

A Pandemic Plan for St. Stephen's Episcopal School: Introduction

What follows is the St. Stephen's Episcopal School H1N1 Influenza Pandemic Plan. It was developed by the Pandemic Crisis Committee, comprised of representatives from the school's faculty, administration, building and grounds staff, healthcare professionals, and parent body. The Plan follows closely guidelines established for schools and other institutions by the Centers for Disease Control (CDC) and state and local health agencies.

The goal of this plan is the mitigation of factors that could lead to a disruptive and potentially life-threatening outbreak of the H1N1 virus here at St. Stephen's and with the hope of maintaining operations as close to normal as possible. It outlines preventive measures and institutional responses that may be appropriate depending on the frequency and severity of an outbreak. It should be noted, however, that The Plan offers only *guidelines* for school actions that are subject to modification as circumstances dictate and as such, is not to be understood as fixed and immutable. The safety and well-being of all members of the St. Stephen's school community remains our ultimate goal guiding our decision making in response to this threat.

We are most grateful to all who have worked on this plan and all on whose cooperation we count in order for it to be successful. If you have questions, please do not hesitate to contact our Head Nurse and Co-Coordinator of Health Services, Annelle Adams (aadams@sstx.org).

Bob Kirkpatrick
Head of School

Response Continuum during Level 6 Pandemic Phase

August 20, 2009

As our nation and our school begin the school year in a World Health Organization Pandemic 6 phase, we must address the challenges inherent in such a crisis. To better understand the impact on the school at various thresholds during such an outbreak, we have developed an alert system which sets out the necessary response steps for each point along the way. It is important to note that the response continuum described below is for a pandemic outbreak which we are already experiencing; hence, steps must be taken at every level in order to be prepared for a possible increased concern. The Pandemic Crisis Committee with its Executive Team (Headmaster, US and MS Heads, Head Nurse, Director of Residential Program) will watch for absentee rates among faculty, students and support staff in order to respond appropriately along the way. The Headmaster will be responsible for activating each stage in threshold levels.

Threshold Levels

Green Alert (under 5% of students or staff absentee rate for flu-like symptoms): Although there is no immediate concern and business continues as usual during this phase, planning and preparation takes place during this time to face projected future elevated levels.

Yellow Alert (5% to 10% absentee rate for flu like symptoms): During this phase, there is concern but no immediate threat. Business proceeds as usual, but with increased precautionary measures. Absentee rates could rapidly increase at this phase; hence, faculty and staff must stay on alert in order to implement strategies listed below for the Orange Alert Phase.

Orange Alert (10% to 15% absentee rate for flu like symptoms): At this phase, there is some illness, but not to the point where the school needs to shut down. Precautionary measures increase, with some restriction on school activities, especially those that bring outsiders in contact

with our students, such as athletic events, fine arts performances, or overnight trips or retreats. Social distancing measures within the school community would also occur at this level. Such measures might occur in individual classrooms with additional spacing of desks and avoiding larger school gatherings such as chapel, meals, assemblies, etc.

Red Alert (20% absentee rate for flu like symptoms): At this stage, the school considers closing for a period of time. In the event of prolonged school closure or repeated school closures, parents and students will be notified about any changes that will occur in grading policies, testing and graduation requirements, in a timely manner.

Severity Levels **(Case -fatality ratio from the CDC)**

Category 1: <90,000

Category 2-3: 90,000-<450,000

Category 4: 900,000- <1,800,000

Category 5: >1,800,000

Due to patient confidentiality issues, while absentee rates will be revealed, at no time will individual names be released in a public fashion.

Academic Response at Different Thresholds

Green Level:

- Teachers should begin the school year reinforcing the importance of hand washing and other preventative techniques to students, emphasizing that good hygiene can limit the spread of the flu.
- Teachers and students will take extra precautions to disinfect classroom surfaces, including desks, door knobs, computer keyboards, etc.
- Teachers need to be vigilant about noting flu like symptoms and about reporting absences so that administration can monitor absence trends in both divisions.
- Teachers should prepare for a seven day school closing in the event pandemic thresholds elevate rapidly. This unit of work could be incorporated into the class' curriculum at any point during the academic year.
- Teachers should make as much of their work (syllabi, handouts, readings, etc.) available electronically.
- Beginning at this level, teachers should make sure that they have available for a substitute teacher necessary classroom teaching plans if they are absent from their classroom for a time period. During a teacher absence, students will be assigned a substitute or a study hall.

Yellow Level:

- Teachers should space students at least three feet apart where possible.
- Teachers should reinforce hand washing and other preventative techniques to students.

Orange Level:

- Teachers will need to be flexible regarding make-up assignments for ill students.
- Teachers should review and enhance units already developed at the Green level and consider additional ways to ensure continuity of instruction, e.g. use of Moodle to post assignments, email, readings for long distance learning, etc.
- Administration should review staffing needs and bring in substitutes and volunteer staff as appropriate.
- Consider canceling or modifying large classroom group activities.

Red Level

- School closes subject to administrative directive. Teachers begin using their already developed units for study and implement alternate methods of instruction.
- During this time of enforced closing, teachers, if not ill, can develop additional units of study in case of another peak/closing down the road.

Dining Hall Response

Green Level:

- Dining hall staff and teachers will emphasize appropriate hygiene techniques with emphasis on using the hand sanitizer before meals.
- Teachers and table monitors should be vigilant about the cleaning of tables with the provided Clorox solutions.

Yellow Level:

- Cafeteria style serving will be eliminated and only dining hall staff will serve food to prevent any risk of contamination.
- Dining hall staff will use masks to prevent contamination.
- A mandatory use of hand sanitizer use of all students, staff/faculty before picking up utensils.

Orange level:

- Meals will no longer take place in the dining hall. Instead, staff will deliver meals to classrooms and dorms in order to increase social distancing. Day students will bring their own lunches.

Red Level: School continues to provide food for residential operation if school is closed.

Health Center/Infection Control/Precautions

Green Level:

- Administration advises all persons, including staff, students, and visitors, who have fever and cough, to stay away from the school until the illness has resolved. Good hygiene and cough etiquette will be reinforced at all levels.
- Staff, students, and/or visitors who come to Health Center with flu-like symptoms will be asked to wear a mask until a diagnosis of a non-contagious respiratory illness, or an infection requiring a higher level of precautions is made.
- School Health Services personnel have the authority to exclude any individual with a new cough and fever until a diagnosis of non-contagious respiratory illness is made.
- Boarding students with fever and cough should be isolated from other students including exclusion from all events (sports, classes, group meals).
- Boarding students with flu like symptoms will stay in the health center for five days or until 24 hours fever free without medication, whichever is longer. If the student shares a room with other students, arrangements should be made for the student to be given antiviral treatment as prescribed by our school physician for the prevention of the flu, as well as notifying parents of treatment.
- Students, faculty and staff will be encouraged to get a seasonal influenza shot. This shot is not protection from pandemic strains of influenzas but keeps individuals and the population in optimum health and therefore better able to resist an infection. This flu shot is especially encouraged among the residential student population through Dr. Kerry Rhodes. All students and faculty/staff will be encouraged to receive the H1N1 flu shot when available through their own healthcare provider.
- Students, faculty and staff will be encouraged to contact their own private healthcare provider for their flu shots especially if they are diagnosed with underlying medical conditions.
- Tracking systems will be used by the Health Center and the school attendance clerks to monitor trends in flu absentee rate both in the student and faculty/staff populations. The need to notify the school in the event students or faculty/staff

are experiencing flu like illnesses has been communicated to parents and faculty /staff.

Yellow Level:

- Once Health Center reaches full capacity, overflow recovering boarding students will be housed in the Dance Room in Clayton gym. Additional per diem nurses will be necessary to staff this second facility or if nurses are not available, residential staff may be used to monitor recovering students. These nurses will be secured for possible employment on an as needed basis during the yellow to red thresholds.
- If an isolation room is in use, a precaution sign will be placed on the door and only personnel with full PPE protection will be admitted. Access to this room will be extremely limited and monitored.
- As the percentages increase in this level, students and faculty /staff will be encouraged to stay home for a full 5 days or until fever free for 24 hours without medication whichever is longer. The school will adhere to a longer exclusionary rate for students and faculty should the severity of the flu increase and the CDC recommendations change.
- When the Pandemic Severity Level elevates to a Level 4 or 5, students, faculty and staff will be asked to remain at home for a period of time if anyone in their household becomes ill.
- Some persons with laboratory-confirmed influenza do not have a fever (between 10%- 40% of people). Therefore, absence of fever does not indicate absence of infection. In a higher level severity situation, the Health Center will send home persons with symptoms of acute respiratory infections (that is, any two of the following: sore throat, cough, runny nose (new and unexplained by allergies), or fever.
- Should the illness rates increase at this level, contingency plans may be implemented for students seeking nursing care without flu like symptoms to be evaluated at a different site on campus than where ill students are being housed.

Orange Level:

- Entry into schools will be restricted to the following people: Staff /faculty and students, authorized volunteers, parents /guardians of students, and authorized emergency response personnel.
- Temperature taking measures may be implemented at this stage. A main entrance and an indoor screening area will be identified where students and staff /faculty will be screened prior to moving to classrooms or other areas of the building for each school division. Anyone with a temperature of over 100 or manifesting new symptoms will be sent to the Health Center. Faculty will be trained and rotated through as screeners for this procedure.
- Boarding student spacing strategies may be employed to decrease contact with students who may be infected but not exhibiting symptoms. This may be utilized when their roommate has exposed them to the flu but as yet, have not manifested symptoms.
- Partner closely with the local health director to establish communication procedures for surveillance of disease.

Red Level:

- If there is a school closure, nurses will adapt the nursing schedule for continued coverage of care for the boarding population. All students able to go home will be with their families during this time, however, any student unable to travel or too far from family will remain on campus while supervised by faculty.
- Additional nursing staff may be required, if nurses are ill or if there are a large percentage of ill boarders.

Cleaning and Maintenance

Green Level:

- Disinfect shared work areas, counters, restrooms, door knobs and stair railings more frequently during the influenza pandemic.
- Provide cleaning wipes for teachers and students to disinfect desks, tabletops, keyboards and door knobs in every classroom.
- Clean athletic facilities daily, especially weight room, locker rooms, bathrooms, and training room.
- Clean the health center, holding areas for ill children, and dorms at least twice each day.
- Clean and frequently change air conditioning system filters.
- Specialized cleaning solutions are not essential. Standard cleaning products are adequate (including soap and water) can disinfect surfaces. The frequency of cleaning is most important.
- During the day, where operationally possible, increase ventilation to the facility.
- At the end of every day, thoroughly ventilate and clean the buildings, opening all doors and windows or turning the air conditioning/heating systems up.
- Maintain adequate supplies of surgical masks, waterless hand rub, surface cleaners and disinfectants, and tissues throughout public areas, classrooms, and meeting rooms and in the school health offices. The purchasing department for Maintenance Facilities will ensure the maintenance of stock.
- Provide touchless urinals, sinks, and toilets as financially possible, beginning with installation in the Helm and gyms.
- Install alcohol sanitizers in large common areas and computer room, library, and teachers lounge.
- Teachers will direct students in a mandatory cleaning of classrooms using disinfecting wipes.

Yellow Level:

- A weekend cleaning schedule will be instituted for any facility on campus being used during the weekend hours.
- If the necessary steps for cleaning prove overly burdensome to current maintenance staff, school will consider subcontracting for additional cleaning services.

Orange Level:

- Continue disinfection of dorms, bathrooms, and common areas throughout the school.
- Given the increased expenditure of time and staffing to clean school facilities, consider the need to restrict use of classrooms and other school buildings to outside groups.

Red Level

- Maintenance staff can use enforced closing time for thorough disinfecting of school, with special attention to all facilities
- Take inventory and restock cleaning supplies for potential future outbreaks.

Boarding Program

Green Level:

- If any boarding student becomes ill with flu-like symptoms, and he or she lives within close proximity of the school, that student will go home for the mandatory period to recover.
- If a boarding student becomes ill with flu-like symptoms and travel home is difficult, this student will stay in the health center for five days or until a resolution of symptoms (whichever is sooner).

- Dorm faculty and proctors need to be vigilant about noting flu-like symptoms and sending students to the health center for assessment and monitoring of symptoms.

Yellow Level:

- Boarding faculty will monitor cleaning of rooms with the expectation that all bed linens will be washed weekly or as needed whichever is more frequent.
- Continue disinfection of dorm facilities by cleaning staff.
- As absentee rates increase within this threshold, large group gatherings will be suspended. (e.g. sit down dinners, chapel services, athletics, etc)
- If residential faculty become ill to the point there is a 25-30% absenteeism rate, day faculty may be used to provide care to the boarding students.

Orange Level:

- As percentage levels increase during this level, have meals delivered to individual dorms.

Red Level:

- Boarding faculty would remain on their respective duty days. Any exemption should be made through the Headmaster.
- All boarders able to travel home within reason will leave campus during a school closure.
- Any international students without family or close friends within the United States will be allowed to remain on campus with supervising faculty.

Athletic and Fine Arts (and any other large group gathering departments)

Green Level

- The same protocols will suffice for these departments at the Green level, unless there is an apparent trend or increased rate of symptoms within a specialty groups, e.g. a sports team, a choir section, etc. If such a trend is determined, the following steps might be taken: temperature monitoring, and/or disbanding that group's activities. However, before this can be instituted it must be approved by the Executive Team of the Pandemic Crisis Committee.
- Teachers and coaches will reinforce good hygiene and will be vigilant in noting symptoms in students, sending students to health center, and reporting absences.

Yellow Level

- If 5% to 10% of a specific group or team has flu or flu-like symptoms, athletic events, Fine Arts trips, class retreats, etc. could be cancelled or postponed.

Orange Level

- If 10% to 15% of a specific group or team has flu or flu-like symptoms, athletic events, Fine Arts trips, class retreats, etc. would be cancelled or postponed.

Red Level

- The school has closed at this level and all athletic, Fine Arts, and other large group gatherings would be postponed or cancelled until re-opening.

Business Office and Personnel Department / Campus Store

Green Level-

- Counter tops, keyboards and surfaces will be cleaned with wipes periodically during the day.

Yellow Level-

- Masks (PPE) may be worn by business office personnel when in contact with students, staff and faculty.
- Business office staff may bring lunch to work and eat in the Business offices.

Orange Level-

- Limit access to first floor section of Hines Hall where the Business Office is located to Business Office and Advancement staff only.
- Close Business Office window. All transactions with business office to be done by placing paperwork into Business Office mailbox in Brewster. See Business Office Procedures section in the Employee Announcements section of our First Class Email.
- Consider change in the process of distribution of student allowances. Students will email requests to Renee Scheinbart. The allowance will be placed into envelopes for student pickup at specific times. PPE may be worn by office staff.
- Student store will limit the number of students allowed in the store to 5 at a time. All students will be encouraged to sanitize hands before entering the store. Clerks will use hand sanitizer after each transaction.

Red Level-

- Limit access to Hines hall to Business Office and Advancement personnel.
- Student store will remain closed until the Orange level is reestablished.
- If someone in the Business Office becomes ill with flu like symptoms, then the Business Office Staff may be directed to use remote procedures to conduct critical functions from home until 5 days after exposure.

Advancement Office and Communication

Green Level:

- The Webmaster will be charged with updating the website as often as necessary with community-wide information.
- Counter tops, keyboards and surfaces will be cleaned with wipes periodically during the day.

Orange Level-

- Limit access to first floor section of Hines Hall where the Business Office is located to Business Office and Advancement staff only.
- The Director of Advancement will establish communication through the agreed on communication plan with the Advancement team on or off-site to continue, as appropriate, fundraising and alumni work through email, Constant Contact/Net Community, Twitter, and Facebook.

Red Level-

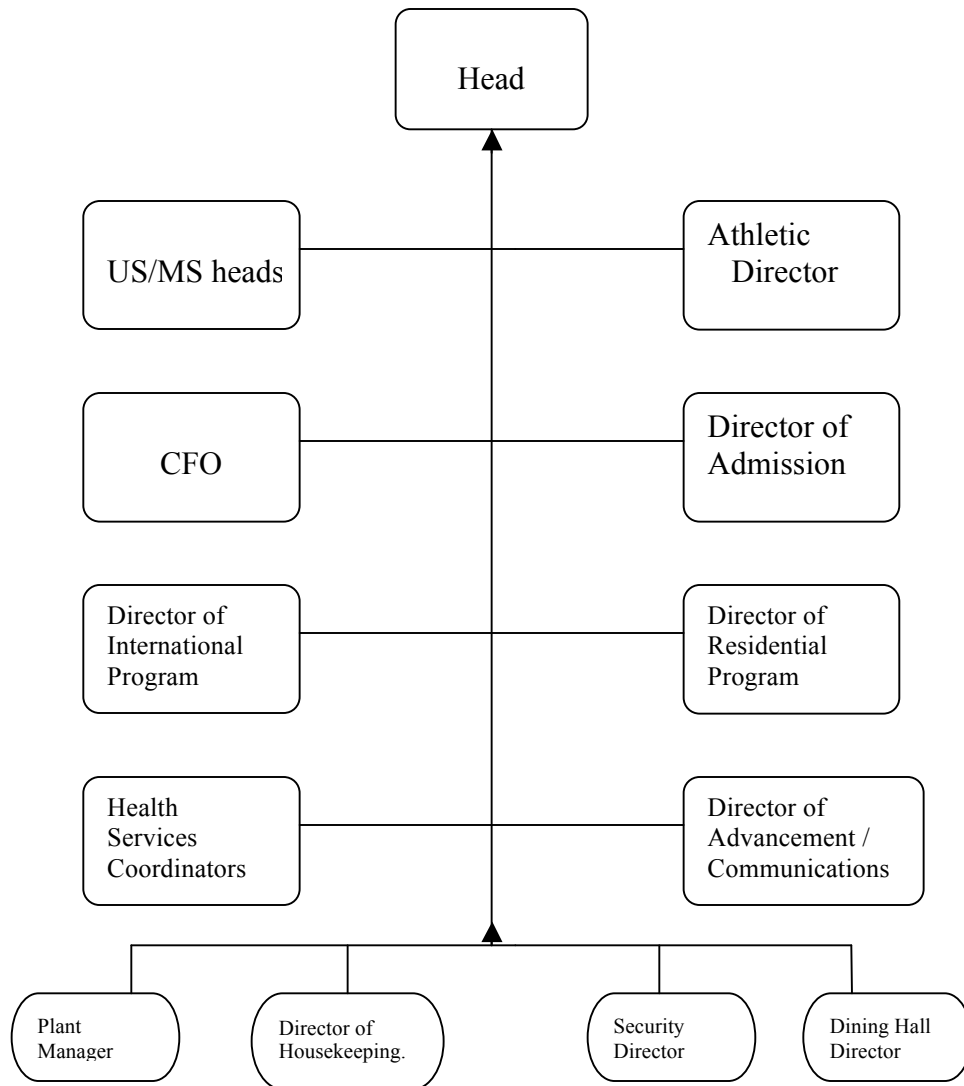
- Limit access to Hines hall to Business Office and Advancement personnel.

Reopening after School Closure

- Upon reopening, the emergency pandemic team will ensure debriefing of administration, staff, parents and students. Every effort will be made to have additional mental health resources available for the successful transition of students and staff back into the school setting and a normal routine.
- Upon reopening, the school division should remain on heightened alert, replenish an adequate supply of all needed materials, when available, and be prepared for additional waves of disease.

Conclusion

This guide has been designed to assist essential school departments in identifying the issues that need to be addressed during each threshold level in order to continue the instruction of students and support families and employees under stressful conditions.



Each Crisis Manager will have a deputy or second in charge, or more than one if necessary. The role of the deputy is flexible. The deputy can work with the primary position, work in a relief capacity or be assigned specific tasks. Deputies should always be as qualified as the person for whom they work.

The needed roles of each Crisis Manager is to allocate critical resources according to priorities; ensure that incidents are properly managed; ensure that incident management objectives are met and do not conflict with each other or with pandemic policy; identify and report critical resource needs and requirements and ensure authority to speak for their

Crisis Team on all matters, following appropriate consultations with the Crisis Team.
The following list reflects each member of the Crisis Team and their deputies in line of command for their specific area.

Headmaster

US Head

CFO

US Head

US Student Dean/Deans

Academic Dean

MS Head

MS Dean

MS Head's Assistant

CFO

Controller

Students Accounts/Payroll Manager

Director of Admissions

Associate Director of Admission-1

Associate Director of Admission-2

Director of Advancement

Associate Director of Advancement

Director of International Program

Asst. Director of International Program

Director of Residential

Duty Administrators

Health Services Directors- Head Nurse/Health Services Coordinator

Asst. Head Nurse

Clinical Nurse Specialist as consultant

Staff Nurses

Counseling

Health Services Coordinator

US Counselor

PT therapists

Director of Communication

Associate Director of Advancement

Plant Manager

Assistant Plant Manager

Athletic Director

Assistant Athletic Director

Director of Upper School PE

Housekeeping Director

Plant Manager

Dining Hall Director

Manager of Dining Services

Security Director

Plant Manager

CFO