

PANDEMIC COMMUNICATIONS PLAN

The potential impact of a pandemic is a significant risk to Chester Village. Given its potential local and global impact, we must make planning arrangements for any type of pandemic if we are to mitigate its effects. The Pandemic Communications Plan is part of our pandemic and business continuity planning process.

What We Know:

1. The impact of a pandemic on Chester Village and the lives of residents and employees would be significant. The health of residents and employees would be greatly compromised and employee absenteeism could increase significantly. As a result, service and care levels for our residents would be at significant risk.
2. Plans should be made assuming a percentage of employee absenteeism.
3. Multiple homes may be impacted, possibly simultaneously; therefore, the appropriate audiences (e.g. home management, employees, residents and family members) must be kept up-to-date on the pandemic/business continuity process.
4. Our communication responses must be ready to kick into action as soon as a pandemic is confirmed.

What We Don't Know:

1. How many homes and residents will potentially be impacted should a pandemic occur
2. How many employees will potentially be impacted
3. What the overall impact will be on Chester Village

Key Communications Deliverables

1. Ensure employees, residents, family members and community partners are apprised of our pandemic/business continuity plans as needed
2. Ensure employees, residents and family members know where/how/when information will be communicated to them
3. Develop a complete Fan-out list (Department Managers)
4. Coordinating communications and key messages with all facets of the organization will be essential. Key departments and Operations will be fully engaged in the Pandemic/Business Continuity process.

Communicating to Our Audiences

- We will ensure employees, residents, family members and community partners are informed using the following communication channels:
 - Emails – messages, announcements, information updates to staff
 - Paystub stuffers – Include information updates with employees' pay stubs
 - Newsletter bulletin - Provide updates to employees, residents, family members and the community via our monthly newsletter
 - Mail – Send letters to family members and residents updating them on our response to the pandemic
 - Resident/Family Councils – Update residents and family members in Resident's Council and Family Council meetings

COMMUNICATIONS PLAN

	PREPARATORY PHASE	ACTIVE PHASE		BACK TO NORMAL
	Pre-pandemic	TRIGGER 1 Human to human transmission of a virus is reported No immediate impact on Chester Village employees and residents at this time	TRIGGER 2 Chester Village employees and residents have been impacted – reported cases confirmed by Public Health Higher levels of employee absenteeism expected; care levels for residents impacted	High levels of absenteeism abate and service/care levels return to normal
Objectives	-Advise staff we are planning a proactive response to illnesses such as COVID-19 or influenza, which could result in a pandemic - Engage key departments and areas of the business in the Pandemic/Business Continuity process – establish Pandemic Committee. (Operations, Quality and Risk, HR, Communications, Resident Services, IT, Finance, and Purchasing)	-Reassure employees, residents, family members we have plans in place to respond to a pandemic -Ensure employees understand the pandemic plan/business continuity plan for their area/home -Advise employees, residents, family members and community partners on how/when/where information will be communicated as the situation unfolds	-Provide assurance that service and care levels are our priority and Chester Village remains stable despite operational impacts -Disseminate information re: any impacts on operations; services available to employees, residents and family members	-Advise employees, residents, family members we are back to normal 'business as usual' -Thank employees for their response during the crisis -Ensure consistent messages are provided to employees, residents, family members and community partners
Strategy and Tactics	-Maintain a low key approach in preparatory phase - "planning not panicking" -Communicate high level information on our strategies/policies in relation to pandemic planning when appropriate	-Engage department heads , home management and resident services as key communicators for their areas or homes – stress the important role they will play since employees will be looking to them for information and guidance -Regular meetings/conference calls are conducted with Pandemic Committee members to keep them apprised of the progress and advise on key messaging -Reassure employees, residents, family members we are responding in a proactive manner through regular communications	-Use all available channels to communicate with employees, residents, family members -Coordinated effort with Pandemic Committee -Escalate meetings/conference calls with Pandemic Committee members -Reassure employees, residents, family members we are responding in a proactive manner through increased communications, utilizing all available communication channels	
Key Messages	-We are planning our response to a potential pandemic - We are taking proactive measures in response to this respiratory illness. -At Chester Village, our primary concern is for the health and safety of our residents and employees. -We are tracking respiratory diseases through the World Health Organization and other	-We are tracking the spread of the virus - We are taking proactive measures in response to this respiratory illness. -We understand you are concerned – we share your concern -At Chester Village, our primary concern is for the health and safety of our residents and employees.	Three types of messages: 1. Caring statements for employees, residents and families - our primary concern is for the health and safety of our residents and employees. 2. Operational updates - what we have done to date in response to the pandemic 3. Health/safety/benefits statements for staff	Caring statements: -Thank employees for their efforts to maintain service and care during the pandemic (via email, pay stub stuffers, etc.) -Letter to residents and families thanking them for their patience and cooperation and assuring them that services and care levels have been restored at Chester Village -Message on Internet to residents,

	reputable sources			families and the community assuring everyone that services and care levels have been restored at Chester Village
Key Spokespeople	-Key messaging provided by authorized spokespersons: CEO DOC	-Key messaging provided by authorized spokespersons: CEO DOC	-Key messaging provided by authorized spokespersons: CEO DOC	-Key messaging provided by authorized spokespersons: CEO DOC