



Flu Pandemic Business Continuity Guide

Supported by the
SBF National Business Continuity Management Centre



Developed by



Enabling Enterprise

Foreword

This document is a guide on business continuity planning for enterprises, especially for the small and medium-sized enterprises in Singapore, to help them deal with a flu pandemic. This guide has been developed using principles in the Singapore Standard for Business Continuity Management (BCM) SS 540 : 2008, which was initiated by the Singapore Business Federation and supported by SPRING Singapore and the Economic Development Board.

Please note that this guide is not exhaustive and does not cover all situations and businesses. This guide should be read with the relevant advisories issued by the Ministry of Health. Users of this guide are advised to seek professional help on specific information relevant to their particular circumstances.

As there is ongoing research in the area of influenza, SPRING Singapore reserves the right to make amendments and deletions to this guide without notice to reflect new developments in this area.

Whilst reasonable efforts have been taken to ensure that the information contained in this guide is current at the time of publication, SPRING Singapore makes no warranty, representation or guarantee as to the accuracy, timeliness or completeness of the information contained in the guide or that the information may be relied upon for any reason. In no event shall SPRING Singapore be liable for any consequential, incidental, direct, indirect, special, punitive, or other damages whatsoever (including, without limitation, damages for loss of business profits, business interruption, loss of business information, or other pecuniary loss) arising out of or relating to use of or reliance on the information contained in this guide.

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What is a Flu Pandemic?

A pandemic is an epidemic/outbreak of infectious disease that spreads through populations across a large region; for instance a continent, or even worldwide. A flu pandemic could occur when a new flu virus emerges and starts spreading as easily as normal seasonal flu. As the virus is new, the human immune system will have no pre-existing immunity. This makes it easier for people to contract the new flu and experience more serious symptoms than that caused by normal seasonal flu.

The Influenza A (H1N1 – 2009) is a virus that is new to humans and has spread rapidly and globally. While many people have been infected, the number of death has been low. However, the virus has the potential of mutating into a highly virulent and more deadly strain.

The Avian Flu A (H5N1) virus currently found in wild birds, ducks and geese has the potential to cause a flu pandemic. While there is no confirmed case of human to human transmission of the virus now, it has met all the conditions for a pandemic virus according to the World Health Organisation (WHO). When it happens, no one can predict how severe its impact will be. But we are clear that controlling the disease in the animal population remains the best way to prevent a pandemic.

The symptoms of Influenza A (H1N1) and Avian Flu A (H5N1) found in a flu pandemic are very similar to normal 'flu' symptoms. They include the rapid onset of:

- Fever, chills
- Body aches, sore throat
- Non-productive (dry) cough
- Runny nose
- Headaches
- Tiredness

Possible Impact of Flu Pandemic

No one can predict when a flu pandemic will occur. In the event that it does occur, the consequences and business impact may be felt in a number of ways and the severity may vary over time. The following situations may arise:

General Impact

- Public gatherings may be discouraged.
- People with flu-like symptoms may not be allowed in public places.
- Public transport may be disrupted.
- Rumours may arise, and people will want regular updates and clarifications.

Business Impact

- Supplies may be disrupted.
- The number of customers may drop, especially for businesses in the service sector catering to the public.
- Likely increase in electronic communications, e.g. phone-calls, email and internet use. Communication systems and company call centres may be overloaded.
- An estimated 25% of staff in any organisation may be absent from work.

Business Continuity Planning

Given the likely business impact, we encourage enterprises to start planning now to ensure that their businesses remain viable in the event of an outbreak. Enterprises should consider how to:

- a) Operate with minimal face to face contact between staff, between staff and customers, and with suppliers
- b) Operate effectively if key members of staff are absent from work
- c) Operate if supply chains are disrupted

Business Continuity Guide

This guide is meant as a general reference for enterprises. It can be adapted to meet the needs of the different businesses and organisations. It suggests actions enterprises may take at each alert code (as determined by the Ministry of Health). These recommendations address key risks to the company's:

- Employees
- Processes and business functions (e.g. production, sales and marketing etc).
- Business infrastructure (e.g. offices, shops, factories, equipment, etc).
- Stakeholders (shareholders, suppliers, customers, etc).
- Communications, both internal and external.

A quick guide that provides an overview of the recommended actions according to the various alert levels can be found in Annex 11.

ALERT: GREEN

What It Means:

- Isolated overseas or local cases of animal-to-human transmission. Threat of human-to-human infection remains low.

Possible Scenarios:

- Heightened awareness amongst members of the public, e.g. more people are vaccinated against flu and avoid travelling to affected areas.

Recommended Actions for Enterprises in Relation to:

Employees

- Set up a team to oversee business continuity planning
- Update contact details of staff
- Update staff policies on:
 - Overseas travel, e.g. avoid non-critical travel to flu-affected areas
 - Absenteeism and extended medical leave, e.g. staff compensation
 - Recall of staff based in affected areas
- Stock up on thermometers, disposable gloves, surgical masks and N-95 masks
- Increase personal hygiene awareness (Annex 1, Annex 2)

Processes and Business Functions

- Identify critical functions that may be affected due to absence of staff, e.g. production, sales etc
- Plan for an absenteeism rate of up to 25% during Alerts Orange and Red. Consider cross-training of staff in critical functions
- Identify functions that can be done off-site or from home
- Develop screening and isolation procedures for visitors and staff (Annexes 6 – 9)
- Designate isolation room(s) and routes from workplace and reception to the designated room(s) (work with your facilities management)

Business Infrastructure (Equipment and Facilities)

- Prepare telecommunications access for employees working from home / off-site, e.g. telephones, fax machines, servers, laptops, etc
- Plan for increased use of telecommunication systems and call-centres
- Plan for minimal face to face contact with suppliers and customers, e.g. tele- or video-conferences

Stakeholders (Suppliers / Customers)

- Update contact information of key suppliers and customers (Annex 3)
- Identify customers, suppliers and shareholders who are likely to be affected by the pandemic, e.g. due to border closures or travel restrictions
- Identify alternate suppliers of key services, components and/or goods
- Develop a plan on
 - (a) how/when to activate alternate suppliers
 - (b) how/when to activate alternate delivery means to customers
- Co-ordinate business continuity plan with suppliers and customers

Internal and External Communications

- Create general awareness of flu and preventive measures among staff. Consider various communications channels such as briefings, newsletters, intranet or email
- Include sources of flu information such as websites of the Ministry of Health and SPRING Singapore (Annex 4)
- Develop an external communications plan for various alert levels aimed at customers, suppliers and shareholders

ALERT: YELLOW

What It Means:

- Slight human-to-human transmission. Small risk of it being imported here, but has not resulted in sustained spread.

Possible Scenarios:

- Travelling to and from affected areas may be restricted
- Companies to start briefing staff on business continuity plan

Recommended Actions for Enterprises (In Addition to Earlier Recommendations):

Employees

- Appoint a Flu Manager (Annex 5)
- Monitor developments in affected areas and implement policy on overseas travel and recall of staff from affected areas
- Screen staff who visited affected areas in preceding 7 days (follow guidelines issued by the Ministry of Health)
- Follow any vaccines and medication advisories issued by MOH at that time
- Issue thermometers, disposable gloves, surgical masks and N-95 masks
- Plan for local housing for workers who commute from outside Singapore
- Plan separate housing arrangements for new or existing foreign workers returning from affected countries for a period of 7 days to minimise contact with existing employees. (Follow guidelines issued by the Ministry of Health)
- Consider succession planning for key staff
- Consider counselling support arrangements and resources

Processes and Business Functions

- Monitor developments in affected areas. Update plan on how/when to activate
 - (a) Alternative suppliers
 - (b) Alternative delivery means to customers
 - (c) Systems and facilities for working from alternative site or working remotely

Business Infrastructure (Equipment and Facilities)

- Activate equipment for remote communications access to affected areas, e.g. video-conferencing
- Establish agreements with cleaning /decontamination companies (refer to Yellow Pages)
- Clean and disinfect common areas within your workplace, including cleaning of the air-conditioning system (work with facilities management and/or air-con technicians)
- Check the websites of the Ministry of Health or National Environment Agency for guidelines on disinfecting workplace areas

Stakeholders (Suppliers / Customers)

- If necessary, activate plan for alternative suppliers
- Establish alternative delivery means or delivery sites. If necessary, activate alternative delivery means to customers in flu-affected areas
- Consider alternative sales / service channels that do not require face to face contact, e.g. e-commerce, mail order purchase

Internal and External Communications

- Reassure staff by briefing them on your company's business continuity plan and what to do in the event of higher alert levels (Orange, Red and Black)
- Brief staff on external communications plan, e.g. what to say, when and to whom
- Inform customers and suppliers about your company's business continuity plan, which should include:
 - (a) How your company will continue to receive supplies
 - (b) How your company can continue providing goods and services

ALERT: ORANGE

What It Means:

- Evolves into human disease. WHO confirms several outbreaks in one country, spreading to other countries
- Deaths expected. Local confirmation of new cases and evidence of more than one transmission

Possible Scenarios:

- The public starts to avoid crowded areas
- Business travellers and tourists to Singapore decrease or postpone their trips
- Companies start temperature taking and other BCP measures
- Our airport and points of entry start temperature screening of overseas visitors

Recommended Actions for Enterprises (In Addition to Earlier Recommendations):

Employees

- Update staff regularly on health advisories issued by the Ministry of Health
- Separate key staff into two teams and ensure minimal contact between both teams
- Encourage staff to stay home if unwell and monitor status
- Activate separate housing arrangements for new or existing foreign workers returning from affected countries for 7 days to minimise contact with existing employees. (Follow guidelines issued by the Ministry of Health)

Processes and Business Functions

- Pre-qualify alternative suppliers from unaffected areas. If no alternative supplier is available, increase inventory levels
- Activate processes and systems to support remote access for staff to interact with customers and suppliers

Business Infrastructure (Equipment and Facilities)

- Clean and disinfect common areas more frequently, include more frequent cleaning of air-conditioning system.
- Activate agreements with cleaning /decontamination contractors

Stakeholders (Suppliers / Customers)

- Institute temperature taking and contact tracing for visitors
- Prevent visitors with flu-like symptoms from entering workplace
- Activate alternative delivery arrangements with suppliers and customers
- Explore partnership agreements with fellow industry players for reciprocal shipments of finished goods to customers

Internal and External Communications

- Inform external parties of restriction on visits to company's premises
- Update relevant customers / suppliers / shareholders if some employees have been quarantined. This will help ensure confidence in the continuity of your business
- Inform suppliers and customers of alternative procedures for pick-up / deliveries

ALERT: RED

What It Means:

- Widespread infection. Increase in deaths
- Healthcare system likely to be overwhelmed
- Essential services need added protection to ensure full operational capacity

Possible Scenario:

- Certain countries may impose border closures
- High absenteeism from work may occur

Recommended Actions for Enterprises (In Addition to Earlier Recommendations):

Employees

- Non-critical staff to work from home
- Activate local housing arrangements for workers who commute from outside Singapore if required
- Activate succession plan if necessary
- Make arrangements for counselling support

Processes and Business Functions

- Monitor / maintain contact with suppliers and customers through remote access

Business Infrastructure (Equipment and Facilities)

- Monitor inventory levels

Stakeholders (Suppliers / Customers)

- Activate partnership agreements for reciprocal shipments of finished goods to customers

Internal and External Communications

- Regularly update staff and stakeholders of actions taken to instil confidence

ALERT: BLACK

What It Means:

- High death rates reported
- Economic activities are severely disrupted, as panic sweeps through the community

Possible Scenario:

- Economic activity may slow down to a standstill as the public focuses on survival

Recommended Actions for Enterprises:

- Stop economic activities
- Abide by health advisories from the Ministry of Health
- Wait for all clear announcement before resuming economic activities

National BCM Programme

On 7th November, former DPM Jayakumar announced that the National BCM Programme, a \$30 million initiative, was to be launched on 1st December 2008. This programme aims to support Singapore enterprises to become BCM resilient and enhance their overall economic competitiveness. A BCM-ready private sector will help enhance Singapore's reputation as a trusted hub for reliable and quality service.

Singapore Business Federation – BCM Focal Point for the Singapore Business Community

SBF has been appointed as the key organisation to drive this national initiative. In this capacity, SBF seeks to:

- Raise the awareness of the importance of BCM to businesses
- Encourage and foster the growth of BCM specialists that can support our enterprises to become BCM ready
- Make BCM more accessible to the business community
- Support our enterprises' efforts to become BCM certified through an incentive programme (funded by SPRING Singapore)

Companies can apply for support to help defray part of the following costs involved in getting their organisation BCM ready:

- SMEs can get up to 50% subsidy (increased to 70% for 2009) to be

certified in the Singapore Standard (SS 540) in Business Continuity Management.

- Larger businesses forming consortiums with SMEs critical to their businesses can get up to 70% subsidy to be certified.

Qualifying Activities

1. Part of the salary/training of staff involved in the BCM project (for the duration of the project)
2. Support for engagement of a 3rd party consulting service to support the BCM project
3. Relevant certification cost
4. IT hardware/software needed to support the implementation of the BCM plan

Ideally, the BCM project should lead to the company getting a formal SS 540 certification or its equivalent.

Companies applying for incentive support to become BCM ready and certified, have to provide the following to SBF:

1. Company profile
2. Latest financial accounts
3. BCM project proposal

Singapore Business Federation (SBF)

<http://www.sbf.org.sg>

6827 6867

bcm@sbf.org.sg

Personal Hygiene Awareness

Correct Hand Washing Procedures

Learn the correct way to wash your hands



1. Wet hands and apply soap.

2. Thoroughly clean all surfaces of hands including between the fingers.



3. Pay attention to the nails and nailbeds by rubbing the nails of one hand across the palm of another.



4. Rinse hands under running water, being sure to hold hands in a downward position.

5. Use paper towels or hand dryer to thoroughly dry the hands.

Source: Health Promotion Board

Basic Information on Sanitisation

Disinfectants	Recommended Use	Precautions
<p>Sodium hypochlorite: 10,000 parts per million of available chlorine, usually achieved by a 1 in 5 dilution of hospital grade bleach.</p>	<p>Disinfection of material contaminated with blood and body fluids.</p>	<p>Should be used in well-ventilated areas.</p> <p>Protective clothing required while handling and using undiluted bleach.</p> <p>Do not mix with strong acid to avoid release of chlorine gas.</p> <p>Corrosive to metals.</p>
<p>Granular chlorine: E.g. Det-Sol 5000 or Diversol, to be diluted as per manufacturer's instructions.</p>	<p>May be used in place of liquid bleach, if it is unavailable.</p>	<p>Same as above.</p>
<p>Alcohol: E.g. Isopropyl 70%, ethyl alcohol 60%</p>	<p>Smooth metal surfaces, tabletops and other surfaces on which bleach cannot be used.</p>	<p>Flammable and toxic. To be used in well-ventilated areas. Avoid inhalation.</p> <p>Keep away from heat sources, electrical equipment, flames and hot surfaces.</p> <p>Allow it to dry completely, particularly when using diathermy, as this can cause diathermy burns.</p>

Source: Influenza Pandemic Planning: Business Continuity Planning Guide, New Zealand, October 2005

Contact List

External Parties

(i) Contacts of Key Customers

Company Name	Key Contact	Contact Nos.	Fax Nos.	Email

(ii) Contacts of Key Suppliers/Vendors/Contractors

Company Name	Key Contact	Contact Nos.	Fax Nos.	Email

(iii) Others

Company Name	Key Contact	Contact Nos.	Fax Nos.	Email

Contacts of Key Personnel

Company Name	Key Contact	Contact Nos.	Fax Nos.	Email

Contacts of Key Organisations for Information and Assistance on Flu Pandemic

Information on Flu Pandemic (international)

World Health Organisation (WHO)

<http://www.who.int>

Information on Flu Pandemic and Public Advisories (local)

Ministry of Health (MOH)

<http://www.moh.gov.sg>

<http://www.flu.gov.sg>

1800 333 9999

moh_info@moh.gov.sg

Business Enquiries and Assistance

Singapore Business Federation (SBF)

<http://www.sbf.org.sg>

6827 6867

bcm@sbf.org.sg

Manpower Policies and Guidelines

Ministry of Manpower (MOM)

<http://www.mom.gov.sg/>

6438 5122

mom_lrd@mom.gov.sg

Roles and Responsibilities of the Flu Manager (Appointed at Alert Yellow)

1. Actively monitor alert levels and work with management on message to staff in the event of a change in alert level.
2. Educate staff on the disease and the mode of transmission. Brief them on the need for infection control measures and the preventive procedures that have been set in place. Educate staff on the different types of thermometers, such as oral and ear thermometer, and the proper way of using them.
3. Collate contact information of all staff, i.e. home address/home telephone number/mobile phone number. Make sure all staff have contact numbers of flu manager/assistant flu manager*. Staff are to contact flu manager if they are admitted to hospital with suspected pandemic flu, for contact tracing purposes.
4. Check the following websites (<http://www.flu.gov.sg>, <http://www.moh.gov.sg>) daily for updated advisories (e.g. travel advisories) and update staff accordingly.
5. Ensure that staff who have travelled to affected areas are home quarantined for a sufficient number of days (to be advised by the Ministry of Health). Check on staff's health by phone or email during his/her absence from work.
6. Appoint staff to keep quarantined staff informed of events in office.
7. Ensure that the workplace has adequate supplies of tissue paper/hand towels, disinfectants and masks.
8. Brief staff on personal hygiene measures
 - a) Do not spit on the floor
 - b) Wash hands
 - Regularly and thoroughly with soap and water
 - Before and after preparing food
 - After going to the toilet
 - Before and after eating
 - After coughing and sneezing
 - After removing personal protective equipment like mask and disposable gloves

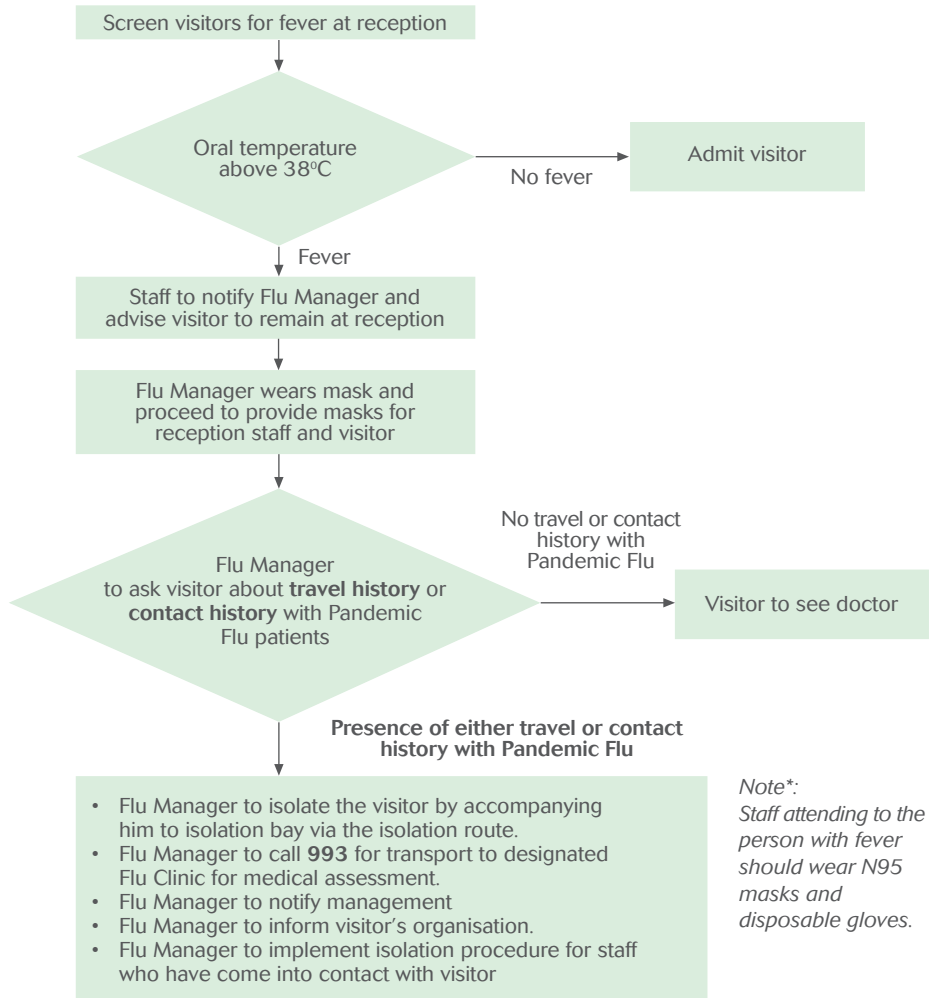
- c) Sneezing and coughing should be done into tissue paper which should be carefully disposed of
 - d) Avoid sharing of cups, cutlery, etc
 - e) Avoid physical contact like shaking hands
9. Put up notices in washrooms on proper hand washing techniques.
10. Ensure common areas e.g. pantry, washrooms, meeting rooms are disinfected daily. Liaise with cleaning staff/contractors on this.
11. Identify a room/area in the office as the isolation room/area for staff with fever with nearby toilet facility, which is designated for his/her use. Identify the isolation route (a route that is not commonly used by staff/visitors) that leads to an area where the staff with fever can be brought to the hospital/clinic.
12. Identify hospital /clinics that staff with fever can be brought to.
13. At Alert Orange: Identify staff with fever through temperature monitoring. Ensure staff measure their temperature twice daily (issue Annex 9: Temperature Measurement Log to staff)
14. Once staff is identified to have fever (above 38°C), follow instructions in Annex 6: Procedures upon Detection of Unwell Staff.

Note:*

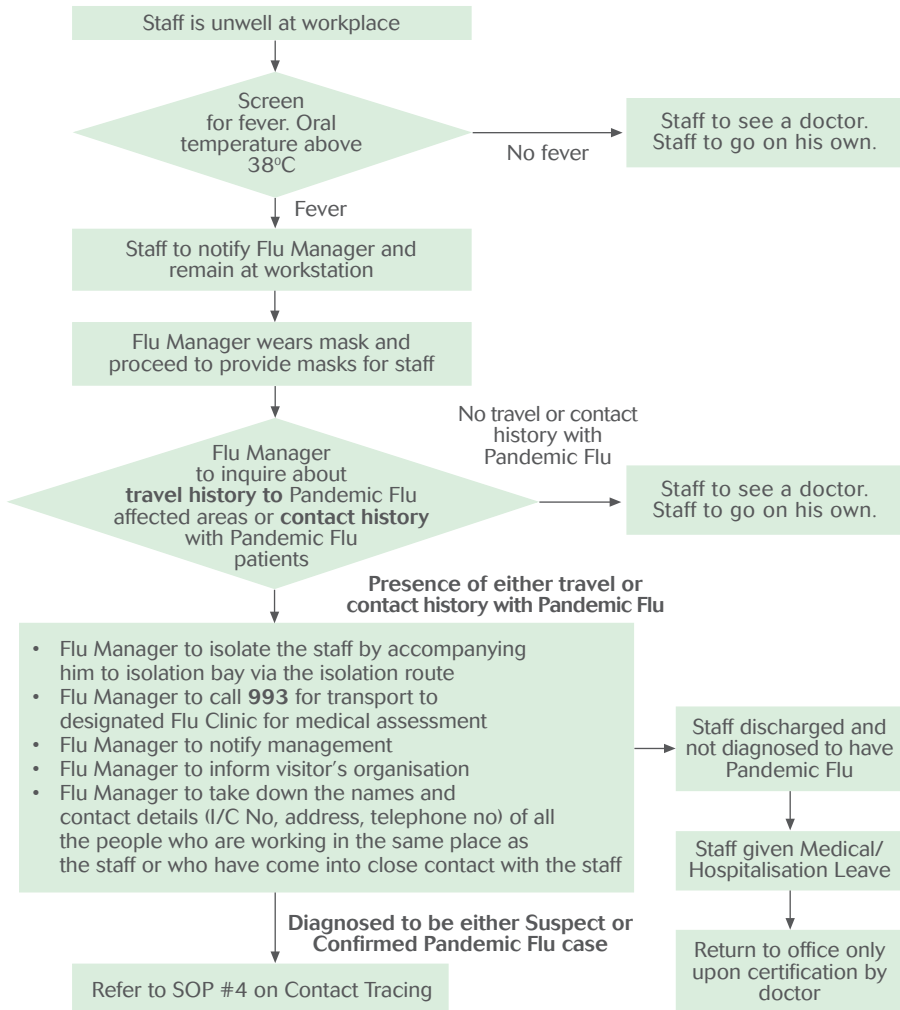
Depending on the staff strength of your company and the size of your company's premises, an assistant flu manager should be appointed as a backup to cover the duties of the flu manager.

Procedures Upon Detection of Visitors & Staff who are Unwell

SOP #1: Visitor Detection & Isolation



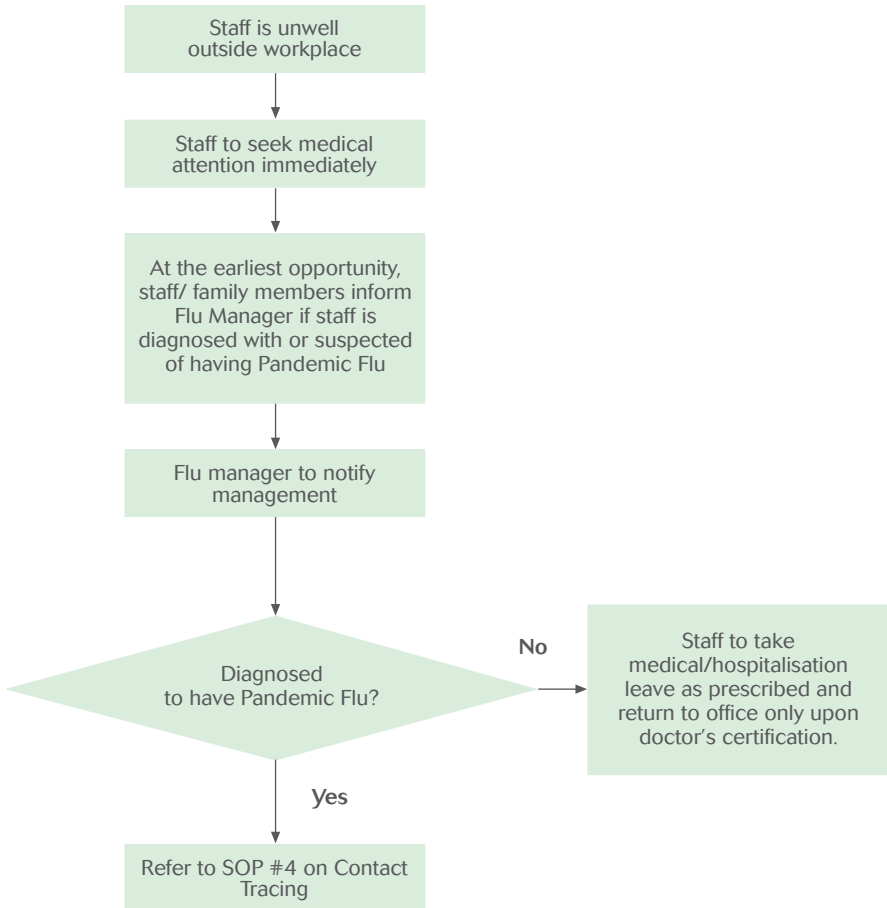
SOP #2: Staff Unwell at Workplace



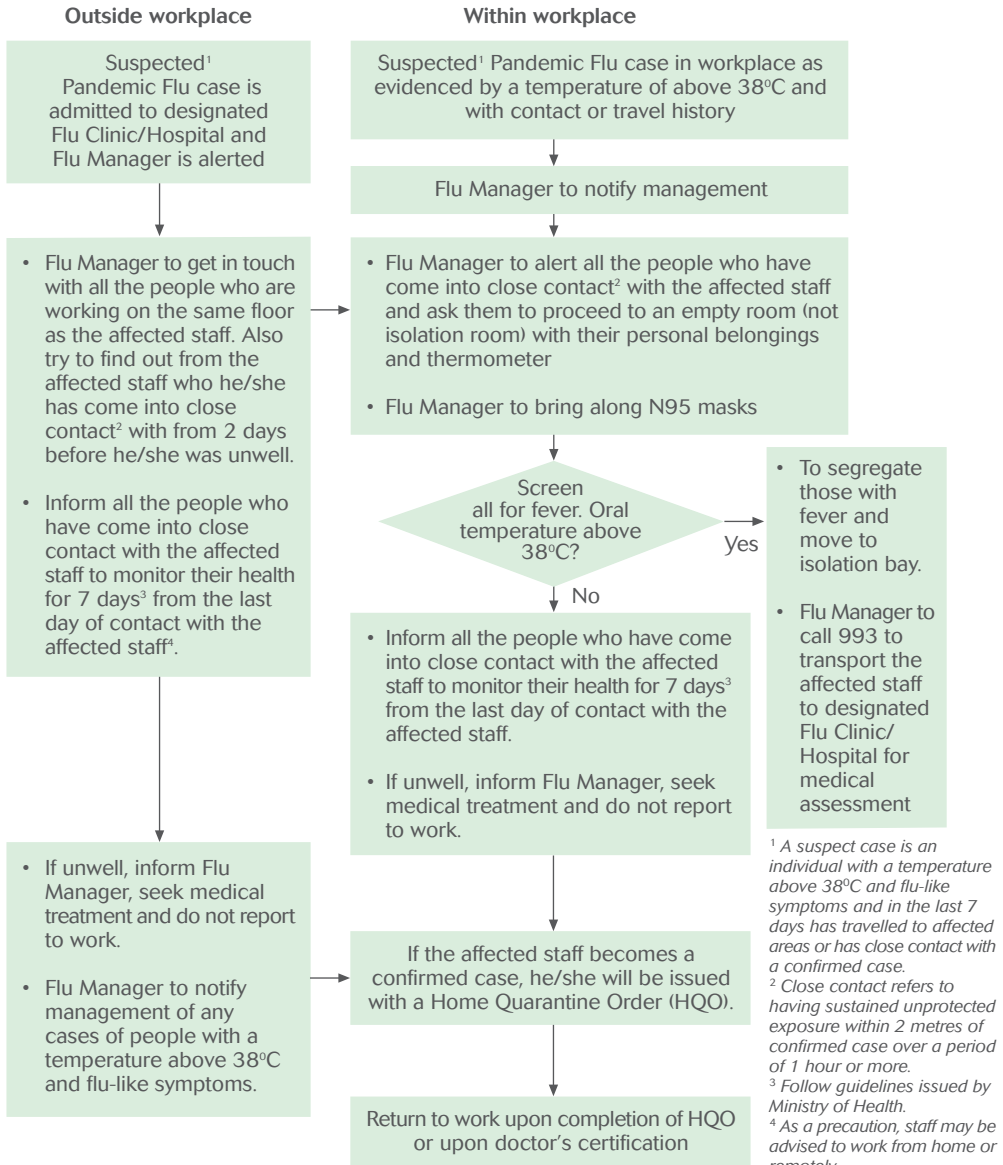
Note*:

Staff attending to the person with fever should wear N95 masks and disposable gloves
This SOP also applies to visitors at the workplace who develop a fever after initial screening.

SOP #3: Staff Unwell Outside Workplace



SOP #4: Contact Tracing



Temperature Screening Form for Visitors

Dear Sir / Madam

To prevent the spread of Influenza in our community and reduce the risk of exposure to our staff and visitors, we are conducting a simple screening questionnaire. Your participation is important to help us take precautionary measures to protect you and everyone in this building. Thank you for your time.

Visitor's Name:	Tel No.:
NRIC / Passport No.:	Nationality (For Foreign Visitor Only):
Meeting Venue / Level:	
Name / Department of Officer:	Tel No.:
Temperature Reading (Recorded By Staff) : _____ °C	

DECLARATION	
1	<p>If you have the following symptom(s), please tick the relevant box(es)</p> <p> <input type="checkbox"/> Fever <input type="checkbox"/> Dry Cough <input type="checkbox"/> Body Aches <input type="checkbox"/> Headaches <input type="checkbox"/> Sore Throat <input type="checkbox"/> Runny Nose <input type="checkbox"/> Tiredness <input type="checkbox"/> Others _____ </p>
2	<p>Have you been in contact with a confirmed Influenza A (H1N1) patient in the past 7 days?</p> <p> <input type="checkbox"/> Yes <input type="checkbox"/> No </p>
3	<p>Have you been to the following country(s) or area(s) in the past 7 days?</p> <p> <input type="checkbox"/> Yes <input type="checkbox"/> No </p> <p>If your answer is Yes, please indicate the affected country(s) / area(s):</p> <p> <input type="checkbox"/> Country A <input type="checkbox"/> Country B </p>

Signature: _____

Date: _____

Annex 8

Notification Form

Suspected Flu Case at Work

Details of Affected Staff

Name:	Worksite:	Location of Isolation:
Job Title:	Nationality: (For Foreign Visitor Only)	NRIC / Passport No.:
Address:		
Telephone No.:		
_____ (W) _____ (H) _____ (M)		
Symptoms Noticed:		
<input type="checkbox"/> Fever	<input type="checkbox"/> Body Aches	
<input type="checkbox"/> Sore Throat	<input type="checkbox"/> Tiredness	
<input type="checkbox"/> Dry Cough	<input type="checkbox"/> Headaches	
<input type="checkbox"/> Runny Nose	<input type="checkbox"/> Others	Details: _____
Time of Fever On-set: _____		
Time of Isolation: _____		
Travel History Over the Past 7 Days*:		
Countries Visited: _____		
Flights Taken: _____		
Where Referred:		
Contact List (See Separate Page)		

Details of Recording Staff

Name:
Job Title:
Telephone No.:
_____ (W) _____ (H) _____ (M)

* Follow guidelines issued by the Ministry of Health

Tips on Temperature Taking

When to take your temperature:

Wait for 30 minutes before temperature taking if you have just exercised, been outdoors, eaten, drunk or showered.

How to take your temperature:

There are different ways of temperature taking for the different types of thermometers available.

Glass thermometer

1. Wash the thermometer bulb with soap and water before use.
2. Shake the thermometer a few times to bring the level of the mercury below 35°C.
3. Temperatures can be taken from the armpit or mouth.

- **Armpit reading:**

Place the thermometer bulb under your armpit.
Fold your arm across the chest to hold the thermometer in place.
Remove the thermometer and read the temperature after 5 minutes.

- **Oral reading:**

Place the thermometer bulb under your tongue.
Close your mouth and do not talk or bite the thermometer.
Remove the thermometer and read the temperature after 3 minutes.

4. Wash the bulb of the thermometer with soap and water after use.

Digital thermometer

1. Wash the area of the thermometer bulb with soap and water before use.
2. Switch on the thermometer and wait until it is ready to register a reading.
3. Temperatures can be taken from the armpit or mouth.

- **Armpit reading:**

Place the thermometer bulb under your armpit.
Fold your arm across your chest to hold the thermometer in place.
The thermometer will beep to signal that the temperature display is ready for reading.
Remove the thermometer and read the temperature.

- **Oral reading:**

Place the thermometer bulb under your tongue.
Close your mouth and do not talk or bite the thermometer.
The thermometer will beep to signal that the temperature display is ready for reading.
Remove the thermometer and read the temperature.

4. Wash the area of the thermometer bulb with soap and water after use.

Ear (tympanic) thermometer

1. Place a new disposable cap over the probe.
2. Switch on the thermometer.
3. Pull the ear backwards and upwards to straighten the ear canal when the thermometer is ready to register a reading.
4. Insert the thermometer's probe into the ear canal.
5. Press the activation button and hold until a reading appears (some models may beep when it is ready for a reading).
6. Remove the thermometer and read the temperature.
7. Discard cap after use (use a new cap for every temperature taking).

Remember:

- It is important to read the manufacturer's instructions on the proper use of the thermometer.
- When washing glass or digital thermometers, wash only the area in contact with the mouth/skin as the thermometer may not be waterproof.
- Do not talk when taking an oral temperature or move about when taking an armpit temperature.

Do you know...

- Temperatures taken at different parts of the body present different readings – those taken from the armpit are lower than readings from the mouth and ear.
- For adults: if the armpit temperature is over 37.0°C, the oral temperature is over 37.3°C, or the ear temperature is over 37.7°C, you have a fever.
- Children (below 12 years) have a fever if the armpit temperature is over 37.2°C, the oral temperature is over 37.5°C or the ear temperature is over 37.9°C.
- The normal temperature for healthy adults and children ranges from 36.2°C to 37.2°C and the average normal temperature is taken as 37.0°C.
- Children tend to have higher body temperatures due to higher metabolic rates.
- Women who are ovulating may have temperatures that are 0.5°C higher due to hormonal changes in their bodies.
- Adults over 65 years of age may have temperatures that are 0.3°C lower because of lower metabolic rates.
- The times of the month and day also affect your temperature. The body is at its lowest temperature at 3am when it is at rest, and at its highest at 6pm after a busy day. To ensure accurate readings, it is advisable to take your temperature at the same time everyday.

Adapted from the Health Promotion Board website: <http://www.hpb.gov.sg>

Acknowledgement / References

1. Correct hand washing procedures, Health Promotion Board, 2005
2. Influenza Pandemic Planning: Business Continuity Planning Guide, The Crown, New Zealand, October 2005
3. Singapore Government Flu Website (<http://www.flu.gov.sg>)
4. Singapore Standard For Business Continuity Management (BCM) SS 540 : 2008

Recommended Actions for SMEs	Alert Level Code				
	Green	Yellow	Orange	Red	Black
	Isolated overseas or local cases of animal-to-human transmission. Threat of human-to-human infection remains low.	Slight human-to-human transmission. Small risk of it being imported here, but has not resulted in sustained spread.	Evolves into human disease. WHO confirms several outbreaks in one country, spreading to other countries. Deaths expected. Local confirmation of new cases and evidence of more than one transmission	Widespread infection. Increase in deaths. Healthcare system likely to be overwhelmed. Essential services need added protection to ensure full operational capacity.	High death rates reported. Economic activities are severely disrupted, as panic sweeps through the community
Priority Task	Set up a team to oversee business continuity planning	Appoint a Flu Manager			
Plan	<ul style="list-style-type: none"> Identify critical business functions Plan for an absenteeism rate of up to 25% Identify functions that can be done off-site or from home & plan for telecommunications access Develop screening & isolation measures / procedures Identify customers, suppliers & shareholders who are likely to be affected by the pandemic Develop a plan on how & when to activate: <ol style="list-style-type: none"> Alternative suppliers Alternative delivery means to customers Co-ordinate business continuity plan with suppliers & customers Develop an internal & external communications plan for various alert levels 	<ul style="list-style-type: none"> Plan for local housing for workers who commute from outside Singapore Plan separate housing arrangements for new or existing foreign workers returning from affected countries for a period of 7 days to minimise contact with existing employees. (Follow guidelines issued by the Ministry of Health) Consider succession planning for key staff Consider counselling support arrangements & resources Establish alternative delivery means / delivery sites Consider alternative sales / service channels that do not require face to face contact 	<ul style="list-style-type: none"> Pre-qualify alternative suppliers from unaffected areas. If no alternative supplier is available, increase inventory levels Explore partnership agreements for reciprocal shipments of finished goods to customers 		
Action	<ul style="list-style-type: none"> Update contact details of staff, suppliers & customers Update staff policies on: <ol style="list-style-type: none"> Overseas travel Absenteeism and extended medical leave Recall of staff based in affected areas. Stock up on thermometers, disposable gloves & N-95 face masks Create general awareness of flu & preventive measures among staff 	<ul style="list-style-type: none"> Monitor developments in affected areas & implement policy on overseas travel, recall of staff from affected areas Follow any vaccines & medication advisories issued by the Ministry of Health Issue thermometers, disposable gloves, surgical masks & N-95 masks Update/implement plan on how/when to activate <ol style="list-style-type: none"> Alternative suppliers Alternative service / goods delivery means Systems and facilities for working from alternative site / working remotely Establish agreements with cleaning/decontamination companies Disinfect your workplace Brief staff on your company's business continuity plan and external communications plan Communicate to customers & suppliers your company's business continuity plan 	<ul style="list-style-type: none"> Update staff regularly on health advisories issued by the Ministry of Health Separate key staff into 2 teams and ensure minimal contact between both teams Encourage staff to stay home if unwell and monitor status Activate remote access systems for staff to interact with suppliers & customers Clean and disinfect common areas more frequently Activate agreements with cleaning/decontamination companies Implement temperature screening & contact tracing procedures for staff & visitors Inform external parties of restriction on visits to company's premises Update relevant customers, suppliers & shareholders if some employees have been quarantined Activate alternative delivery arrangements with suppliers & customers Activate separate housing arrangements for new or existing foreign workers returning from affected countries for 7 days to minimise contact with existing employees. (Follow guidelines issued by the Ministry of Health) 	<ul style="list-style-type: none"> Non-critical staff to work from home Activate local housing arrangements for workers who commute from outside Singapore if required Activate succession plan if necessary Make arrangements for counselling support Monitor / maintain contact with suppliers and customers through remote access Monitor inventory levels Activate partnership agreements for reciprocal shipments of finished goods to customers Provide regular updates to staff & stakeholders of actions taken to instil confidence 	<ul style="list-style-type: none"> Stop economic activities Abide by health advisories Wait for all clear announcement before resuming economic activities

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