

SECTION IX



**USE THIS KNOWLEDGE TO DEVELOP
YOUR OWN RESPONSE ACTION:
RESOURCES PRODUCED FOR THE
MUNICIPAL AND LOCAL LEVEL**

Section IX— Use this Knowledge to Develop Your Own Response Action: Resources Produced for the Municipal and Local Level

The items in this section are drawn from the entire collection of the Virtual Library. They were chosen expressly for leaders at the local and municipal, and for communicators and other staff with responsibilities for influenza preparedness and response activities. Selections include planning documents, training materials, field manuals, checklists and other tools developed by other municipalities, crisis management and crisis communication resources, and highly credible and pertinent Websites.



- (651) U.S. State of Indiana. Allen County. Flu Task Force. (2007). **Be a flu fighter (Website).** Community Infectious Disease Network of Allen County. <http://www.fighttheflu.org/pandemic-flu-an-overview.html> (accessed September 29, 2009).

This is an impressive example of a county Website that provides information and advice for virtually all citizens and groups in the jurisdiction—from individuals and families to businesses, schools, health professionals, travelers, and others. Especially impressive is an 8-page “Guide for Families,” available in English, Spanish, or Burmese and downloadable (PDF) FREE from the Webpage.

The Allen County Flu Task Force represents a cross-section of the community: it includes the City of Fort Wayne, the Allen County Department of Health, Neighborhood Health Clinics, the Lutheran Health Network, a pharmacy, an ambulance authority, a major retailer, and more.
Language: Website, English; “Guide for Families” in English, Spanish, and Burmese.

- (401) CARE Avian Flu Working Group. (2008). CARE Vietnam’s community-based surveillance model: Bringing the fight to the flu: A case study of outbreak detection and rapid response to avian influenza in Vietnam’s Haiphong Province. Atlanta, GA: CARE USA. <http://icarenews.care.org/avianflu.html> (under “CARE Laos Surveillance Handbooks and Tools,” click on “CARE Vietnam Community-Based Surveillance Case Study”) (accessed July 29 2009).

This 11-page report describes a community-based volunteer surveillance network, trained by CARE, which caught an avian influenza outbreak. Not only did the surveillance efforts prevent outbreaks from spreading, but engagement at the community level improved traceability, which control programs have struggled with.

Language: English.

- (402) CARE Avian Flu Working Group. (Updated October 2007). *Training manual: Strengthening training, outreach and prevention for the ongoing avian influenza.* Atlanta, GA: CARE USA. <http://icarenews.care.org/avianflu.html> (under “Program development tools”) (accessed July 29, 2009).

This manual was developed by the staff of CARE Vietnam—based on their experiences dealing with AI outbreaks in the country—to train municipal-level health workers in how to use communication to prevent new AI outbreaks and/or an influenza pandemic in humans. The manual focuses on two essential elements for effective AI communication: AI knowledge and communication skills, with an emphasis on behavior change communication. In addition, the manual provides detailed guidance for organizing and planning for community events, as well as examples of successful community events and information on budgeting for such events. The manual also includes numerous useful handouts (intended to be distributed to workshop participants) covering all the topics mentioned above. The training manual may be used as is, or may be adapted to best serve the needs of your community.

Language: English.

- (58) CARE USA. (no date). **Avian flu Webpage**. Atlanta, GA: CARE USA
<http://icarenews.care.org/avianflu.html> (accessed July 29, 2009).

CARE USA's avian flu Webpage presents current information on avian influenza (AI) and its potential to cause a global pandemic as well as an array of communication materials that have been created by different sources for health communication and education purposes: briefing papers; television spots and PDFs of printed materials; resources for working with poultry vendors and markets; resources for working with children and schools; case studies; program development tools and training modules; and materials for media and advocacy. Experiences in community-based systems for early warnings, reporting, and surveillance, and in community mobilization in Southeast Asian countries are shown, with communications resources to support the corresponding activities. Because CARE has worked with so many countries—and especially because of their work at the municipal/village level—this Webpage is a rich resource for learning what has been attempted in many different cultures, languages, and geographic settings, including locales that have experienced AI outbreaks.

Languages: English, some material in Spanish, a few materials in French, Portuguese, and other languages.

- (502) Center for Infectious Disease Research and Policy (CIDRAP). (no date). *Promising practices: pandemic preparedness tools (online database)*. Minneapolis, MN: CIDRAP.
www.pandemicpractices.org (accessed July 30, 2009).

This database showcases peer-reviewed practices that can be adapted or adopted by public health stakeholders. Entries cover pandemic preparedness, response, and mitigation topics for a wide range of audiences. For example, there are several pandemic action kits for schools, hospital staff, communities, vulnerable populations and other groups materials on planning for home care, community food supply outreach, communications approaches (risk communications, community engagement, resiliency), planning for at-risk groups, non-pharmaceutical interventions, and ethical considerations. The database can be sorted by language (list follows).

Languages: French, Portuguese, Spanish (more than 2 dozen entries), and many others.



- (601) European Centre for Disease Prevention and Control (ECDC). (2009). *How to communicate response strategies to influenza H1N1: Mitigation versus delaying*. Stockholm, Sweden: ECDC.
 Download at
http://www.ecdc.europa.eu/en/healthtopics/Documents/0906_Influenza_AH1N1_Key_messages_on_influenza_H1N1_Mitigation_vs_delaying.pdf (accessed September 3, 2009).

This document provides policy makers and planners an overview of communication strategies with evidence and guidance to inform policy decisions and implementation of response strategies, specifically when the H1N1 virus infection is spreading in communities.

Language: English

- (407) **Federación Latinoamericana de Ciudades, Municipios y Asociaciones de Gobiernos Locales (FLACMA) Website**. Quito, Ecuador: FLACMA.
www.flacma.org (accessed July 30, 2009).

This is the Website for FLACMA, the Latin American Federation of Cities, Municipalities, and Local Government Associations. FLACMA is the regional representation of the global organization United Cities and Local Governments; it represents all cities and municipalities of Latin America. Among the organization's objectives are to serve as interlocutor among all local governments in Latin America; to facilitate the exchange of experiences among local governments; to encourage inter-municipal cooperation; and to be the voice of Latin American municipalities. The website maintains a schedule of upcoming events, news, and information of interest to local governments. This organization and its website could be a valuable tool for municipal leaders to share information and experiences related to pandemic preparedness and

response. For example, any municipality that has a plan in place or materials, could potentially post or distribute those materials to other regional municipalities via FLACMA.

Language: Spanish. (The Website has tabs for switching to English or Portuguese, but content in the Website is in Spanish.)



- (666) U.S. State of Ohio. Franklin County. Board of Health. (no date). **Central Ohio Pandemic Flu Website.** Columbus, OH. USA: Franklin County Board of Health.
www.columbuspandemicflu.com (accessed September 9, 2009).

The Central Ohio Pandemic Flu Website is an example of a local (county) effort to provide useful, up-to-the-minute information about pandemic flu for the people of the city of Columbus and the surrounding area. Information provided includes a description of the different types of flu, a glossary of terms, prevention through good hygiene practice, food safety, and travel advice; planning and preparation guidelines at the personal level, for local, national planning, for schools, businesses and other workplaces, and for faith communities.

Language: English; some materials in Spanish

- (408) International City/County Management Association (ICMA). **ICMA Website.** Washington, DC, USA: ICMA.
English: www.icma.org
Spanish: www.icmala.org (accessed July 31, 2009).

The International City/County Management Association (ICMA) is a local government leadership and management organization with a mission to create excellence in local governance by advocating and developing the professional management of local government worldwide. ICMA is an internationally recognized publisher of information resources specializing in national and international work with municipalities. Communicators or individuals with an interest in local government leadership and management can search for information on pandemic flu from the Website's homepage.

Among the resources available are news articles and reports, publications, calendar of upcoming events related to local government issues, professional management for local governments, links to associations and affiliates at local, state or province, national, and international levels, discussion forums, Webcasts, and others. Some of the resources are available for free; however, there is a fee to become a member of the organization.

Languages: English and Spanish.

- (504) International Federation of Pharmaceutical Manufacturers and Associations (IFPMA). (January 2007). *Pandemic influenza preparedness: business continuity planning for the global healthcare industry.* Geneva, Switzerland: IFPMA.
www.ifpma.org/Influenza/index.aspx?015_Business_continuity.html (accessed August 3, 2009).

This white paper provides a framework for business continuity planning, including leadership and staff continuity, employee wellness planning, education planning, communication planning; operational continuity, including mapping and maintaining key business processes, critical systems and infrastructure, physical and information security, compliance and drug safety, inventory and safety stocks; supplier and customer continuity, and public health continuity.

Languages: English, French, Portuguese, Spanish, and others.



- (667) Lipsitch, Marc, D. Phil., *et al.* (2009). "Managing and reducing uncertainty in an emerging influenza pandemic," *The New England Journal Of Medicine* 361(2) (July 2009)112-114. This article is available online at <http://content.nejm.org/cgi/reprint/361/2/112.pdf> (accessed September 1, 2009).

This article, written primarily for the medical profession, provides an overview of serious considerations for public health and other national and local decision-makers about the

appropriate timing of actions to prevent and mitigate influenza outbreaks and pandemics. The article focuses specifically on the 2009 H1N1 virus.

Language: English.

- (505) Lurie, N., et al. (2008). **Community planning for pandemic influenza: lessons from the VA [U.S. Department of Veteran Affairs] health care system.** *Disaster medicine and public health preparedness*. 2:251-257. The full text of this article is available online for a fee at www.dmph.org/cgi/content/full/2/4/251 (accessed August 27, 2009). Reprint requests can be addressed to the author, Nicole Lurie, M.D., MSPH, RAND Corporation, 1200 South Hayes Street, Arlington, VA 22202, USA (email: lurie@rand.org).

This article reports the lessons learned with implications for collaborative planning, response coordination, resource sharing, uneven resource distribution, surge capacity, standards of care, workforce policies, and communication with the public of a simulation study conducted for the U.S. Department of Veterans Affairs (VA), which was designed to identify issues relevant to VA-community pandemic influenza preparedness. Most of the issues identified were not unique to the VA, but are applicable to all integrated care systems.

Language: English.

- (501) Rasmuson, M. and R. Echalar. (2008). **Overview of pandemic preparedness activities (PowerPoint presentation).** Washington, DC: Academy for Educational Development (AED). <http://avianflu.aed.org/docs/capetown/Day%203/2.%20Pandemic%20Preparedness%20-%20Mark%20Rasmuson.pdf> (accessed July 29, 2009).

This presentation is drawn from two initiatives: HIPPIE—Humanitarian Initiative to Prepare for a Pandemic Influenza Emergency and H2P--Humanitarian Preparedness Initiative. The first topic of the presentation is food security and 16 key tasks or steps that municipal government or local communities should carry out, including the frequency, outcome/result, and required activities for each step. The second topic covers “Potential elements of a pandemic communication program.” This section enumerates six types of communication activities, key target groups to be involved in each of the six activities, and the action desired by the target groups during a pre-pandemic phase, a pre-local outbreak, and during a local outbreak.

Language: English.

- (506) Mexico. Secretariat of Health. General Directorate of Health Promotion (DGPS). (November 2007). **Guía informativa para presidentes municipales sobre la posible pandemia de influenza** (Guide for municipal leaders regarding a possible influenza pandemic). Mexico City, Mexico: DGPS. www.promocion.salud.gob.mx/pandemia2008/pdf_web_enero08/Guia_informativa_pandemia_presidente_municipal.pdf or at www.promocion.salud.gob.mx/pandemia2008/materiales.html, under “Guías” (accessed August 12, 2009).

This 27-page guide is designed to provide municipal leaders in Mexico with everything they need to know about avian and pandemic influenza, as well as guide them through the process of developing a multisectoral municipal pandemic preparedness plan. Most of the information in the guide is quite useful to municipalities in other countries as well.

The guide is divided into the following sections: (1) “¿Qué es la influenza?” (What is influenza”); (2) “Medidas de preparación” (Preparedness measures); (3) “Plan Nacional de Preparación y Respuesta ante una Pandemia de Influenza” (National plan for pandemic influenza preparedness and response); (4) “Acciones del Municipio” (Municipality actions) for both the pre-pandemic and pandemic phases; and (5) “Lista de Cotejo,” a checklist detailing every step municipal leaders need to take in preparing for a pandemic. It includes sections on both internal and external communication.

Language: Spanish.

- (507) Mexico. Secretariat of Health. General Directorate of Health Promotion (DGPS). Herramientas de preparación para presidentes municipales: Anticiparse a la pandemia de influenza: un enfoque de promoción en la salud (Preparedness tools for municipal leaders: anticipating an influenza pandemic). Government of Mexico, Mexico City, Mexico: DGPS.
www.promocion.salud.gob.mx/pandemia2008/presidente_municipal.html (accessed August 12, 2009)

This pandemic influenza Website maintained by the DGPS of Mexico is designed specifically for municipal leaders. It includes general information about influenza and pandemic influenza, and many downloadable materials, including: brochures on influenza and on hygiene; posters on hand washing; posters with recommendations for healthcare professionals and for the general population; guides for healthcare personnel, communication specialists, waste management, community leaders, and businesses; fact sheets; videos; presentations for training workshops. In addition, there is a document providing guidelines and recommendations for how best to use these materials (“Lineamientos para la difusión del material educativo sobre la Pandemia de Influenza”, available by clicking on #7 “Impresión del material” under “Material educativo”). The site also includes checklists for the pre-pandemic phase and pandemic response, which include sections on internal and external communications. All of these materials are also available at Mexico’s main Website for pandemic influenza, www.cenavece.salud.gob.mx/emergencias/flu-index.htm.

Language: Spanish.



- (412) Mexico. Secretariat of Health. General Directorate of Health Promotion (DGPS). (no date). Manual de creación del plan de preparación y respuesta ante una pandemia de influenza para industrias, empresas, y dependencias públicas (Manual for creating a pandemic influenza preparedness and response plan for industries, businesses, and public agencies), Mexico City, Mexico: Government of Mexico, DGPS.
www.promocion.salud.gob.mx/pandemia2008/ (click on “Presidente Municipal” and enter the website; this manual is document #2 under “Planes de Preparación”) (accessed August 12, 2009).

This very useful manual—designed for both government agencies and the private sector—provides background information about the risk of a possible influenza pandemic, as well as detailed explanations of the elements needed in a preparedness and response plan. It covers the pre-pandemic, pandemic, and post-pandemic stages, and includes extensive recommendations for communications strategies. For example, the communications appendix includes a guide to choosing a spokesperson and tips for effective risk and crisis communication. Another appendix includes a compact yet comprehensive checklist that can be used in the process of developing a pandemic preparedness plan; this list also includes a section on communication.

Language: Spanish.

- (409) Morgan, O. (Editor). (2006). *Management of dead bodies after disasters: A field manual for first responders*. Washington, DC, USA: Pan American Health Organization (PAHO).
English: www.paho.org/english/dd/ped/DeadBodiesFieldManual.htm
Spanish: www.paho.org/spanish/dd/ped/DeadBodiesFieldManual.htm (accessed August 12, 2009).

This manual aims to promote the proper and dignified management of dead bodies, and to maximize their identification. It focuses on practical recommendations for non-specialists in the field because after a disaster the immediate management of human remains usually is done by local organizations and communities rather than by experts. The manual is organized in an easy-to-use format, with one chapter for each key task, so that local coordinators can copy and distribute the relevant chapters to individuals responsible for those tasks. Furthermore, it is written briefly and clearly so that it can be read quickly in an emergency. For the communicator, the manual provides a chapter on information management and one on communications and the

media. These provide guidelines on working with the public, the media, and relief agencies, and on information management for the communicator and for local authorities, who play a key role in coordination.

Languages: English and Spanish.



- (668) Pan American Health Organization (PAHO). (updated 2009). *Creating a communication strategy for pandemic influenza. risk and outbreak communication*. Washington, DC, USA: PAHO. <http://influenzatraining.org/documents/s16039e/s16039e.pdf> (accessed September 25, 2009).

Using the framework of the pandemic phases described by WHO, this guide provides communication goals and activities for each phase. This tool enables a communicator to develop a communication plan that will be congruent with the local, regional or national pandemic preparedness plan, which has also been created using the WHO framework.

“Today’s pandemic preparedness as well as the accompanying communication planning serves the public health community as a platform for strengthening basic public health infrastructure, not just for a pandemic but for future health crises of international importance. WHO’s outbreak communication guidelines state, “The overriding public health goal is to bring the outbreak under control as quickly as possible, with as little social disruption as possible. Effective outbreak communication is one tool to achieve that goal.” (p. 3)

Language: English.

- (411) Pan American Health Organization (PAHO). (2007). *Simulation exercise and Facilitators Notes*. Washington, D.C., USA: PAHO. http://www.paho.org/english/ad/Resources_PAHO_Docs_Eng.htm (under “Simulation exercise and facilitator’s notes”) (accessed August 27, 2009).

These are materials for implementing a simulation exercise on risk and outbreak communication. The first document (*Simulation Exercise*) is a PowerPoint file. Originally, this exercise was used in the Sub-regional Communication Workshop held in Bogota, Colombia.

Languages: English and Spanish.



- (655) Peru. Ministry of Health. (2009). **Influenza H1N1 information and materials**. Lima, Peru: Ministry of Health. www.minsa.gob.pe/portada/Especiales/2009/AH1N1/index.html (accessed August 20, 2009).

This Website from the Ministry of Health in Peru is full of resources related to influenza H1N1. Communicators, educators, health professionals, government officials, and the general public can benefit from the information provided, which includes: general information for the public; access to the national pandemic plan; recommendations for patients, healthcare providers, home caregivers; frequently asked questions; communication materials such as posters, banners, flyers, video and audio public service announcements; materials for schools; and updated official information regarding the number of cases in the country.

Languages: Spanish and some material also in English.

- (49) Philippines. Department of Health. *Avian influenza IEC materials (Webpage)*. Manila, Philippines: Government of the Philippines, Department of Health. www.doh.gov.ph/avian_iec (accessed August 20, 2009).

This Webpage is part of the Republic of the Philippines’ Department of Health avian influenza (AI) section and provides AI information, education, and communication (IEC) materials to download. The most pertinent materials for municipal leaders are the following guides: “Reference guide for preparedness and response for local executives”; “Reference guide for the

prevention and management of avian influenza in humans in the community setting”; “Infection control and management of avian influenza in the hospital setting”; and “Reference guide for Barangay health emergency response team for the prevention and control of avian influenza.”

In addition, the Webpage includes flyers and posters with frequently asked questions about AI, and information on AI for various audiences: the public, poultry owners and industry workers, the media, and travelers.

Language: English.

- (508) Rodrigue, Jean-Paul et al. (2009). “**Transportation and pandemics**”. In *The geography of transport systems*, Long Island, New York: Hofstra University, Department of Global Studies & Geography. Reprint posted online at www.people.hofstra.edu/geotrans/eng/ch9en/appl9en/ch9a3en.html (accessed August 12, 2009).

This article treats the relationships between transportation and pandemics on two major sequential dimensions: 1) transportation as a vector in spreading the disease and 2) continuity of freight distribution (e.g. for food, energy, and medical supplies). A section on mitigation strategies is included. This resource provides communicators with information on the modern issues of the transportation industry and how communication services could be affected. This material (including graphics) is available to the public for informational purposes only and cannot be copied and published in any form (printed or electronic) without consent.

Language: English.



- (669) Schwanberg, Sandra L., and Maurine R. Renville, with contributions from Lesley J. Mortimer. (2008). *Pandemic flu home care: a detailed guide for caring for the ill at home or Cuidado en casa para la gripe pandémica: una guía detallada para cuidar enfermos en casa* (free downloadable e-book in English or Spanish). Albuquerque, NM: Pandemic Home Care. Download in Spanish: <http://www.pandemichomecare.com/files/2261183/uploaded/Cuidado%20en%20Casa%20para%20la%20Gripe%20Pandemica.pdf> or in English: www.pandemichomecare.com (Click the link “free eBook” in the middle of the Home page.)

This e-Book is a practical resource for people to use during a pandemic when access to regular health care services may be very limited. Each section provides detailed step-by-step guides and resources. *The major theme is that people need to learn how to care for the sick without relying on health care systems that may not be functioning during a pandemic.* Most pandemic plans suggest that sick people should contact their physician by phone, the emergency room, or other health care facilities for information and specific services. However, during a pandemic, urgent care facilities, health departments, physicians’ offices and emergency rooms are likely to be overwhelmed with increased numbers of people seeking health care. This means people need to be prepared to take care of the sick at home. The text is formatted for a three-ring binder for easy reference and addition of updates as they become available.

Languages: English and Spanish.

- (103) Trust for America’s Health (TFAH). (2005). *It’s not flu as usual: what businesses need to know about pandemic flu planning (booklet)*. Washington, DC: TFAH. <http://healthyamericans.org/reports/flu/brochures/FluBrochure.pdf> (accessed August 12, 2009).

This 8-page booklet provides a communication tool that helps guide the business community within municipalities through the pandemic planning and preparedness process. Information includes: potential business impact of a pandemic; what to do in the event of a pandemic; steps to keep business in business; and protecting employees’ health.

Language: English.



- (670) Trust for America's Health (TFAH), the Center for Biosecurity, and the Robert Wood Johnson Foundation (RWJF). (June 2009). *Pandemic flu preparedness: lessons from the frontlines* (issue brief). Washington, DC, USA: TFAH.
www.healthyamericans.org/report/64/pandemic-flu-frontlines (accessed September 9, 2009).

This 24-page issue brief analyzes the initial response to the H1N1 outbreak, which found that U.S. officials executed strong coordination and communication and an ability to adapt to changing circumstances, but they also learned how quickly the nation's core public health capacity would be overwhelmed if an outbreak were more severe or widespread. The report reviews 10 early lessons learned from the response to the H1N1 (swine) flu outbreak, 10 ongoing core vulnerabilities in U.S. pandemic flu preparedness, and case studies of challenges communities around the country faced when responding to the outbreak.

Language: English

- (210) U.S. Agency for International Development (USAID). (March 2007). *Avian influenza commodities two-day training workshop (training guide)*.
www.avianflu.aed.org/training.htm (under "Avian influenza commodities two-day training workshop") Washington, DC, USA: USAID. (accessed August 27, 2009).

This training guide enables health communicators and public health specialists to train others in the health and safety of avian influenza (AI) commodities. The workshop covers the following topics: the use of personal protective equipment when working in an area where you might be exposed to birds that are suspected of having AI; the safe and correct use of decontamination kits to kill the virus in areas where an outbreak has been reported; and the safe and correct work practices for gathering samples and preparing them for shipment to laboratories. Each topic is covered by a module that contains trainer notes and participant handouts, thus an experienced trainer can replicate training deliveries with these materials. In fact, even if no formal "training of trainers" has taken place, any individual with public speaking and group leadership skills can likely facilitate a successful session with the materials provided.

Languages: English, French, and Russian.



- (676) U.S. Agency for International Development (USAID). (2009). *Crisis and emergency risk communications tools 12, 13, and 14 (Leadership during a pandemic: What your municipality can do.)* Washington, DC: USAID.
www.influenzalac.org/toolkit.shtml (accessed December 14, 2009).

The 3 Crisis and Emergency Risk Communications tools – available in this toolkit for municipal-level pandemic influenza preparedness and response in the Latin America and Caribbean region – provide practical resources for an effective communications response at the municipal level, tips and resources for establishing and maintaining media communications, and the fundamental concepts of effective communications for public officials.

Languages: English and Spanish.

- (40) U.S. Department of Defense (DoD). National Defense University. Center for Technology and National Security Policy (CTNSP). Life Sciences Office. (2008). *Weathering the storm: Leading your organization through a pandemic flu event* (77-page document and wall poster). Washington, DC: Life Science Office, CTNSP, National Defense University, DOD.
www.ndu.edu/CTNSP/Bird_flu.htm (accessed August 20, 2009).

“Weathering the Storm: Leading Your Organization Through a Pandemic Flu Event,” is both a substantial 77-page planning document for workplace/organization leaders and an accompanying wall poster. Major sections of the planning document include “Making the Workplace Safe,” “Managing the Workforce: Epidemic Psychology,” “Telling It Like It Is: *Communicating with the Workforce*,” guidance for constructing “the plan,” and more. A wall poster is also available. Both items are FREE and downloadable.

Language: English



- (661) U.S. Department of Education. (2009). **“Lead and Manage my School: H1N1 Flu Information.”** (Webpage). Washington, DC, USA: Department of Education. www.ed.gov/admins/lead/safety/emergencyplan/pandemic/index.html (accessed September 3, 2009).

This Webpage provides communication toolkits for schools (Grades K-12) and college and universities that include reproducible fact sheets, questions & answers sheets, and posters. There are links to other Government Websites, such as PandemicFlu.gov and recommendations for school leaders and teachers on continuity of learning during school dismissals.

Languages: English, Spanish, and others.



- (51) U.S. Department of Education. Office of Safe and Drug-Free Schools. (January 2007). *Practical information on crisis planning: a guide for schools and communities*. Washington, DC, USA: Department of Education. www.ed.gov/admins/lead/safety/emergencyplan/crisisplanning.pdf (accessed August 12, 2009).

This is a generic guide for schools and communities to help them in the process of reviewing and revising school and district crisis preparedness plans. It provides critical concepts and components of good crisis planning as well as examples of good practices. There is a short section that focuses on the communication aspect of crisis management. Another section also focuses on the media, specifically in how schools and communities can prepare to work with the media in times of crisis. The guide is intended as a model, not a “cookbook” approach.

Language: English.

- (216) U.S. Department of Health and Human Services (DHHS). Centers for Disease Control and Prevention (CDC). (February 2007). *Interim pre-pandemic planning guidance: community strategy for pandemic influenza mitigation in the United States*. Atlanta, GA, USA: CDC, DHHS. English: www.pandemicflu.gov/plan/community/commitigation.html Spanish: <http://espanol.pandemicflu.gov/pandemicflu/enes/24/> www.pandemicflu.gov/plan/community/commitigation.html (accessed August 12, 2009).

This document provides *interim planning guidance* for state, territorial, tribal, and local communities focusing on several measures other than vaccination and drug treatment that might be useful during an influenza pandemic to reduce its harm. The document introduces a Pandemic Severity Index to characterize the severity of a pandemic, provides planning recommendations for specific interventions that communities may use for a given severity level, and suggests how long they should be used. The appendices provide supplemental guides for pre-pandemic planning assistance designed for various community settings such as schools, universities, childcare programs, businesses, and faith-based and community organizations.

Languages: English, Spanish, and others.

- (406) U.S. Department of Health and Human Services (DHHS). Centers for Disease Control and Prevention (CDC). *Pandemic flu: take the lead: working together to prepare now*. Atlanta, GA, USA: CDC, DHHS. English: www.pandemicflu.gov/takethelead/index.html

Spanish:

http://espanol.pandemicflu.gov/pandemicflu/enes/24/_www_pandemicflu_gov/takethelead/index.html (accessed September 23, 2009).

The toolkit on this Webpage for community leaders was developed by CDC with input from community leaders. It provides key information and tools such as talking points, checklists, fact sheets, sample e-mails, sample newsletter articles, posters, and other resources with suggested ways to use these in the community to help specific groups—employees, patients, community members, or others whom the leader represents—understand the threat of a pandemic and encourage preparedness.

Languages: English and Spanish.

- (405) U.S. Department of Health and Human Services. Centers for Disease Control and Prevention (CDC). (2008; updated quarterly). *Pandemic influenza storybook: Personal recollections from survivors, families, and friends*. Atlanta, GA, USA: CDC, DHHS. <http://www.pandemicflu.gov/storybook/index.html> (accessed August 12, 2009).

The *Pandemic Influenza Storybook*—an online, easy-to-navigate book—contains narratives from survivors, families, and friends who lived through the 1918 and 1957 pandemics. These first-person and family accounts provide an intimate, personal view of these past pandemics, which health communicators and municipal leaders can use as they try to communicate the real dangers of a pandemic to any audience. The CDC will continue seeking out and adding new stories to the Storybook on a quarterly basis. Stories from the 1968 pandemic also will be added to this resource as they become available.

Language: English.

- (212) U.S. Department of Health and Human Services. Centers for Disease Control and Prevention (CDC). *Public health emergency response guide for state, local, and tribal public health directors, version 1.0*. Atlanta, GA: CDC, DHHS. www.bt.cdc.gov/planning/responseguide.asp (accessed August 12, 2009).

This is an all-hazards reference tool for state- and municipal-level health professionals who are responsible for initiating the public health response during the first 24 hours of an emergency or disaster. It provides useful information on the activation and integration of a jurisdiction's public health system into the existing overall emergency response structure during the acute phase of an incident. The guide is not a substitute for existing emergency preparedness activities and is not intended to replace existing emergency operations plans, procedures and guidelines. The guide includes five templates allowing users to document important information such as activities, contact information of key personnel, public health leadership response assignments, and incident-specific preparedness.

Languages: English and Spanish.

- (671) U.S. Department of Health and Human Services. Interagency Public Affairs Group on Influenza Preparedness and Response. *Flu.gov: State and local government planning & response activities*. Atlanta, GA: CDC, DHHS.

English:

www.pandemicflu.gov/plan/States/index.html

Spanish:

http://espanol.pandemicflu.gov/pandemicflu/enes/24/_flu_gov/plan/States/index.html (accessed September 8, 2009).

The “State and Local Government Planning & Response Activities” section of the **Flu.gov** Website is a resource for state and local leaders and authorities, communicators for information on preparedness and response strategies, and for the general public. While the material was prepared for the United States, it has utility for other countries in the region. A wide array of



background information, tools, and other resources are available such as (PI) planning checklists for law enforcement, correctional facilities, state and local authorities (with a section for public health communications); guidance and recommendations on the H1N1 flu, vaccine allocations, protective equipment, and masks; community strategies for pandemic mitigation; and the guide “Providing mass medical care with scarce resources: a community planning guide,” which includes a chapter on PI.

Languages: English and Spanish.

- (87) U.S. Department of Homeland Security (DHS). (September 19, 2006). *Pandemic influenza preparedness, response, and recovery: Guide for critical infrastructure and key resources*. Washington, DC, USA: DHS.
www.pandemicflu.gov/plan/pdf/cikrpandemicinfluenzaguide.pdf (accessed August 13, 2009).

The pandemic influenza preparedness, response, and recovery guide serves as a tool for business owner-operators and their contingency planners to enhance pandemic planning. Of particular use to municipalities is Section 7, which provides information, strategies, and materials for businesses to communicate with the public, employees and their families, and the media. Additionally, Sections 4 and 5 provide guidance on the development of a Business Continuity Operations Plan for use during a possible pandemic.

Language: English.

- (509) U.S. State of Maryland. Montgomery County, Advanced Practice Center (APC) for Public Health Emergency Preparedness and Response. (2007). *Avian Influenza and Pandemic Influenza Presentation and Guide*. Rockville, MD, USA: APC,
www.montgomerycountymd.gov/hhstmpl.asp?url=/content/hhs/PHS/APC/PanFluPres.asp (accessed August 12, 2009).

The Advanced Practice Center (APC) for Public Health Emergency Preparedness and Response of Montgomery County, Maryland (USA) developed this simple Microsoft PowerPoint presentation, with speaker notes, to help local public health agencies and other organizations educate their communities about pandemic and avian influenza. The presentation may be downloaded as a PDF or a PowerPoint file, and requires Microsoft PowerPoint 2000 or later to function. Older versions of PowerPoint may have limited functions.

The accompanying guide provides copies of the presentation, handouts, pre/post tests, evaluation, and suggested interactive activities, and also includes general tips for presenters. The presentation and materials have been pilot tested with community groups, churches, and civic organizations. The entire presentation guide may be downloaded as a PDF file, and all of these materials also can be downloaded as individual PDF files (and some as Microsoft Word files). Check the Website periodically; the presentation will be updated as new information becomes available, and the materials may eventually be translated into Spanish.

Language: English.

- (211) U. S. State of California. Contra Costa County Office of Education and Health Services. . (October 2007). *Pandemic flu school action kit*. Pleasant Hill, CA, USA: Office of Education.
www.cccoe.k12.ca.us/about/flu/resources_flu_action_kit.html (accessed August 12, 2009).

The Pandemic School Action Kit is designed to provide schools with practical tools that staff will need in order to prepare for a pandemic flu outbreak. This downloadable kit, updated periodically, is designed to be presented in the form of a binder with resources and tools that will help schools, as well as parents, begin their planning efforts for pandemic flu. The kit has seven sections: 1) an introductory letter; 2) Process information such as School Action Steps, School Response to Pandemic Flu Flow Chart, Planning Checklist, Sample Health Officer Letters, Public Health Instructions, Stopping Germs, and Characteristics and Challenges; 3) Surveillance and Reporting information such as the Definition of Surveillance Levels, Influenza Case Definition,

and Weekly and Daily Pandemic Flu Census and Logs; 4) Parent information including Sample Parent Letters for the prevention stage, the initial outbreak and others, Parent Tips, and the American Red Cross Home Care for Pandemic Flu; 5) Media material including Sample Press Releases and Sample Talking Points for School Officials; 6) Public information such as Posters, Fact Sheets, Videos on Health Emergency Issues, and a PowerPoint Presentation; and 7) Other resources such as Key Phone Numbers and Websites. The material may be used and modified freely as long as credit is given to Contra Costa Health Services and the Contra Costa County Office of Education.

Languages: English; some sample material and posters are also in Spanish.

- (510) U.S. State of Washington. Seattle and King County Department of Public Health. *Pandemic flu preparedness (Website)*. Seattle, Washington, USA: Department of Public Health. www.kingcounty.gov/healthservices/health/preparedness/pandemicflu.aspx (accessed August 12, 2009).

This Website—designed for the citizens of King County, in the U.S. State of Washington—includes a multitude of resources for municipal leaders and communicators. The site includes: a link to the county’s pandemic influenza response plan (which municipal leaders could use as a model in designing their own plans); resources for individuals/families, law enforcement (police), businesses and nonprofits, local government agencies, healthcare professionals, and schools; tabletop exercises used to test the county’s pandemic preparedness plans; and a link to the “No Ordinary Flu” comic book (see entry 511 on page 34 for details).

Language: English.

- (410) U.S. State of New York. New York City Department of Health and Mental Hygiene, (NYC DOHMH). (July 2006). *NYC DOHMH Pandemic influenza preparedness and response plan*. New York, NY, USA: DOHMH. <http://home2.nyc.gov/html/doh/html/cd/cd-panflu-plan.shtml> (accessed August 12, 2009).

This is New York City’s Pandemic Influenza Preparedness and Response Plan. Section 9 (Communications) of the Plan provides detailed communication strategies for both inter-pandemic/pandemic alert periods (WHO phases 1-5) and a pandemic outbreak (phase 6). Section 4 (Community Control and Response) also includes some community-focused communication strategies for Phases 5 and 6 of a pandemic outbreak. Annexed to Section 9 is a Q&A fact sheet for the public about avian influenza and the possibility of a pandemic outbreak; this appendix is available in English and Spanish.

Language: English.



- (672) U.S. State of California. San Francisco Department of Public Health.. . Communicable Disease Control and Prevention. **Seasonal Flu and Swine Flu H1N1 Webpage**. San Francisco, CA, USA: San Francisco Department of Public Health. www.sfcdcp.org/H1N1.html (accessed September 9, 2009).

This flu Webpage is a fine example from a large municipal health department—that of San Francisco, CA, USA. The buttons on this page Webpage take the user to flu facts, what to do if you are sick, prevention measures, flu vaccines, guidelines for healthcare providers, guidance for specific settings (schools, businesses, organizations, and shelters), “volunteer to help,” and a phone number to call for more information as well as invitation to join the Twitter line.

Language: English



- (673) World Food Programme (WFP). (2009) *Emergency food security assessment handbook Second edition*. Rome, Italy: Food Security Analysis Service, UN WFP. http://home.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp203244.pdf
En Espanol: Manual para la evaluacion de la seguridad alimentaria en emergencias (ESAE).

Segunda edicion. (2009). <http://www.wfp.org/content/manual-para-la-evaluacion-de-la-seguridad-alimentaria-en-emergencias-segunda-edicion> (Accessed September 8, 2009).

This handbook is intended for use in emergency situations or prolonged crises, whether due to sudden natural disaster, drought, disease, economic collapse or conflict, and to address the needs of both resident and displaced persons. It provides the most up-to-date guidance on how to conduct accurate, timely food security assessment as well as options for responding to both food and livelihood insecurity. Annexes include ample questionnaires, checklists, and other tools for accomplishing an assessment.

Languages: English, Spanish, French.



- (674) World Health Organization (WHO). (2 May 2009). *Pandemic influenza preparedness and mitigation in low resource communities*. Geneva, Switzerland: WHO.

English:

www.who.int/csr/resources/publications/swineflu/low_resource_measures/en/index.html

French:

www.who.int/csr/resources/publications/swineflu/low_resource_measures/fr/index.html

Spanish:

www.who.int/csr/resources/publications/swineflu/low_resource_measures/es/index.html

(accessed August 19, 2009).

This is a summary guidance derived from the WHO document *Pandemic influenza preparedness and mitigation in refugee and displaced populations: WHO guidelines for humanitarian*, second edition, 2008. For the communicator, this document provides key principles and recommendations regarding public health measures for communities, patient services, and a health system triage to help reduce mortality and morbidity.

Language: English, French, Spanish and others.

- (414) World Health Organization (WHO). (2008). *Pandemic influenza preparedness and mitigation in refugee and displaced populations: WHO guidelines for humanitarian agencies*. second edition. Geneva, Switzerland: WHO.

www.who.int/diseasecontrol_emergencies/HSE_EPR_DCE_2008_3rweb.pdf (accessed August 13, 2009).

These practical field-based guidelines are intended for use by humanitarian agencies and ministry of health staff working with refugee and displaced populations at local and national levels. They are intended both for camp settings and for open settings with displaced populations living dispersed among local communities. The document focuses primarily on response during an influenza pandemic, but also provides: background information on pandemic flu; strategies for dealing with each pandemic phase; and pre-pandemic preparedness activities, including health communication recommendations and activities such as key preventive messages and reinforcing universal hygiene behaviors. Annex 2 consists of sample health education messages and proposed health communication activities for different pandemic phases.

Language: English.

- (415) World Health Organization (WHO). (2008). *Reducing excess mortality from common illnesses during an influenza pandemic: WHO guidelines for emergency health interventions in community settings*. Geneva, Switzerland: WHO.

www.who.int/diseasecontrol_emergencies/common_illnesses2008_6.pdf (accessed August 19, 2009).

These guidelines are designed for community-level programming in resource-poor settings, and can be used as a strategic framework for public health authorities, the private sector, health systems planners and policy makers to approach the care of common illnesses in communities before and during a pandemic. Communicators will find the guidelines a useful reference in

designing public information materials and campaigns. This document also includes recommendations for priority health programs that would likely face interruptions during a pandemic.

Language: English.

- (423) World Health Organization Regional Office for South-East Asia (WHO/SEAR). (2006). *Public health interventions for prevention and control of avian influenza: A manual for improving biosecurity in the food supply chain: Focusing on live animal markets*. New Delhi, India: WHO/SEAR.
www.searo.who.int/en/Section23/Section1001/Section1110_11528.htm (accessed August 13, 2009).

This 38-page manual was developed to help countries prevent and control the spread of avian influenza (AI) by improving the management of poultry at all stages of the food supply chain. The target audience includes municipal authorities, poultry transporters and producers, health workers, food inspectors, veterinarians, vendors, food handlers, and consumers. The manual attempts to provide simple, yet valuable, public health measures that can be implemented at both the national and local levels to establish “healthy food markets”—which, in turn, could help prevent the spread of viruses such as AI, and thus the potential heavy loss of human lives.

Of strong interest for communicators is the section “Key Public Health Messages.” The document can be viewed by section at the Website, or can be downloaded in its entirety as a PDF file.

Language: English.