work and at home) must strive to address or assist with a wide range of concerns, from questions regarding service delivery to assistance in providing information on health care and shelter-in-place suggestions.

8. GUIDELINES

The following guidelines will be used to evaluate the specific circumstances in a school if the student-to-staff ratio increases, but the delivery method of curriculum changes. If students are in school and if a teacher is available for a group of students, then an appropriate form of educational program shall be delivered.

Guideline for safe staff/student ratios per classroom (for Phase 6)

	Staff/Students Ratio	Curriculum Staff/Students Ratio
K-5	30-40	The advancement of learning and access to curriculum resources for at-home work will depend on a number of factors including: health of the teacher; number of students out of school; grade level and whether or not there are on-line structures previously built into the regular classroom routines.
6-8	35-45	
9-12	40-50	

Due to the nature of a pandemic outbreak, teachers will advance curriculum programs where possible. The Division will work with staff to find solutions to continuing learning in the home context. In addition, parents may wish to support students' learning at home by having their students play card and dice games, work on basic facts, read, write stories, and do research projects on topics of interest. All co-curricular and extra-curricular activities are considered non-essential and prohibited once Level 5 has been reached (if Lethbridge is part of the defined geographic region at level 5) and Level 6 (global level). This places safety of students, staff, and community as the first priority.

The exception to “prohibited” co-curricular and extra-curricular activities are those activities that can be delivered on-line. It must be kept in mind that these are still considered “non-essential,” and each school site will determine whether the circumstances at the school are such that there is staff capacity to manage the on-line activity(ies). On-line co-curricular and extra-curricular activities still require staff time and administrative attention to ensure appropriate parameters are in place including membership restrictions (if any), strategies to ensure digital citizenship and safety, and supervision that is structured in a manner that provides for close monitoring of the activity and interaction among club/ team members and potential external audiences.

Depending upon the length and nature of a Pandemic at Level 5 or 6, the Board may consider other exceptions to prohibited activities. If an exception is made by the Board, these activities would follow all guidelines outlined in the Division Re-entry Plan specific to the pandemic as well as provincial health guidelines for engaging in any activity. Student participation in such activities will require a signed acknowledgement of risk that will be provided by the school division.

9. SUCCESSION PLAN

It is possible in the event of a pandemic, that senior management may not be capable of functioning in their normal positions.

If a person is not available the person in the position listed immediately below that person on the chart will assume that position:

Superintendent

Associate Superintendents

- Human Resources (September, November, January, March, May, July)
- Instructional Services (October, December, February, April, June, August)

Directors

- Curriculum and Instruction (August through November)
- Inclusive Education (December through March)
- Technology and Innovation (April through July)

Coordinators

- Learning and International Education
- Counselling
- Inclusive Education
- Early Childhood Services

Consultants

- Student Engagement
- Program Unit Funding

Administrators’ Committee

- Chair
- Alternate Chair

In the event the Superintendent is not available, the Associate Superintendents (as per the above schedule) will assume the responsibilities of the Superintendent. In the event that both the Superintendent and Associate Superintendents are not available, the Directors (as per the above schedule) will assume the leadership responsibilities of the Superintendent, and so on as delineated in the list above.

It is also recognized that staff in one school or department may be affected by the pandemic to a greater extent than others. In this event, existing staff may be asked to assist in areas of responsibility that are different from their regular staff assignment. The school principal shall identify an acting principal candidate for the consideration of the Superintendents.

10. MINIMIZING ILLNESS AMONG STAFF

Primary strategies which will be utilized in order to minimize illness among staff include:

- restrict workplace entry of people with influenza symptoms;
- promote good personal hygiene practices and workplace cleaning practices;
- enforce social distancing (3-meter workspace rule, no shaking hands, limit number of meetings);
- enable work from home strategies;
- assist staff who become ill at work as described below.
- provide flexible worksites and work hours to minimize face to face contact.



The Division will endeavour to ensure that sufficient supplies of hand cleansers and single use tissues are available in the work places and that used tissues are disposed of in a timely manner. The Division will also strive to provide a “clean” environment, however it is recognized that a clean environment is not necessarily a “sterilized” environment. Disinfectants will be provided in areas of schools and workplaces deemed to be “high traffic” areas. These will include waterless hand cleanser and spray bottles and wipes which contain disinfectant.

Employees demonstrating respiratory infection at work shall be instructed to leave work and immediately contact a health professional for advice and direction. Infected employees shall not return to work until no longer infectious (as defined by the regional health

authority). Current research indicates that improper use of a mask may result in increased risk of contracting a virus to the mask wearer.

11. MINIMIZING ILLNESS AMONG STUDENTS AND STAFF

While schools within Lethbridge School Division expect to continue to operate during a pandemic event, Lethbridge School Division will also take steps to minimize the spread of infection. The primary strategy for achieving this is to send staff and students home if they are suspected of being infected. While this action is straight-forward with staff (as they can be directed to return home), more preparation is required to accommodate students. To that end, when a student is identified as being in respiratory distress, the student shall be isolated from the unaffected student and staff population, to be held there until the student's parent or guardian can arrange to take the student home. Each school shall identify, in advance of a pandemic event, an isolation room that will provide for the care of infected students until they are picked up. The isolation room shall be established in consultation with the Manager of Operations and Maintenance and the Coordinator of Caretaking.

Isolation rooms shall be established using the following guidelines:

Characteristics:

- Large enough for size of school (to accommodate up to 10% of students population)
- Water and/or washroom should be easily accessible
- Room surfaces should be easily cleanable (not carpet)
- Should be isolated from other parts of school wherever possible
- Near an exit
- Room shall have communication capability with school office

Cleaning of Isolation Room:

- Custodian to wear protective clothing
- Custodial staff to receive training for standard of cleaning
- Cleaning equipment used in isolation room to be cleaned each day
- Cleaning equipment used in isolation room to be dedicated to use in that room only during a pandemic
- Cleaning of isolation room to be completed in isolation of the remainder of the school

Supplies Required:

- Gowns
- Gloves
- Eye protection
- Hand Sanitizer
- Cleansing supplies

- Spray disinfectant
- Wipes
- “Mess” kits (to clean up vomit)
- Soda Crackers
- Bottled water
- Mattresses and bedding

Room Attendant:

- Must wear protective clothing
- Shall be trained in the appropriate use of and care of protective clothing and equipment
- Care for students that are located in room
- Is assigned to the room for an extended period of time during school operations
- Assists in cleaning messes
- Transfers infected students to parents
- Should be in good physical health
- Should have influenza vaccination
- Be trained in cleaning standards
- Several candidates should be considered for each school

12. SUPPORT TO EMPLOYEES AND EMPLOYEES’ FAMILIES

Lethbridge School Division recognizes that a pandemic is a unique context requiring flexibility and ongoing assessment of support for staff.

To assist in keeping employees at work and to ensure that employees who are sick do not return to work and infect other employees, the Division may institute modified employee benefit policies during a pandemic.

Sick Leave Accommodations:

All staff are entitled to sick leave accommodations as outlined in their respective collective agreements or individual contracts.

Contingent upon accessibility and guidance by Alberta Health Services regarding stress on the system, a doctor’s note may be required.

For those whose employment situation is such that sick leave entitlement will not cover the leave, information on sick benefits through Employment Insurance will be provided.

Compassionate/Bereavement Leave

- As per Lethbridge School Division’s collective agreements or employment contract, policy and procedure.

An “**Employee Assistance Plan**” is available to assist all employees and their families.

Fitness for Duty Policy

A fitness for duty policy provides guidelines on how long employees who have demonstrated they are suffering the effects of influenza should stay away from work. This period of time will be established once the effects of the influenza are known. The policy shall also facilitate employees returning to work once they are well. Staff will be trained in respiratory etiquette and symptom recognition.

Travel restrictions

To contain the spread of influenza and to protect those staff and students who are well, travel restrictions may be instituted. Staff may be restricted from traveling to meetings outside their place of work. Likewise, student travel for any reason may be discontinued. Based on guidance through health services, the Division will communicate restriction on an ongoing basis regarding travel.

13. RECOVERY PROCESS

Previous pandemics indicate that there may be a second and third wave of the pandemic. Therefore, the Division will have to regroup quickly to determine its status in terms of staffing, availability of supplies or services from external suppliers and what role the municipality needs to play in the recovery of its residents and the public and non-profit sectors.

As part of the recovery process, the Division must develop plans for the replacement of employees unable to return to work and prioritize hiring efforts. This will largely be driven by the reintroduction of the necessary and desired services.

The Division shall evaluate the plan following the first wave and make any adjustments that are deemed necessary based on experience or on advice from health professionals.

14. TESTING AND MAINTAINING THE BUSINESS CONTINUITY PLAN

Plan testing is essential to this Pandemic Plan. The plan shall be tested annually via a table top exercise to determine if environmental changes, or plan and procedural changes are needed. As time passes, the staff’s memory of the plan and critical parts may be forgotten. Other benefits or regular testing include:

- ensuring adequacy of this plan;
- determining additional training that may be required, particularly as a result of staff changes;
- identifying any deficiencies in this plan;
- demonstrating that the Division has the ability to provide services during an emergency.

A record of the date and time of the test of this plan shall be maintained.

Testing, training and exercising of this plan should include social distancing techniques including work from home capabilities and impacts of reduced staff on families and essential functions and services.

15. IDENTIFICATION OF ESSENTIAL SERVICES

Department – Corporate Services

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
FOIPP <i>Phase 1 - 6</i>	Follow duties as described in the <i>FOIP Act</i> in the event of an application under that Act.				X		
Payroll <i>Phase 2 - 6</i>	Process employee payrolls and issue payment. Ensure employee group plan coverage is maintained and employees are receiving benefits due.	Ed Centre or home by 2 staff.	X				
<i>Phase 2 - 6</i>	Issue T4's.					X	
Finance <i>Phase 2 - 6</i>	Process payments for supplier invoices.			X			
<i>Phase 2 - 6</i>	Complete and submit GST returns.					X	
<i>Phase 1 - 6</i>	Ensure sufficient funds are available to meet obligations.			X			
Communications	Routine communications					X	
<i>Phase 1 - 6</i>	Communications necessary as a result of the pandemic.	Working from home	X				
<i>Phase 1 - 6</i>	Update the website with information as directed.		X				
Technology <i>Phase 1 - 6</i>	Maintain and ensure the operation of the internal computer network.		X				
<i>Phase 2 - 6</i>	Facilitate the ability of staff to work from home if necessary and approved.		X				
Human Resources <i>Phase 1 - 6</i>	To help coordinate services required from HR	Ed Centre Office	X				

Facilities and Maintenance	Ensure delivery service to schools		X				
<i>Pre Pandemic</i>	Train staff on disinfecting and proper cleaning of their space.		X				
Student Services			X				
C&I						X	
Superintendency			X				
Caretaking Phase 1 - 6	To maintain essential cleanliness	By custodian or other staff	X				
Reception							

Department: School Administration

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Instructional Leadership	* Programs of Study	* Ensure access to current Programs of Study for every teacher in every subject is being administered to K-12 students through routine inspection and observation of teachers by principal or designate.				X	
		* Implement programs which will enable students to meet the provincial graduation requirements.				X	
		* Deliver programming to children who are eligible for PUF and ensure students' academic				X	

		and behavioural needs are met.					
		* Support the education of First Nations, Metis and Inuit learners with appropriate instruction by teachers.				X	
	* Staff Professional Learning	* Make necessary resources available or provide access to promote staff learning.				X	
Evaluation of Students and Programs	* Evaluation of PAT and DIP results	* Collaborate with teachers to evaluate students and programs to identify areas of strength and those needing improvement.				X	
Standards of Education	* Provincial achievement tests, diploma exams	* Teachers and Administration will distribute, test and collect Provincial Achievement Tests and Diploma exams for grades 6, 9 and 12.				X	* Alberta Education will make decisions regarding PATs and DIPs during pandemic
Management of the School	Develop School Annual Plans	* Identify key goals, strategies, performance measures, results and time lines for school-based plans.				X	
	Implement School Annual Plans	* Implement plans and monitor their effectiveness. Modify plans as necessary.	X			X	* as related to pandemic
	* Program Organization and Delivery	* Provide access to minimum hours of instruction for students.				X	

		* Configure teaching assignments, room allocation, student timetables and support staff responsibilities.	X				*as related to pandemic
Technology	* School Website	* Ensure website is functional and periodically updates to adequately reflect information related to the school.	X				
Safe and Caring Environment	* Supervision of students	* Provide students with a safe and caring environment that fosters and maintains respectful and responsible behaviours.	X				
	* Safety of Staff	* Provide staff with proper education and safety procedures to ensure a safe and healthy workplace with adherence to Occupational Health and Safety Standards.	X				
	* Routine inspections of safety equipment, facility, grounds	* Provide training to safety team within school in coordination with Lethbridge School Division Occupational Health and Safety Officer to carry out annual inspections.				X	
	* Communicate, implement and	* Practice and review safety procedures	X				*Practice safety procedure

	update Safety Plan	including fire drills, lockdowns and severe weather.					s as they pertain to Pandemic Plan
Communication	* Communication with staff	* Meet with staff to educate and inform them of necessary information.	X				
	* Communication between school and home	* Update school community with necessary information in all aspects to maintain quality education and a safe and caring environment.	X				
	* Communication with School Councils	* Communicate to get feedback with School Councils.	X				
	* Communication with Lethbridge School Division's Education Centre staff	* Establish ongoing communication with Superintendent and other Lethbridge School Division's personnel regarding all information required to successfully carry out quality education and a safe and caring environment within the school.	X				
Teacher/Staff Supervision and Evaluation	* Evaluate the teachers and support staff employed in the school	* Provide feedback to staff using the Division's evaluation policies as well as through ongoing feedback.				X	

	* Teacher Quality Standards	* Ensure all teachers are meeting the Teacher Quality Standards and implement supervision process for those teachers not meeting these standards.				X	
Adherence to Collective Agreement	*Carry out duties assigned to the principal/designate in accordance with the regulations and the requirements of Division policy.		X				*as per Pandemic Plan

Department: Transportation

It is expected that schools within Lethbridge School Division who provide their own transportation (i.e., Immanuel Christian Schools and Lethbridge Christian School) will abide by these Pandemic Plan guidelines.

Service	Function	How is Service Provided	Critical	Vital	Necessar	Desired	Notes
Transportation	Pandemic Phase 3 Bussing	Drivers continue to drive their daily routes Regular office administration services	X				Department is involved in pandemic awareness planning and preparation
	Pandemic Phase 4 Bussing	With evidence of increased transmission drivers continue to drive their daily routes	X				In-service on hygienic practices; appropriate disinfectants/gloves stockpiled;

		<p>Coordinators update the office on driver absence and any significant change in student rider ship daily</p> <p>Regular office administration services</p>					<p>combining of routes prepared</p>
	<p>Pandemic Phase 5 Bussing</p>	<p>With evidence of significant human to human transmission gate service is suspended</p> <p>Coordinators report for each route student rider ship and the status of the driver</p> <p>Office administration priority to verify daily rider ship for the following day to update driver directions for route combinations</p>		X	X		<p>Transportation is provided by combining of bus routes and contingency for central pick up points are planned for as driver availability declines; hygienic practices required daily; department updated daily on driver availability; field trips and non-mandated shuttle service is cancelled; right of refusal of transportation services for children identified as ill.</p>
	<p>Pandemic Phase 6 Bussing</p>	<p>Last resort - Parents provide transportation</p>				X	<p>Notifying parents of suspension of transportation service through announcements on local radio and school communication on the status of the pandemic</p>

Department: Facilities

Function	How is Service Provided	Critical	Vital	Necessar	Desired	Notes
Cleaning						
General Cleaning	By Caretakers			X		Classroom, halls and general cleaning. Floors, wall spotting, glass.
Garbage	By Caretakers	X				Garbage to be removed daily.
Washrooms	By Caretakers	X				Necessary to be cleaned daily for sanitary reasons and disease control.
Food prep-areas	By Contractors and/or staff	X				Maintain health standards.
Isolation Room	By Caretakers	X				Primary area for disease control. Protocols will be followed...
Recycling	By Students				X	Dry recycle can be retained for some time pending space needs and fire issues.
Recycling	By Caretakers	X				Juice/milk containers to be removed from the school every couple of days
Heat - ½ day shut down, cold weather	By Maintenance Staff	X				One half day shutdown will not create critical problems with the building freezing. Temperatures may drop to levels requiring occupants to wear coats. Closing the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department.
Heat -one day shut down, cold weather	By Maintenance Staff	X				A full day shutdown of heat requires the maintenance department to start to winterize the building. Likely the school will not open for school in the morning. Closing the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department.
Heat -warmer winter weather	By Maintenance Staff		X			Specific action depends upon the actual outdoor temperature. Mitigation can be to shut the ventilation systems down. Consult with Maintenance Department.

Heat -spring/fall	By Maintenance Staff		X		Heat is not as critical. May go 1 day or more without heat. Mitigation strategies may be shutting the ventilation system off. Services by Maintenance Trades.
Air Conditioning	Maintenance and Contractors			X	Most often tied into the heating system (heat pumps).
Ventilation	By Maintenance Staff		X		Longer shut downs affect air quality, but in cold weather also retain interior temperature levels. Short term shut downs have minimal impact on schools.
Fresh Air	By Maintenance Staff		X		Consider 100% fresh air for systems capable of handling this. Very cold outdoor temperatures would create problems.
Exhaust -Washrooms	By Maintenance Staff			X	Exhaust systems provide odor and dilution control. Not critical but should be repaired in a few days.
Exhaust -cafeteria	By Maintenance Staff	X			Exhaust systems provide odor and dilution control. Not critical but should be repaired in a few days. Consult with Maintenance Department.
Power Outage under 2 hours.	Provided by the Utility Provider		X		Not critical for the safety of the building. May disrupt the education operations of the school.
Power outage over 4 hours Mechanical Systems	Provided by the Utility Provider	X			Power loss of over 4 hours would require closing of the school as determined by the principal in consultation with the Superintendent. Consult with Maintenance Department.
Power - outage in winter, short term	Provided by the Utility Provider	X			Cold weather power failure for short periods of time will decrease temperature levels, but not affect the building. Closure of the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department.
Power Loss of power 1 day or more	Provided by the Utility Provider	X			Will require the closing of the school Preparation for freezing may be required. Consult with Maintenance Department.

Water Loss of water service for up to 4 hours	By Municipality or by Maintenance for Wells	X				Sanitary sewer issues need consideration. Drinking water will be delivered using bottled water. Closure of the school will be determined by the school principal in conjunction with the Superintendent. Consult with Maintenance Department.
Water Loss of water service for more than 4 hours	By Municipality or by Maintenance for Wells		X			School will be closed. Consult with Maintenance Department
Water Loss of potable water service beyond 4 hours			X			The municipality maintains service to the meter. If water is contaminated (i.e. boil water orders), Maintenance will arrange for bottled water for drinking. Water can be used for toilets. School closure is not contemplated.
Sanitary Sewer Due to loss of water	By Municipality	X				Loss of water restricts ability to use sanitary sewer. Closure of the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department
Sanitary Sewer Due to total sewer line blockage	Inside schools – by Maintenance	X				If total blockage occurs in a school, it becomes critical within in a few hours. Closure of the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department.
Sanitary Sewer Due to partial sewer line blockage	Inside Schools – by Maintenance		X			If only portions of the school are affected plans must be implemented by staff to use the remaining toilets. Closure may not be necessary in these situations. Consult with Maintenance Department.
Building Maintenance						
Snow Cleaning Parking lots	Contractors and Maintenance Staff		X			
Snow Cleaning	Custodian Staff	X				

sidewalks					
Ongoing Maintenance	A variety of systems requiring Maintenance		X		Telephones, intercoms, security systems, doors and hardware and a range of other items need maintenance. The priority will be determined by the other critical items and the ability to provide resources to these items.
Deliveries					
Mail	Provided by Division Staff			X	For the short term, not critical, for ongoing operations it becomes critical.
Supplies	Provided by Division Staff			X	Generally not critical as schools carry their own inventory, however for sustained periods it will become critical .
Supplies	Provided by Division Staff	X			Supplies necessary for Pandemic response will be stocked centrally.

16. JOINT USE AGREEMENTS

In the event of a Pandemic, closure of schools to the public under the provisions of the Joint Use Agreement will be considered.

PART 2: FITNESS FOR DUTY PROCEDURES IN EVENT OF A PANDEMIC

Lethbridge School Division is committed to providing a safe work environment in the event of a pandemic, and to protect the health and safety of students and staff. These procedures and their applications apply specifically to a pandemic event.

Purpose: These procedures provide steps for identifying and intervening when staff could pose a threat to the safety of others and property as a result of having contracted a flu virus related to the pandemic.

Definitions:

“Fit for Duty” means able to perform the duties of the job, without creating a risk for students or staff of contracting the flu virus.

“Health Service Provider” is a doctor of medicine or other health care practitioner who is qualified to provide a medical opinion on the state of health of a staff member as it relates to the flu virus as expected in a pandemic event.

“Supervisor” is the person to whom a staff member reports.

Employee Responsibilities:

1. reporting to work fit for duty;
2. notifying the supervisor when not fit for duty;
3. notifying the supervisor when observing a co-worker who may not be fit for duty (in cases where the possibly impaired individual is the employees supervisor, the employee should make the notification to the next higher level manager or Human Relations staff);
4. cooperating with a supervisors directive and/or referral for a medical evaluation.

Supervisor Responsibilities:

1. observing the attendance, performance and behavior of staff they supervise;
2. interviewing an employee who appears to the supervisor unfit for duty and referring an employee for a medical evaluation when appropriate;
3. recording the reasons/observations that triggered a fitness for duty medical evaluation referral;
4. utilizing this policy in a fair and consistent manner, respecting the employee’s privacy and the confidentiality of medical information.

Steps:

1. The supervisor who receives reliable information that an employee may be unfit for duty or through personal observation believes an employee to be unfit for duty, will validate and document the information or observations as soon as is practical. Actions that may trigger the need to evaluate an employee’s fitness

for duty with respect to this policy are limited to observation of flu conditions consistent with a pandemic event.

2. The supervisor will present the information or observations to the employee at the earliest possible time in order to validate them, and will allow the employee to respond to the concern. The supervisor will then determine whether the employee should leave the workplace immediately for safety reasons.
3. The supervisor may direct the employee to a health service provider to assess the condition of the employee. An employee may not be allowed to return to work until such an assessment has been provided or until the supervisor has been satisfied that the employee is fit to return to work.
4. The employer shall be responsible for the cost of any medical evaluations completed by a health service provider, if required by the employer.
5. Prior to returning to work after recovery from a flu virus consistent with a pandemic event, the supervisor shall consider advice received from the local health authorities on the length of time considered appropriate to recover from the flu virus, and the length of time the virus remains infectious.

Appendix I: Payroll Processing Protocol

This protocol outlines the necessary steps to be taken given different scenarios that may impact the processing of payroll and eventual distribution of pay to employees. The protocol will provide guidance in determining the most appropriate course of action to be taken.

Current Situation

Currently, Support Staff and Teacher Payroll are processed by the Payroll Coordinator. Substitute and Casual and Lunch payroll are processed by the Payroll Administrative Professional. Payroll is processed using the Accounting system Payroll module, by following a number of steps. These steps are listed on the “***Payroll Procedure Checklist***” that is available for each type of payroll that is processed. The Payroll is then submitted to the Royal Bank of Canada for distribution to employee bank accounts. The Bank Submission procedures are in binders that are housed in the payroll offices.

In case of General Illness/short term disability

In the case of general illness of either the Payroll Coordinator or Payroll Administrative Professional, Payroll is able to be processed by either the Payroll Coordinator or the Payroll Administrative Professional.

It is also possible to process payroll from remote access. In the event of illness of the payroll staff, and they are well enough to process payroll remotely, payroll will be processed via remote access.

In the event that both payroll personnel are unavailable, the Benefits Coordinator or Director of Finance would process the payroll. In these events, subsequent adjustment to employee pay may be necessary.

In the case of highly likelihood of Flu Pandemic

The illness protocol above would be followed. However, it would be prudent to send the payroll staff home if likelihood of Flu Pandemic is high, and payroll would be processed remotely.

If the above process fails, then the prior month’s bank submission file could be retrieved from the offsite backup and be submitted to the Royal Bank for processing. When the payroll department is up and functioning again, adjustments to employee pay would be

necessary. Manual cheques could also be written to staff from prior months paper files if necessary.

In case of System Failure – Long Term Power failure, Server Failure, or Server destruction due to Fire or Acts of God

Accounting and Payroll data is backed up nightly by the Technology Department to a second offsite location. In the case of the inability to operate the computer systems internally, necessary payroll information can be accessed remotely or information may be restored to another site to be accessed.

If paper copies have not been destroyed, manual cheques could also be issued from the prior month payroll records to ensure employees get paid.

Note:

Payroll will not be paid by cash payment due to the size of the payroll to be distributed. This would create safety and security concerns for the staff obtaining and distributing the cash payments.