


<p style="text-align: center;">Safe Work Program <i>Infectious and Communicable Disease</i> <i>(Pandemic) Response Plan</i></p>	
Reference: CHSMS Standard 08	

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Introduction

The continuity of education and provision of services to students is the core business of the College. In the event of a pandemic, it is important to have planned and established measures for the continuity of teaching and learning. The objective of this Infectious and Communicable Disease (Pandemic) Plan is to provide a dynamic and evolving planning document. As local and global resources continue to provide their updates that expand our understanding of an evolving threat, we must be prepared to review and revise our preparedness and adapt our response strategies.

For clarity, a Pandemic is a rapidly evolving emergency that:

- Ranges in severity
- Spreads quickly around the globe
- Occurs in two or three waves lasting anywhere up to 18 months to 2 years

Pandemics are a threat because:

- No vaccine is typically available for up to 18 months
- Symptoms and method of transmission are unknown until a pandemic strain is detected
- Human to human contact makes transmission spread quickly

It is unknown where a pandemic may begin however even if pandemic starts overseas, with air travel it could arrive here within three months with increased virulence.

In a general sense, a pandemic has some key characteristics:

- 1) No one is immune to a pandemic
- 2) Widespread illness will occur and health care will be extremely limited.
- 3) 30-60% of the world's population will be affected.
- 4) A pandemic can occur anytime of the year
- 5) Mental health and wellbeing are gravely impacted

The Senior Manager, Environment, Health, Safety & Emergency Services monitors conditions that may warrant the need to activate this plan.

Environment, Health, Safety, and Emergency Services (EHSE) maintains regular dialogue with the its regional public health units and monitors updates from Ontario, Health Canada, and the World Health Organization.

This plan is based on the framework outlined by the World Health Organization and is to be used in conjunction with the overall College Emergency Plan.

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This plan is applicable to any infectious or communicable disease. The College will develop infectious or communicable disease specific plans where warranted.

Regional public health units for Fanshawe's campuses and locations are:

Haldimand-Norfolk Health Unit - <https://hnhu.org/> (click here)

Middlesex London Health Unit (MLHU) - <https://www.healthunit.com/> (click here)

Southwest Public Health - <https://www.swpublichealth.ca/> (click here)

The College adheres to guidelines issued by public health when managing any infectious or communicable diseases on our campuses. This includes reporting, risk assessment, and communication requirements.

The primary priority of the College is well-being and to protect human life followed by secondary priorities such as the environment and property, including valuable intellectual property and applied research.

The primary objective of the plan is to respond appropriately to emergency conditions and manage the business continuity/recovery operations to restore the College's regular business operations for academic learning as well as student and administrative services.

Plan Monitoring and Review of Plan

Both the College Emergency and Pandemic plan are incorporated into the College's Corporate Health and Safety Management System (CHSMS). The College's CHSMS is robust and well engrained in business and operating processes. The integration will ensure the pandemic plan is routinely updated, monitored and audited to evaluate its continued adequacy, suitability and effectiveness.

The Pandemic plan is reviewed regularly by EHSE services as part of its CHSMS protocols. The review includes consult with leaders from each of the functional areas to review checklists and operational changes which may impact pandemic response capabilities. The plan review includes consultation with joint health and safety committees, public health authorities, and other identified stakeholders.

To access the Infectious and Communicable Disease Operations Plans, Safe Operating Procedures and Training: [Infectious and Communicable Disease](#) (click here)

Each department, as part of its business continuity planning, has established operational and contingency plans to address a pandemic.

The College also maintains a pandemic related legal registry to readily identify sources of legal and other requirements.

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Assumptions

There are fundamental assumptions that this plan takes into consideration:

Planning

- 1) The College will rely on the Emergency Operation's Control Group structure and other components of its Emergency Plan to support this pandemic plan.
- 2) A plan for a pandemic outbreak provides a framework to guide other potential, similar health-related events that may affect continuity of the college's operations. The plan assumes there is no immunity and a high risk of contraction is inevitable if exposed.
- 3) Previous pandemics have infected regions in multiple waves. The duration of each pandemic wave is likely to be six to eight weeks. Previous pandemics have included three to four waves over a period of two years.
- 4) Students in residence, business critical service employees, and members of the emergency response team may not have access to food from regular sources either on-campus and/or off-campus.
- 5) The College may not be able to rely on the Ontario health care system to provide arrangements for caring for ill students in residence who are unable to go home.
- 6) Measures to prevent exposure are a priority.
- 7) Personal emergency preparedness and pandemic preparedness are essential education tools
- 8) The College should not solely rely on upper levels of government to provide policy direction before, during or after a pandemic, nor should it assume that assistance will be provided during a pandemic, given the wide-scale demands and limitation of resources.

Operational Impact

- 1) At the 30-35% absenteeism point, there will be a suspension or significant adverse effect on operations at the College.
- 2) 15-35% employee absence as a result of illness, caring for sick family members or friends, and closures of schools and daycare facilities and fear of contracting the disease. There is also a high potential for deaths based on mortality rates of 1 to 5%.
- 3) Given the estimated mortality numbers, it may be an extended period of time before some employees and students are emotionally, financially or otherwise capable of resuming their work and school activities.
- 4) Minimizing occupancy on campus will become essential, providing online learning and working environments through existing online platforms.

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- 5) Due to the span of area that the satellite campuses are located, some areas may be affected more than others.

Financial

- 6) Many students will be at above average financial risk due to job loss, loss of support from family, or extenuating conditions. The College will provide a plan to extend bursary funds beyond normal limits to support students who are impacted most.
- 7) Ministry of College's & Universities will continue normal grant instalments without resource for claw-back.

Community

- 8) College campus facilities may used by the public health as a city assessment centre or be asked to participate as a City of London's emergency resource for triage, housing or other needs.
- 9) Emergency response services will be significantly downgraded during each wave of a pandemic.
- 10) There will be the potential for a disruption of transit service to the College leading up to and during a pandemic. Commuters must have a contingency plan.
- 11) Continual communication and reliance on guidance from federal, provincial and regional public health authorities is essential to ensure the College's plans are based on the best information available.

Infrastructure

- 12) Accurate, reliable communications systems must be maintained during a pandemic and a robust emergency communications plan is required. Ongoing communications about pandemic must be initiated before, during and after each outbreak.
- 13) Performance of IT network hardware and software is a priority as its reliance is critical to support remote working and learning.
- 14) Voice over internet phones (VOIP) are essential to provide remote access and easy transfer of voicemail and transfer of communications to remote computers.
- 15) The college relies heavily on contractors to provide many services such as residences management, cleaning, security, etc. During an Infectious and Communicable Disease (Covid-19 Pandemic), the college cannot rely on the continuity of these services, and may be compromised to ensure any level of service, especially in the residences. Contingency resourcing language should be written in contracts and service agreements.

Decision Making Structure

Decision making structures must be congruent with those developed under the Emergency Plan. Compatibility with this plan is important because it will enable the

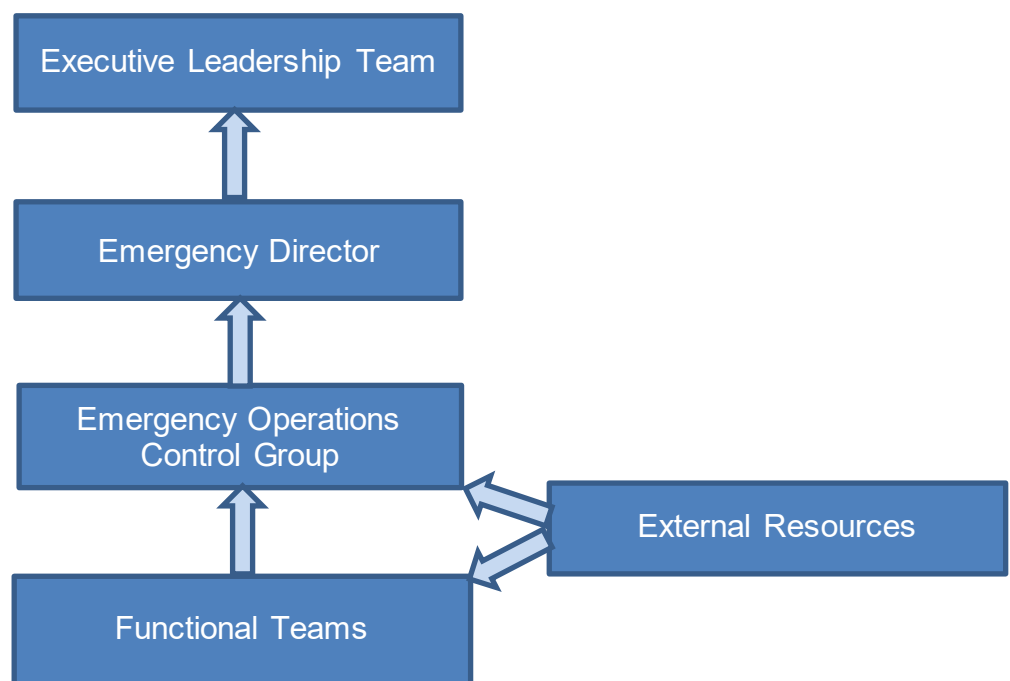
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college to make informed decisions quickly during pandemic using existing processes and established teams.

Due to the nature of a pandemic, the college should establish at least three layers of alternate staff to populate the decision-making structures detailed below. Staff providing critical services to the college should be identified and measures taken to ensure they are able to work remotely from home or live in residences if they are required to remain on-site.

The following chart details the recommended decision-making structure for pandemic emergencies:

Figure 1: Decision Making Structure



General Considerations

At all levels of pandemic planning, processes include but are not limited to mental health and wellbeing supports, training, general hygiene practices, screening, reporting, compliance monitoring, vaccination, and communicating protocols.

Mental Health and wellbeing support

Fanshawe College is committed to ensuring the wellbeing and mental health of our staff and students. The college community requires access to counselling services throughout the pandemic.

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Implementation of pandemic operational plans considers wellbeing and mental health as part of its development process.

See Appendix 2 for mental health and wellbeing tips and resources.

Training

Prior to entry to a College campus or location, community members are required to complete a training course that is updated as required each semester with current pandemic protocols.

Employees, students and contractors will need to complete the training course at a minimum of each semester or as new information becomes available.

Employees will complete training via Fanshawe Learns, students on Fanshaweonline and contractors through the contractor safety program.

General Cleaning and Disinfection Practices

Cleaning and disinfection processes follow public health guidance during a pandemic. Personal good hygiene practices are an essential activity to prevent droplet transmission. College community members should adhere to posted advice during a pandemic.

Any concerns related to cleaning procedures should be directed to the Security Control Centre at 519-452-4400 for London locations. For all other locations, concerns should be directed to the Associate Dean or their designate.

Where droplet transmission is a concern, disinfection wipes or spray will be provided for faculty, staff and students in each academic lab space, for wiping common touch surfaces between uses such as printers, machine controls etc. Hand sanitizer will also be available at all operational locations and common locations such as washrooms and building *entrances*.

Campus Access and Active Screening

Access to College campuses and location will be controlled during a pandemic. This may include monitoring by security or other staff persons as well as locked and single door building access. In addition, screening for symptoms will be implemented to monitor college community members for symptoms and reduce risk on campus.

Guidance for access and screening will be obtained from public health authorities.

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Persons who do not pass screening will be contacted by EHSE Services and will be provided information on next steps to include contacting their manager or faculty person.

Entrance signage will communicate access and screening requirements.

Reporting of Infectious and Communicable Disease

Whether on or off campus, a College community member who experiences symptoms, is advised to complete a public health self-assessment or call Telehealth Ontario Toll-free: 1-866-797-0000 OR Toll-free TTY: 1-866-797-0007.

In addition, if symptoms develop while on campus, the person should immediately leave campus and contact their College administrator.

In all cases, the college community member is to complete the College's online reporting form to advise of their status and ensure supports are in place.

In some cases, where transmission is suspected to have occurred on campus, the College's incident report form may also be required:
[Incident Report \(myfanshawe.ca\)](https://myfanshawe.ca) (click here)

EHSE, if not already notified by the local public health authority about a case, will contact the public health intake office to confirm the status and follow our infectious and communicable disease protocols for sharing of personal information.

The public health authority (PHA) will be relied upon to conduct a transmission risk assessment through their contact tracing measures.

The College will cooperate fully with those measures and follow any direction provided by the PHA throughout the process. This direction may include isolation of tools, materials and equipment the person was recently in contact with, disinfection protocols, communication and could include temporary closure of parts or all of a campus, along with reopening requirements.

Monitoring Compliance

Staff not adhering to directives at any stage of the pandemic may be subject to discipline as sanctioned by Policy P207. Students not adhering to directives may be subject to disciplined as sanctioned by Policy A130. Contractors may be subject to sanctions under the contractor safety programs. Any college community member or visitor may be removed from the premises for non compliance with pandemic protocols.

Vaccination

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The College supports vaccination clinics open to the entire College community. Although these clinics are not specifically related to pandemic emergencies, they are an important element in disease prevention. The clinics must be able to accommodate large numbers of people and be held in a readily accessible location (e.g., gym). The local public health authority should be an active participant in the clinics.

Communications: Internal and External

Previous regional outbreaks have provided institutions with lessons that point to the importance of rigorous communications processes to ensure the distribution of timely and accurate information both internal and external to the College community.

The College has an emergency communication plan which outlines key internal and external communication requirements including audiences and channels. It is imperative that the college's designate act as primary contact with external resources have two backups at all times to receive information from regional public health units, provincial ministries and other community partners. This ensures their directives are received and the appropriate actions are taken.

Regional public health authorities and the provincial ministries, have been informed of the contact protocols for the College for any Infectious and Communicable Disease Incident. Currently this contact role is assigned to the Senior Manager, EHSE Services, Manager of EHSE Operations and Chief Infrastructure Officer respectively.

It is understood that Reputation and Brand Management will utilize the emergency communications plan framework beyond the initial contact to determine communication requirements.

Pandemic Response Levels

As part of the information flow processes and to facilitate decision making, the Emergency Director should consider options which align with the World Health Organization's [WHO | Real time alert](#) (click here).

The Pandemic Response Level and required actions are established by the Emergency Director as part of the EOCG decision making structure

There are five pandemic response levels with corresponding action checklists which are amended based on local conditions;

- Level 1 (Occurrence/Heightened Readiness)
- Level 2 (Event)
- Level 3 (Emergency)
- Level 4 (Disaster)
- Level 5 (Recovery/Return to Campus)

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In addition, there are three fundamental stages of pandemic planning and response.

Prepare

A decision making and governance framework that focuses on providing operational leadership to the college should a pandemic occur.

Respond

An information flow process to ensure communication structures are in place that promotes timely and adequate transmission of critical information to function areas.

Recover

Identifying critical operating needs of the college that focus on the core services needed to maintain business continuity. Critical functions in these services areas are identified, as well as recommended considerations that are necessary to build capacity through actions and stockpiling. When needed, other issues are identified that may be unique to a core service area.

Pandemic Response Level 1 (Occurrence/Heightened Readiness) Considerations

This alert phase is utilized when local / global conditions warrant that the college community maintain their personal health vigilance based on direction from the regional PHA. The Safety Team Leader or Incident Commander must notify the Emergency Director that conditions exist which suggest an outbreak may occur. Depending on the severity of pandemic alert, the Emergency Director should consider:

- Communicate current understanding of mechanisms of disease transmission to students and employees to encourage infection control. This can include self-help measures such as;
 - Wash your hands often with soap and water for at least 20 seconds, or use an alcohol-based sanitizer. Also clean commonly touched surfaces with disinfectant
 - Cover your cough and sneezes with a tissue or in your elbow. You may also choose to cover your face with a mask in public areas where you cannot maintain physical distancing
 - Contain germs by practicing physical distancing (2 Metres) from others when in public places and by staying home when you are sick (this may change to isolation if transmission is airborne)
 - Avoid close contact with anyone disease symptoms
 - No unprotected contact with WHO identified wild or farm animals
 - Any other topics recommended by the public health authority
- Make hand sanitizer available throughout College facilities where droplet transmission is a concern
- Consider need to enhance environmental cleaning and disinfection

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- Review ventilation adjustments for air borne contaminants
- Review training and mask requirements and resources
- Review any requirement to suspend travel
- Review any requirement to cancel all unessential activities, meetings and events; and Monitor in-coming employees and students travelling internationally and/ or the affected region(s)
- Establish regular contact with PHA officials to stay connected for updates on regional conditions
- Engage with regional public health to establish opportunities for vaccination clinics and vaccine promotion on campus when/where required

Pandemic Response Level 2 (Event) Considerations

This alert phase is utilized when the threat or risk to the college and/or the local community is imminent and/or exists per direction from a PHA. The college will continue to follow provincial and federal public health and workplace safety requirements.

When the Senior Manager, Environment, Health, Safety & Emergency Services or the Emergency Director has been advised that WHO Pandemic Alert Phase 2 has been reached or that a local impact has occurred or where such occurrence is expected to be imminent at the college, the Emergency Director will assemble the Emergency Operations Control Group as outlined in the College's Emergency Plan. Depending on the severity of the pandemic alert, in addition to ongoing Level 1 considerations, the Emergency Director may be required to implement further prevention/ mitigation/ response strategies, which may include:

- Ensure that response strategy supplies that have been pre-identified are being procured and/or secured
- Review and utilize the Emergency Plan
- Operationalize the Emergency Operations Control Group and include these roles in addition to those outlined for the EOCG in the College's Emergency Plan:
 - Facilities Operations, Custodial, Grounds and Support Services
 - Facilities, Maintenance Services and Utilities
 - Health Services- Occupational Health Nurse
 - Fowler Kennedy Sports Medicine
- Stockpile material and acquire resources for business-critical operations on campus, including residences. This should include identifying sleep/residence accommodation for staff and arrangements for international students who may not be able to leave the region or Canada.

Pandemic Response Level 3 (Emergency) Considerations

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This alert phase is utilized when the local impacts has escalated and the threat or risk to the college and/ or the local community exists and normal operations are being adversely impacted. Based on PHA and other local authorities, the Emergency Director in addition to ongoing Level 1 & 2 considerations will need to consider the following:

- Assembling the EOCG at the Emergency Operation Centre or via electronic means;
- Additions to previously identified to Emergency Operations Control Group;
 - Registrar's and Financial Aid
 - Information Technology
 - Academic Services
 - International Office
 - Residence
 - Human Resources
 - Counselling and Accessibility Services
- When the EOCG is assembled:
 - Determine an EOC operating cycle;
 - Establish communications protocols with the City of London's Emergency Community Control Group and determine if an EOCG representative should be assigned to the City of London Community Control Group or Health Sub-Committee (if available);
 - Determine the size and make-up of the EOCG membership for the incident;
- Determine if a Recovery / Business Continuity Committee should be established;
- Determine whether or not to continue student experience opportunities; i.e. closing the campus;
- Determine if non-essential staff should stay home and/or work remotely;
- Determine staff needed are on-site and appropriate scheduling is created;
- Consider and implement preventative and protective measures;
 - Eliminate the hazard completely. Consider working remotely, teaching and learning online, and practicing physical distancing as a way to eliminate the risk;
 - Substitute or replace material or process with a less hazardous one. i.e. using a mannequin in substitution of a real patient;
 - Consider Engineering controls- Physical changes to the workplace that could include adjusting HVAC controls to increase air exchanges in small rooms;
 - Consider installing barriers in classrooms and service areas if droplet transmission is a risk;
 - Consider alternating weeks of delivery in academic labs to reduce the number of persons in a room at one time;
 - Consider extending hours of operation;
 - Consider use of Personal Protective Equipment to include wearing a non-medical face covering when unable to control physical distancing
- Refuse or limiting non-essential visitors to the college

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- Suspend external use of college facilities
- Consider cancelling events on campus
- Suspend travel outside of province/country
- Close unnecessary buildings
- Stop or modify services, consider limiting/closing food operations
- Consider using debit machine for money transactions in lieu of use of paper or coin transactions. Sanitize machine after each use
- Control of persons entering and/or leaving the campus/buildings
- Utilize visual aids and signage to communicate requirements related to masking, distancing, screening etc.“
- Screen entrants for known symptoms at the building entrance. Only those persons who pass screening will be permitted on campus. Persons who do not pass active screening will be provided information on next steps and advised to contact their manager or faculty person.
- Restrict campus and location access to only those employees and students who are required to be on campus. Consider restricting entrances.
- Need to isolate critical buildings (D, E and M) and close/shut down rest of College
- Limit use of college operated vehicles
- Suspension of classes and activities at effected campuses as appropriate; OR move classes online. Plexiglass barriers to be installed where physical distancing cannot be accomplished
- Water fountains with fountain to be closed; bottle refill only
- Close and lock washrooms not required due to lower occupancy. Consider use of plexi-glass partitions in open washrooms to separate users from one another.
- Plexiglass barriers installation (cleaning schedule) when forward facing customer service occurs and physical distancing cannot be achieved
- Remote work by employees and virtual learning by students to reduce need to be on campus
- Implement approval processes prior to staff being permitted on campus
- Cease cash handling. Debit machine primary means of payment, disinfect between use. Consider curbside pickup and online purchasing where applicable
- Consider recommendations from the Chief Medical Officer of Health and implement where applicable.

Managers/faculty responsibilities:

- Ensure that offices or classrooms are occupied as planned
- Track attendance to include tracking of staff on campus (Date, name, contact number, time in, time out)

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- Ensure employees, students, contractors and visitors have completed screening and training

Senior Manager, EHSE Services

- Facilitate the development of a detailed pandemic operational framework which includes consideration of the following elements:
 - Application of PHA recommended controls and protocols
 - Accessibility
 - Academic and administrative offices
 - Campus and building access
 - Campus occupancy levels
 - Common study, hallways, and lounge spaces
 - Construction activities
 - Continuity of education
 - Facilities maintenance operations
 - First aid and emergency services
 - Food services, cafeterias and employee lunchrooms
 - International and Indigenous students
 - Interviews (students and employees)
 - Mental health and wellbeing supports
 - Occupational and student health services
 - Outdoor common areas and amenities
 - Orientation, student events, and graduation ceremonies
 - Personal protective equipment
 - Registrars
 - Research and Innovation operations
 - Security
 - Shipping and receiving
 - Student equipment and material loans
 - Student placements and co-ops
 - Transit operations on campus
 - Training and workshops
 - Vendor operation on campus
 - Virtual and remote work
 - Washrooms and elevators
 - Wellness and fitness centres
- Consult with regional PHA to ensure the plan details align with known best practices during the pandemic.
- Facilitate and review school and department operational safety plans to ensure consistency of application of principles and requirements of the pandemic plan and PHA recommendations.

Pandemic Response Level 4 (Disaster) Considerations

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This alert phase is utilized when College operations have been directly impacted detrimentally due to the pandemic. The impact to the College could vary from an outbreak on campus affecting internal delivery of classes or services to external outbreaks or conditions.

During this phase the Emergency Director would utilize the Emergency Plan and the EOCG to manage the emergency.

The Emergency Director and Emergency Operations Control Group considerations will include all prior considerations as well as:

- Determine health monitoring mechanisms and areas;
- Initiate an emergency communications plan and determine building access / restrictions;
- Determine suspension of any or all services;
- Determine the business-critical staff required on-site;
- Establish disease specific screening, monitoring and reporting mechanisms for individual employee or student exposures;
- Establish required training and awareness distribution mechanisms;
- Establish, where droplet transmission is a risk, maximum occupancies of all spaces required for business-critical activities;
- Establish protocols for illness reporting, payroll impacts, student services, and academic delivery/recovery;
- Review financial impacts and business recovery strategies.

Pandemic Response Level 5 (Recovery/Return to campus) Considerations

This alert phase occurs during or after Level 4 when the College begins to implement recovery strategies to begin the process of returning to regular operations from the emergency.

The Emergency Director and the Emergency Operations Control Group considerations include:

- Review the operating cycle of the EOCG;
- Determine if a representative should be sent to or remain at the City of London Community Control Group (if available);
- Review the size and make-up of the EOCG membership for the incident;

Emergency Operations Control Group to include:

- 1) Health, Safety and Emergency Services
- 2) Campus Security Services
- 3) Facilities, Maintenance Services and Utilities
- 4) Health Services- Occupational Health Nurse
- 5) Fowler Kennedy
- 6) Reputation and Brand Management

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- 7) Student Services
- 8) Information Technology
- 9) Academic Services
- 10) International Office
- 11) Residence
- 12) Human Resources
- Establish a Recovery/Business Continuity Committee
- Determine if building access should be modified; elevator usage modified;
- Determine if regular occupancy levels can be returned to washrooms, elevator, classroom/lab and office spaces;
- Determine if partitions, wearing of non-medical face coverings, alternative scheduling should be ceased or altered;
- Determine if any building closed should remain closed;
- Determine which buildings/areas and services are to be restored in order of priority and capability;
- Develop scaled call-back of staff by function and priority;
- Identify required regulatory or pandemic specific facilities inspections, certifications are necessary
- Develop a process for safe return to on site preparations
- Identify and review any efficiencies gained in operations which should be retained post pandemic such as remote work to reduce office operating costs
- Visitors should be discouraged from coming on campus during recovery to better support physical distancing requirements.
- Consider inspections of infrastructure equipment, potable water and life safety systems to ensure their effective operation;
- Identify critical machinery and perform certifications as required;
- Preparation of operational plans for safe return to work
- Consider what screening and monitoring mechanisms are required based on guidance from public health authorities; to include daily screening, masking indoors, contact information collection for public facing services and attendance tracking in classrooms
- Establish which protective measures are still necessary to support safe return to campus by students and employees;
- Establish a recovery communications plan.

Functional Area Considerations

The following provides guidance to each functional area related to immediate and long term considerations specific to their function or role in the delivery of academic programming and delivery of student and administrative services.

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Academic Services

The decision to suspend classes is made by the College Emergency Director in conjunction with Academic Service Vice President, based on an understanding of the intensity of the infectious and communicable disease and the health, safety and security of the college in coordination with maintenance and operations and cleaning capabilities. Absences of 20% to 25% of faculty and students is a key trigger in the capacity to offer programs.

The potential role of health sciences students during pandemic is a valuable consideration. The College will not require students to continue placements but will support voluntary participation. The college's priority is to safeguard student health and wellbeing.

Immediate Considerations

- Physical campus readiness to support virtual and in person learning
- Point in the academic cycle when the pandemic begins
- Availability of faculty by program area,
- Availability of students to fill programs,
- Potential for designing program completion methods, if any.
- Potential for courses to be delivered online,
- Potential for Academic Labs to be scheduled on an alternating basis
- Classroom design- partitions, less occupancy, physical distancing etc

Long Term Considerations

- Development of alternate delivery plans for all courses incorporated in the creation and auditing processes which includes provision of online platform training and resources to faculty
- Flexibility to deliver academic instruction in the mode that best suits the needs of students, including virtual (online) and hybrid (blended) delivery models.

For clarity when developing a continuity of education plan, the following protocols and definitions are in place.

Online Course:

A course where all or almost of the content is web-based with either no or a limited number of face-to-face meetings. In the Online model, course content delivery is dependent on the same computer and network -based technologies used in web-facilitated and Blended courses, but here they become the principal method of student engagement.

Blended Course:

A term often used interchangeably with "hybrid learning." Blended is a model of course design that combines traditional, face-to-face class time with Online and out-of-class

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course work. Blended courses typically replace face-to-face class time with Online or out-of-class teaching methodology. This definition is largely dependent on the subject matter and overall nature of the course.

With input from across the College, Fanshawe's Board of Governors recently approved a Digital and eLearning Strategy. The Strategy commits to openness, to supporting access and flexibility, and to connecting across the College. In this spirit, and with the principles noted below, program teams are encouraged to engage in conversation and consider the best and most appropriate future delivery for courses and programs.

The *Strategy* includes a focus on five categories:

- 1) Digital Teaching and Learning
- 2) Digital Workplace Readiness
- 3) Digital Infrastructure
- 4) Digital Environment and Culture
- 5) Digital Supports of Students and Employees

Principles

- Students require online skills for success in future work and learning
- Quality online delivery is a guiding principle in providing an exceptional student experience
- Online teaching and learning may provide new opportunities for enhancing pedagogy and andragogy

The Code Book

A comprehensive, faculty-focused resource for developing a new course or revising an existing one for web-facilitated, blended, or online delivery. The CODE Book provides a sound basis for curriculum development, the design of teaching and learning activities and the creation of student learning assessments while simultaneously ensuring alignment among all of the necessary components of the course.

Registrar/Financial Aid

The Registrar's Office provides students with enrollment, financial and graduation services. The department is essential for delivery of academic programming.

Immediate Considerations

- Develop phone trees and contact lists for all staff;
- Consider protocols to support virtual delivery of services to students
- Develop plan to support Call Centre and continued customer service;
- Ensure that students contact information is accurate;
- Cross-train staff in all function areas to ensure delivery of services

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- Participate in the development of a student communications plan in conjunction with the College's emergency communication plan.

Long term considerations

- This area relies heavily on IT and external IT (e.g. OCAS). Dedicated, long-term and backed-up IT services need to be maintained.
- Consider methods to ensure the security and integrity of private information when staff work remotely.

International Office

international students will be extremely vulnerable because international travel may be curtailed, and they have few support structures within London and Ontario.

Immediate Considerations

- Develop accurate and consistently updated contact lists of international students including their home stay address contact information. In collaboration with Reputation and Brand Management, identify a strategy to contact students and maintain communications during pandemic.
- Develop a departmental action plan in coordination with the residences.
- Maintain protocols to align with federal travel and entry requirements.
- Key issues for international students that may need to stay in London include: housing, finances, health services, legal permits (visas, health insurance), food, counseling, contact and communication with home.

Long-term Considerations

- Develop a plan for students to return to campus
- In consultation with Reputation and Brand Management, develop a communications plan
- Develop strategy to address recruitment of future students based on pandemic implications such as advocating for online learning, hybrid programs to support visa and other regulatory requirements.

Student Services

Student Services offers a wide range of student support service such as counseling, accessibility, career, indigenous, entrepreneurial, athletic, recreational, library, research and testing centre.

Immediate considerations:

- Assessment of services required by students based on academic continuity of education planning (online, hybrid delivery)
- Develop a plan for virtual delivery of services
- Develop on campus protocols for delivery of urgent services

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Long term considerations:

- Development and implementation of mental health and wellbeing supports for students
- Infrastructure to support extended virtual delivery of services

Residences

The residence houses 1380+ individuals in 297 suites in three buildings and approximately 335+ individuals in townhouses. Students living in Ontario will be encouraged to return home once classes are suspended. Secure, long-term storage areas for students' belongings need to be identified so that rooms can be vacated. Every effort will be made to minimize the number of individuals living in residence during an Infectious and Communicable Disease (Covid-19 Pandemic).

The residences may be used to house international students unable to return home, business critical staff required to be on-site, and potentially as a resource to the City of London EOCG.

A plan is required to ensure the ongoing provision of residence management services, cleaning service, linen/laundry service, transportation of students and staff to hospital, dedicated food services and potentially health services. Currently, the College relies on contract services to manage the residences. In the event that contract services are not available, the College must develop a plan to staff the residences by alternate means.

Immediate Considerations

- Strategies to ensure the effective transition between regular and pandemic operations should include:
 - security,
 - accurate and updated information about who is in each room, and how long they've been there
 - ongoing monitoring of health status of residents,
 - food supply,
 - cleaning protocols,
 - communication processes to ensure linkages with public health authorities and college's communications,
 - process for dealing with ill residents including support of ill and convalescence. See "Flu Plan for Residence"
 - maintenance of physical plant including back-ups.

Long-term Considerations

- Determine the best location to isolate ill residents (e.g. isolated patients in one building, essential staff in the other).
- Where permitted, consider one student per suite to support physical distancing

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- Where permitted, consider limiting the number of suite's used per floor and take into consideration that locations of the suite's in use to support physical distancing.

Environment, Health, Safety and Campus Security

The complexity and design of implementation programs and procedures will depend on the needs and risk profile of each department and the complexity of operations and activities.

Immediate Considerations

- Protocols need to be developed during each pandemic level
- Protocols need to be activated to create, approve and implement operational plans, management of change and safe operating procedures
- Store critical equipment (e.g., radios and batteries) and supplies. Maintenance, security and other business critical staff depend on the continued service of radios in order to maintain contact and receive information/instructions.
- Develop a back-up communications method in the event cell phones or radios are not functional (e.g. hourly physical check-ins, public address system).
- Control access to buildings by screening staff identification cards. Consider pre-screen online and approval processes prior to going on campus.
- Security Control Centre must have adequate equipment to support the needs of the EOCG and functional teams.
- Maintain life safety equipment to include fire alarm system, fire extinguisher inspection, fire pump testing, automated external defibrillator testing, restock of first aid kits supplies
- Secure storage areas for stockpiled supplies on a College-wide basis and limit access to these locations to only approved individuals.

Long-term Considerations

- Design safe start-up recovery checklists.
- Dispose of hazardous material College-wide;
- Areas in the college not being used should be locked to prevent entry;
- Development of safe operating procedures and guidelines to support protocols recommended by PHAs.

Facilities, Maintenance Services and Utilities

Maintenance and operations focuses on air, heating, cooling and clean water. Skilled workers perform preventative maintenance and maintain the function of these areas.

Immediate Considerations

- Identify and create a list of staff with skilled trades to maintain the buildings; cross-train these staff as necessary

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- Maintain adequate supply of equipment and parts to ensure maintenance and building can be sustained during prolonged shutdown (e.g., six months). Items required should be determined as part of the planned preventative maintenance plan
- Store enough diesel fuel to operate generators for a three-month period. Ensure that generators can be refueled manually.
- Buildings D, E and M are critical and core structures that need to be maintained at all times
- Maintenance and operations may be required to maintain residences. Create an action plan to accommodate this need

Long-term Considerations

- Re-allocation of resources to return campus back to regular operating conditions
- Activate maintenance related aspects of safe startup checklists and protocols

Finance and Administrative Services

Finance and administrative services includes finance, purchasing and administrative offices on campus.

Immediate considerations:

- Financial forecasting for pandemic related supplies expenses
- Secure materials and supplies within purchasing protocols
- Closure of offices and offering of flexible work arrangements

Longterm considerations:

- Contract language to support retention of outsourced services during a pandemic
- Contingency plans for alternate source of critical resources
- Consider financial benefits and other benefits gained from flexible work arrangements

Facilities Operations, Custodial, Grounds and Support Services

Facilities Operations, Custodial, Grounds and Support Services are responsible for maintaining a clean working and learning environment throughout the College and identifying storage for College- wide supplies. Cleaning and disinfection will be a critical element during a pandemic.

Immediate Considerations

- Cleaning staff will have additional cleaning responsibilities depending on the requirements during pandemic. Develop scaling back plan for closure of

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unnecessary areas to help focus resources on imperative areas (e.g., 110 washrooms that could be scaled back to main floor only. Common areas such as computer labs will be closed).

- Identify secure storage for stockpiling of supplies for all areas as determined in the individual departmental action plans;
- Stockpile cleaning supplies and personal protective equipment including hand sanitizers (computer labs);
- Buildings D, E and M are identified as critical and core structures that need to be maintained
- May be required to maintain residences cleaning protocol;
- Develop checklists of cleaning protocols and ensure proper training of cleaning staff. Protocols should be based on hygiene standards established by the PHA.
- Establish and carryout cleaning protocol prior to reopening buildings or rooms which were closed during pandemic.

Long-term Considerations

- Re-allocation of resources to return campus back to regular operating conditions

Human Resources

Should a pandemic occur, the college community will find itself requiring flexible work environments.

With absenteeism rates expected to reach at least 35%, the college should consider developing methods of reporting 'wellness to work'.

Strategies for employee pay, especially vulnerable part-time and contract employees should be developed and implemented if the college reaches pandemic level 4.

Cross training may be an integral part to the business continuity strategy and will compensate for illnesses escalating within the population. Cross training may also facilitate the recovery period should certain employees be unable to return to work. The departmental action plans should identify critical tasks and skills in their areas and begin cross training immediately as necessary.

Immediate Considerations

- Protocols for reporting illnesses or 'wellness to work and assessing readiness to come back to work in the recovery phase;
- Protocols to support flexible work arrangements
- Develop phone trees and maintain accurate contact information for staff;
- Ensure availability and promotion of employee assistance program;
- Develop a plan to redeploy staff and perform return to work wellness assessment;
- Identify critical functions (i.e., payroll)

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Long Term Considerations

- Sustaining mental health supports
- Impact of long-term business closure on staffing levels and necessary supports for affected employees.

Information Technology

Information Technology provides technological needs for the college. During pandemic, these services become essential to ensure flexibility in the continuation of business.

It should be noted that D Building provides backup electricity to E Building. Therefore, it is imperative that D Building be kept open.

Immediate Considerations

- Information Technology requires sufficient resources and support from the college to develop a business continuity plan and IT disaster recovery plan. These plans include a schedule of planned preventative maintenance.
- All functional areas should incorporate IT needs into their departmental action plans as required under the Emergency Plan. These plans should include a list of critical staff and the equipment needed to perform their duties off-site.
- Determine multiple off-site locations to forward Help Desk phones and protocols for transferring (example, routing through carrier?)
- Prioritize Virtual Private Network access to support remote work.
- Identify off-site location to back-up the IT infrastructure. Currently, E building acts as back-up to M building.
- Ensure the college can operate remotely and receive information from other authorities.

Long-term Considerations

- Develop plan to deliver essential services levels (i.e., technical support to staff and students working off-campus and online; and technical support to staff and students working on-campus)

Reputation and Brand Management

Reputation and Brand Management is responsible for overall pandemic communications to faculty, staff, students, media and the general public. On notification of an infectious disease outbreak from the Emergency Operations Control Group and local public health authorities, Fanshawe's emergency communications team would work to identify the appropriate audiences requiring communication. These audiences could include: staff; faculty; students; parents; media; the public; and local community.

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Fanshawe's emergency communications team would choose the appropriate channels for communications, including: FanshaweOnline or personal emails; fanshawec.ca emails; the Fanshawe website; social media channels; employee portal; digital signage; and other signage as appropriate.

Detail related to the College's communication triggers, target audiences, roles and responsibilities and channels is found in the College's Emergency Communication Plan.

Reputation and Brand Management is located in E Building and relies heavily on Buildings D (Control Center) and M for radio and television broadcast. Reputation and Brand Management also relies heavily on telecommunications and IT which is located in D Building.

Immediate Considerations

- Develop phone trees and contact lists for all staff and students (in coordination with Human Resources (staff) and Office of the Registrar (students))
- Maintain accurate media contact lists
- Maintain accurate Emergency Communications Plan and train critical staff on Emergency Communications Plan, Pandemic and Communications Plan, Corporate Communications and Media Relations
- Enable all essential communications to permit staff to work remotely
- Ensure sufficient layers of staff who can alter the web sites and monitor social media.

Long-term Considerations

- Develop plan to deliver essential recruitment services during pandemic levels (i.e., prerecorded Applicant Information Sessions uploaded to the web site, virtual tours).

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Appendices

APPENDIX 1 Regulatory Framework in Ontario

In the event of an Infectious and Communicable Disease (Covid-19 Pandemic), the legislation that will apply includes, but is not limited to:

Health and Promotion Protection Act – Bill 171

The Health Promotion and Protection Act requires Boards of Health to provide and ensure the provision of a minimum level of public health programs and services in such areas as control of infectious and reportable diseases, health promotion, health protection and disease prevention. Regulations under the Act assist in controlling the spread of communicable and reportable diseases. Changes to enhance ministry powers when a public health emergency is considered imminent.

Emergency Management and Civil Protection Act, 2006

The Emergency Management Act establishes the requirements for emergency management programs and plans in Ontario. Municipal bylaws are required in order to adopt the emergency plans. It outlines Emergency Powers to support management of a declared provincial emergency, amends the definition to include dangers caused by disease of health risk, formalizes use of orders (directives), orders in council responsibilities for Ministry of Health and Long-term Care (human health, disease and epidemics, health services during an emergency).

Personal Health Information Protection Act, 2004 (PHIPA)

PHIPA regulates the collection, use and disclosure of personal health information by health information custodians. Consent is usually required to collect, use or disclose personal health information; however, the Act specifies situations when this is not required. In the event of an Infectious and Communicable Disease (Covid-19 Pandemic), disclosure of personal health information to the Chief Medical Officer of Health or Medical Office of Health without consent is permitted, if for a purpose of the Health Promotion and Protection Act.

Occupational Health and Safety Act

The Occupational Health and Safety Act imposes a general duty on employers to take all reasonable precautions in the circumstance to protect the health and safety of workers. The duties of workers are, generally to work safely and in compliance with the Act and Regulations.

Quarantine Act

The intent of this federal public health legislation is to prevent the introduction and spread of a communicable disease arriving in or departing from Canada.

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APPENDIX 2 COVID-19 AND MENTAL HEALTH @ WORK

For more information:

[COVID-19 and Mental Health @ Work - Canada.ca](#) (click here)

In crisis?

Help is always available, if on campus and in crisis call the Campus Emergency Line at 519-452-4242.

Students

Counselling Services offer a wide range of services to Fanshawe students. Counsellors provide a confidential atmosphere where you can explore any topic or situation and discuss any concerns you may have. Our counsellors are professionally trained, have a wealth of experience and knowledge and can assist you in areas such as mental health, managing changes due to pandemic, substance use, relationships, and other personal concerns that might impact your academic success.

For more information or to book an appointment:

[Counselling Services | Fanshawe College](#) (click here) or call 519-452-4242 or email: counselling@fanshawec.ca (click here)

Indigenous Students

Students may contact the Institute of Indigenous Learning team should you need support during this time.

For more information or to book an appointment:

Please email Natalie Fletcher at n_fletcher5@fanshawec.ca

Additional supports and links for student wellbeing:

- Indian Residential School Survivors and Family Crisis Help Line 1-866-925-4419
- Hope for Wellness – Mental Health Counselling and Crisis Intervention for all Indigenous peoples across Canada [Hope for Wellness Chat](#) (click here) or call 1-888-242-3310
- Indigenous Inclusion
<https://fanshawec.libguides.com/indigenousinclusion> (click here)

Employees

Fanshawe College is committed to the health & wellness of our employees.

This [Employee Wellness \(myfanshawe.ca\)](#) (click here) page contains a collection of wellness opportunities and resources.

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Staff and faculty can access our Employee and Family Assistance Program through Homewood Employee Assistance Program www.homeweb.ca (click here) or call 1-800-663-1142.

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Links to College Resources and Services

Campus Emergency Line- extension 4242 or dial 519-452-4242
Campus Non-Emergency Line- extension 4400 or dial 519-452-4400
College General Number 519-452-4400

[Emergency Plans and Guidelines](#) (click here)
[Fanshawe College](#) (click here) 519-452-4430
[Office of the Registrar](#) (click here) 519-452-4277
[Student Services](#) (click here) 519-452-4430
[Fanshawe Student Union \(FSU\)](#) (click here) 519-452-4109
[Campus Security Services](#) (click here) 519-452-4400
[Emergency Management Office](#) (click here) 519-452-4400
[Counselling Services](#) (click here) 519-452-4282
[Accessibility](#) (click here) 519-452-4282
[Homewood Health-Employee & Family Assistance Programs](#) (click here)
1-866-585-0445
[The Institute of Indigenous Learning](#) (click here) 519-452-4430 x4619
[Environment, Health & Safety](#) (click here) 519-452-4400
[Office of the Ombuds](#) (click here) 519-452-4430 x4755
[Fanshawe CONNECTED – IT Services Portal](#) (click here) 519-452-6902
[Health Services](#) (click here) 519-452-4132

Links to Community Support Services

[Health Unit Haldimand-Norfolk](#) (click here) 905-765-1454
[Middlesex-London Health Unit](#) (click here) 519-663-5317
[Southwestern Public Health](#) (click here) 1-800-922-0096
[WHO | World Health Organization](#) (click here)
[COVID-19 and Mental Health @ Work - Canada.ca](#) (click here)

[Mental Health and Addictions Crisis Centre-CMHA Middlesex](#) (click here) 519-434-9191
[London Police Service](#) (click here) Emergency 911, non-Emergency 519-661-5670
[Get medical advice: Telehealth Ontario | Ontario.ca](#) (click here) 1-866-797-0000
[Good2Talk](#) (click here) 1-866-925-5454
[CMHA- Canadian Mental Health Association National](#) (click here) 1-833-456-4566
[The Salvation Army Centre of Hope | London, ON](#) (click here) 519- 661-0343
[London Middlesex Counselling & Addiction Services](#) (click here) 226-236-6485

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Related College Policies

- A130 Student Code of Conduct
- A115 Curriculum Development
- C205 Access to College Locations, Buildings and Classes
- C304 Freedom of Information and Protection of Privacy
- C306 Social Media
- P101 Corporate Health and Safety
- P103 Safe College Campus
- P207 Employee Code of Conduct
- 1-I-03 Retention of Records and Correspondence

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REVISION HISTORY:

Revision Number	Revised Section or Pages	Revision Description	Approval	Issue Date
1	All	New		May, 2009
2	All	Revamp entire structure of document to meet current requirements. Broaden scope beyond influenza. Incorporate elements of CHSMS	B. Henry	Aug 18, 2020
3	All	Reviewed and formatted all document	B. Henry	July 27, 2021
4	All	Reviewed and added content to all of document to include mental health/well being (indigenous students, students and staff), safety precautions, physical distancing requirements. Re-formatted font to Arial 12 to be AODA compliant	B. Henry	August 18, 2021
5	Receiving	Remove "72-hour Quarantine"	A.King	August 23, 2021

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