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OHIO BUREAU OF WORKERS' COMPENSATION

PANDEMIC FLU CONTINUITY OF OPERATIONS PLAN

Pandemic Team

November 2009

Acknowledgement of Approval

I acknowledge I have read and reviewed and approve Ohio Bureau of Workers' Compensation (BWC) Continuity of Operations Plan for the Pandemic Flu.

The plan was developed after extensive discussion with BWC employees, management, labor, information technology, human resources, and communications, medical and legal divisions representing both central and field offices. The plan accurately reflects the tasks, key processes and positions necessary for BWC to continue operations and perform essential functions to maintain operations of the entire agency in the event of a pandemic flu.



10-16-09

Marsha Ryan, BWC Administrator

Date

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PANDEMIC FLU CONTINUITY OF OPERATIONS PLAN

INTRODUCTION

There is increasing worldwide concern regarding the development of a pandemic flu. *Pandemic flu* is defined as a virulent human flu that causes a global outbreak, or pandemic, of serious illness. Because there is little natural immunity, the disease can spread easily from person to person. This is in contrast to the *Seasonal (or common) flu* which is a respiratory illness that can be transmitted person to person. Most people have some immunity, and a vaccine is available.

The actions in this document are aligned with the Center for Disease Control and Prevention, U. S. Department of Health and Human Services and the World Health Organization. The goal of planning for an influenza pandemic is to save lives and to reduce adverse consequences of a pandemic.

This document provides BWC's plan to maintain essential operations during a pandemic with a reduced workforce. It also describes BWC's recovery operations following a pandemic and it provides important information for BWC's employees about issues resulting from the pandemic that may impact them.

PANDEMIC FLU: MEDICAL ASPECTS

After reviewing the clinical experience of humans infected with the flu, researchers have learned that the disease is primarily a respiratory illness with a sudden onset of body aches, fever, cough, sore throat, and a runny nose. Some individuals may develop pneumonia and respiratory failure which could result in death. It is expected during a pandemic that illness rates will be higher in school-aged children and pregnant women.

During a community outbreak, approximately 20 percent of working adults are expected to become ill. Those who become ill may be infectious up to 24 hours before they show symptoms and they will be infectious for about five days after they become sick. Employees who have or may have had the virus should not return to work until they have been fever free without medications for 24 hours. This could result in approximately 7 to 10 days of work absence. There is no specific treatment for the virus. Anti-viral

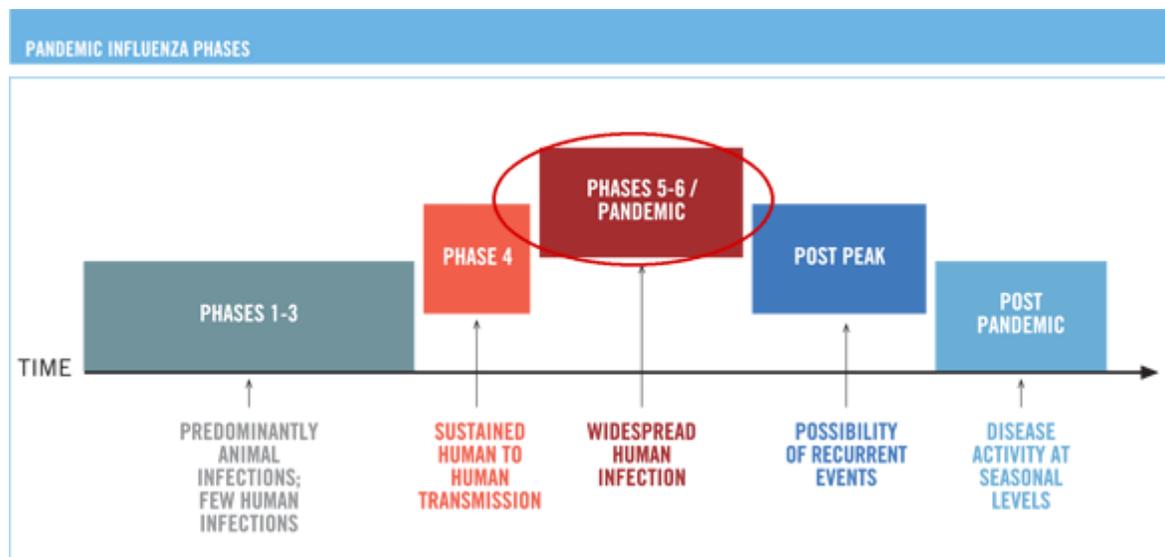
medications during a pandemic will be in short supply and administration will be controlled by state government.

Medical experts report once a virus strain infecting humans is identified, vaccine development would probably require four to five months before a vaccine would be widely available. It is anticipated medical facilities may be overwhelmed due to infected individuals seeking treatment of flu complications.

There are several factors that will impact the severity of any pandemic. These include the severity of the illness caused by the virus, the ease of spreading the virus, and the duration of the illness. The Centers for Disease Control (CDC) plans to mitigate the flu's spread by quarantine and isolation of early cases and limit transmission by decreasing contact between infected and uninfected individuals. This includes:

1. Isolation and treatment with the influenza antiviral medications of all persons with probable pandemic influenza. Isolation may occur in the home or healthcare setting.
2. Voluntary home quarantine of members of households with confirmed or probable influenza and consideration of intervention with the prophylactic use of antiviral medications.
3. Dismissal of students from school (including public and private schools as well as colleges and childcare centers) coupled with social distancing in the community.
4. Use of social distancing measures to reduce contact between adults in the community and work

In 2009 the World Health Organization (WHO) has defined six phases, occurring before and during the pandemic threat. The description of the phases described below are taken from the WHO web site (www.who.int/csr/disease/avian_influenza/phase/en/index.html)



Phase 1 no viruses circulating among animals have been reported to cause infections in humans.

Phase 2 an animal influenza virus circulating among domesticated or wild animals is known to have caused infection in humans, and is therefore considered a potential pandemic threat.

Phase 3, an animal or human-animal influenza reassortant virus has caused sporadic cases or small clusters of disease in people, but has not resulted in human-to-human transmission sufficient to sustain community-level outbreaks.

Phase 4 is characterized by verified human-to-human transmission of an animal or human-animal influenza reassortant virus able to cause “community-level outbreaks.” The ability to cause sustained disease outbreaks in a community marks a significant upwards shift in the risk for a pandemic.

Phase 5 is characterized by human-to-human spread of the virus into at least two countries in one WHO region. While most countries will not be affected at this stage, the declaration of Phase 5 is a strong signal that a pandemic is imminent and that the time to finalize the organization, communication, and implementation of the planned mitigation measures is short.

Phase 6, the pandemic phase, is characterized by community level outbreaks in at least one other country in a different WHO region in addition to the criteria defined in **Phase 5**. Designation of this phase will indicate that a global pandemic is under way.

Post-peak period, pandemic disease levels in most countries with adequate surveillance will have dropped below peak observed levels. The post-peak period signifies that pandemic activity appears to be decreasing; however, it is uncertain if additional waves will occur and countries will need to be prepared for a second wave. At this stage, it is important to maintain surveillance and update pandemic preparedness and response plans.

Based on records from previous pandemics, experts suggest that between 25 to 40 percent of the BWC workforce would be affected by a pandemic outbreak. Employees would either be sick themselves, caring for sick children at home, or unwilling to risk exposure to the flu by coming to work. The period of reduced staffing could last from a couple weeks to a couple months. It is unknown how severe or how long a pandemic may be and how it will impact daily operations.

EXECUTIVE SUMMARY

This portion of the document provides an overview of *BWC's Pandemic Flu Continuity of Operations Plan*. Senior management and each division offer a more detailed description of their divisions' plans and expectations later in the document.

Assumptions

In developing this plan, BWC realizes this is at best a projected plan of operation. Without knowing the timing and severity of the pandemic's impact on BWC personnel resources and customer needs, BWC makes the following assumptions:

- The pandemic would not equally impact all of BWC's customer service offices or work units. Some offices may have a high rate of absenteeism whereas other offices or work units may have nearly a full staff.
- To limit exposure to other employees in the workplace, once the administrator or the administrator's designee has declared a level-1 through 4 emergency, employees with symptoms will be required to leave work and not return until their symptoms have resolved. Since the symptoms for the flu are usually a cough, fever, sneezing, and a runny nose (those of a typical cold or flu) and cannot be differentiated initially from the symptoms of other upper respiratory infections, employees with symptoms should not report to work or they should leave work if they develop symptoms while working. Employees who have or may have the flu should not return to work until they are fever free without medications for 24 hours. This could result in approximately 7 to 10 days of work absence. Employees calling off and not reporting to work will be required to use the appropriate leave type from their available leave balances. In certain circumstances, the Administrator may approve excused leave without pay.
- There is no reason for employees to try to work through the illness as this will only increase the risk of exposure to others.
- The Administrative Assistant (AA)/FMLA Coordinator or Secretary for the Service Office Managers and Divisions will track daily attendance on SharePoint when directed by the Pandemic Team and monitor BWC's current policy for employee call-off and report absence based on:
 - Total number of employee assigned to the office or division.
 - Total number of employees present.
 - Total number of employees absent.
 - Estimated number of employees absent due to pandemic.
 - Impact to service levels.
 - Plans implemented to maintain levels of critical service.
- Supervisors will check on the well being of the employee.

- Daily attendance levels for the agency will be tallied and reviewed to ensure adequate staffing of personnel. Total attendance will be reported to DAS by regions: North East, North West, Central, South East and South West to monitor the health of the state's employee population as requested.
- If the pandemic is severe, it is anticipated there will be a significant reduction in new claims and the delivery of elective medical services. However, a need to process new claims for necessary treatment and to pay temporary total and permanent total disability benefits will continue.
- Due anticipated reduction in staff and limit exposure to the public BWC employees exposure risk of the pandemic flu is low. BWC employees who typically work outside BWC offices will be suspended during this time period. (i.e., workplace visits).
- To reduce the likelihood of exposure, flexibility among employees in performing their job tasks may be necessary. Staff members in some departments may need to be temporarily assigned to a different type of work or be limited only to work in the office. Option of teleworking for essential staff, communication of leave policy, making sure employees know where the supplies for hand hygiene are located, and provide information and updates regarding the flu on BWC Web and Safety & You web sites will be made available.
- In spite of our efforts, some of those doing business or providing services to BWC may fail to meet their usual obligations and this may impact BWC's operations.
- Guidelines, benchmarks and BWC performance measures may be temporarily suspended during this period.
- In spite of BWC's best efforts, there will be some concerns that are not covered by this document. BWC hopes these concerns will have minimal impact on the bureau and our customers.
- It is assumed if the pandemic is severe, there will be fewer workers' compensation claims during and immediately following the pandemic and fewer medical services delivered. It is also assumed that some employers may cease operations during or following the pandemic. This may result in less new activity and bill payment for BWC during the height of the pandemic and for a period following the pandemic. This may help BWC resume regular operations faster after the pandemic subsides.
- Managed care organizations (MCOs) may be asked to provide their continuity of operations plan to BWC to assure essential services are provided during the pandemic. These services include offering information on new claims and authorizing medical services.
- It is essential BWC employees prepare for and remain informed regarding this illness to protect themselves, their families, and their co-workers should the pandemic develop.

BWC's essential functions

While BWC personnel perform a variety of functions, the essential core functions BWC expects to deliver to the public include:

- Paying temporary total and permanent total disability to injured workers who are entitled to such benefits;
- Investigating and determining newly filed claims with a primary focus on lost-time claims and determining additional allowed conditions in claims already allowed;
- In conjunction with the MCOs, ensuring medical services that are medically necessary, appropriate, and reasonably related to the claim are authorized.

BWC's services such as medical bill payment, employer services, and other aspects of claim management are considered important. However, for the emergency period, they are not considered essential. Staff members will continue to provide these services as long as possible, but the services not considered to be essential to meet BWC's essential core functions may be suspended. This will depend on the emergency's severity and duration and the availability of personnel.

Pre-event communication, employee education and training

BWC management will provide communication to employees about the pandemic influenza virus and BWC's Pandemic Flu Continuity of Operations Plan. This communication will include, but not be limited to:

- General medical information regarding the pandemic flu virus as provided by CDC, the Ohio Department of Health (ODH), and other government agencies;
- Workplace Risk Assessment for BWC employees provided by OSHA <http://www.osha.gov/Publications/OSHA3327pandemic.pdf>;
- Collaborate with health care plans and local health care facilities on access to services for employees and their families;
- Employee information that assists in preparing employees and their families to deal with this crisis should it happen;
- Measures to limit the likelihood of exposure, consideration of proper protective measures, and personal protective equipment;
- Web sites to visit that contain credible information include www.pandemicflu.gov and www.ohiopandemicflu.gov (ODH Web site).
- The BWC Continuity of Operations Plan, which outlines the overall plan, essential functions, essential and non-essential employees and expectations;
- Information pertinent to employees such as use of sick time, vacation, and benefits including paychecks.

BWC Division Chiefs and Customer Service Office Managers have identified their roles to maintain essential functions during a pandemic. They also have designate employees as essential and nonessential based on the anticipated need of the job tasks performed by the employee as they relate to delivering BWC essential core functions. If the pandemic becomes severe, essential employees are further defined based on their homes' internet connections which would allow them to work from their homes. The plan is to allow staff members designated as essential personnel who have a sufficient internet connection to work from their homes if the pandemic reaches Level 3 Category as defined below.

BWC is participating in the state agency pandemic flu exercises as instructed. Individual divisions and customer service offices are performing exercises as appropriate to ensure essential employees are aware of the plan and their roles should a pandemic occur. Communication methods are periodically discussed with all employees.

In the event of a pandemic, training and awareness are vital pieces in BWC's efforts to prepare employees. BWC has several methods in line to offer employees training and updates.

Via an IP/TV 'On Demand Videos' located in the *Safety and You* folder videos are available to all BWC employees for viewing.

The first video includes:

- Introduction and definitions related to the flu and a pandemic;
- BWC's Pandemic Flu Continuity of Operations Plan;
- How to locate the plan on BWC's internal web site;
- Expectations in relationship to roles and responsibilities;

A second video includes extra precautions BWC is taking:

- Anti bacterial wipes in kitchenettes and all pool cars;
- Gel hand sanitizers in all offices;
- Proper hand washing signs in all restrooms;
- Pandemic Team e-mail box for questions;
- Safety and You website updates regularly with resources;
- BWC Web articles, videos and updates;
- Employee Emergency Notification System and website.

The third video includes:

- Personal Hygiene-What staff can do to prevent the spread?
- Instruction on proper wearing of Personal Protective Equipment (PPE) may be an added option in the event of an outbreak and/or to prevent the spread of the virus. To not give a false sense of security, it is important to note that masks may not actually aid in the prevention or spread of the disease and their use is

controversial. BWC has identified critical employees and those who are more likely to be exposed via contact with the bureau's customers regularly as a part of their job responsibilities. Based on priority in relationship to the level of the employees' workplace exposure, the bureau may provide PPE products as needed for those employees with high risk of exposure depending on recommendations at that time.

The bureau's internal safety Web site, *Safety & You* provide various sources of information and awareness about the flu for employees. This site is continually updated. In addition, BWC's - BWC Security Web site will house this plan. An emergency Web site, www.ohiobwc.com/emergency, has also been developed to use as a communication tool in the event of a pandemic or other emergency. This site is accessible from any computer so employees will be able to check for updates from home or other sites. It will be updated with messages mirroring those on the emergency phone line.

In addition to receiving communication from BWC, employees will need to be prepared, both at work and at home. It is important that individuals focus on reliable resources and information. Such credible resources include, but are not limited to, www.pandemicflu.gov, as well as www.cdc.gov. The checklist BWC refers to in this plan is available on the CDC web site.

According to BWC's Facilities Management lease agreements, building services are to be maintained without interruption including datacenters and datacenter UPS support, chilled water supply support, generator support and other infrastructure vital to maintaining the integrity of processing. Property owners have installed hand-sanitizer dispensers in all restrooms and other areas. Customer Service Office Managers can contact Facilities Management regarding any issues with property owners. Security will be maintained during the pandemic and PPE is available for security staff members. If the William Green Building's Office Services Department and warehouse are not functioning, each customer service office has a procurement card that allows the office to purchase supplies through area office-supply stores.

Preliminary planning of work activities

BWC pandemic flu planning team members discussed the probable illness progression, CDC recommendations to limit the flu's spread, and the expected employee reaction to available media information. It was then decided to consider the following four levels of work activity based on the percentage of employees available to work (from the office or from home) in essential or core-function work groups. Attendance levels will be reported by FMLA Coordinators/Administrative Assistants for the division and field offices through SharePoint. Final determination of the influenza operational level and implementation of the appropriate action plan will be made by the Administrator or the Administrator's Designee.

Prior to the administrator or the administrator's designee declaring a level-1 through 4 emergency, the following guidelines should be followed if a situation occurs where a contagious illness has been identified that could affect the workforce at BWC.

- BWC's staff continues to perform daily job tasks as much as possible with managers focusing employees on their tasks to ensure core-function operations as described above are delivered.
- Managers review BWC's Pandemic Flu Continuity of Operations Plan with employees and ensure all actions identified on the BWC Managers' Checklist are performed.
- Curtail unnecessary services such as visits to employers, nonessential travel, and unnecessary meetings and contact with the public.
- Laptop, tablets, and other devices allowing employees that are deemed nonessential to connect to BWC's information system are returned to their supervisors.
- The Fiscal and Planning Division ensure sufficient funds are available to make necessary payments for 90 days.
- The Fiscal and Planning Division ensure that a 90-day supply of check stock is on site at State Printing.
- The Infrastructure & Technology Division (IT) increases the capacity of the system per business unit requirements as stated in the business unit continuity plans to allow additional employees to have system access from home if necessary.
- During the IT preparedness the IT Service Desk will gather names and phone numbers for identified support staff as well as back-up staff and escalation staff and report to work as usual.
- The Communications Department provides needed information to staff members on personal protection strategies, action plans, and any additional information.
- The Safety Administration Department coordinates the delivery of PPE to each BWC facility.
- The Medical Division forms a "medical resource pool" consisting of nurses to support customer service offices in addressing medical issues for offices needing this support.
- All employees review the attached checklist to ensure all tasks are completed in BWC's Pandemic Flu Continuity of Operations Plan.
- Employees will report to work as usual. Those employees calling off and not reporting to work will be required to use the appropriate leave type from their available leave balances. In certain circumstances, the Administrator may approve excused leave without pay.

Activation of the Plan

- The Administrator or Administrator's Designee from advisement of the Pandemic Team will activate the Pandemic Plan agency wide or in certain customer service office (CSO) in which there is insufficient staff present to perform the core functions/operation of the office.
- Attendance levels will be reported by FMLA Coordinators/Administrative Assistants from customer service offices and division through SharePoint. Determination of the level the customer service office can operate is determine by the Regional Manager, Customer Service Office Manager or Division Chief or their Designee based on the present staff, their level of expertise and the division or office's ability to perform core operations. The recommendation to the Administrator or the Administrator's Designee will activate the plan. It could be activated in certain service office or agency wide.
- The level 1 through 4 are determined by the percentage of personnel absent and the impact on essential functions.

Level 1 – High absenteeism – More than 25 percent of the office or work unit is unavailable for work from home or office on core essential functions of that unit, but there is little or no impact on the performance of those functions.

- BWC's staff continues to perform daily job tasks as much as possible with managers focusing employees on tasks to ensure BWC core-function operations as described above are delivered.
- Depending on the staffing level at the IT Service Desk, the front end message will indicate that the wait time for service might be longer than usual and if it is not an emergency for essential business functions to call back later.
- To support delivery of core operations, employees may be assigned to alternative jobs per union buy-in.
- Level 1 script added to the beginning of the 1-800-OHIOBWC phone message and to the phone message for the customer service offices indicating unusually long wait times.
- BWC web story and/or an all users e-mail reminding employees to reference the emergency web site and the phone line will be sent.
- No unnecessary services such as visits to employers, nonessential travel, and unnecessary meetings and contact with the public will be provided.
- Staff members with access to Virtual Private Network (VPN) who have been designated for reassignment by their supervisor to support essential functions should the pandemic reach a Level 3 may be given assignments and equipment to work from home once a Level 3 is reached per union buy-in.

- Infrastructure & Technology initiates steps for Level 3.
- To allow connection to BWC's system from their homes, key employees already identified as essential and who have a home broadband connection will be issued access to the Virtual Private Network.
- Open up web mail to all employees from home and provide instructions.
- Give access to supervisors to view productivity reports for their employees working from home.
- BWC employees still report to work as usual. Those employees calling off and not reporting to work will be required to use the appropriate leave type from their available leave balances. In certain circumstances, the Administrator may approve excused leave without pay.

Level 2 – One or more work office or units at 50 percent or greater absenteeism or a moderate reduction in delivery of essential core functions.

- BWC's customer service offices and the William Green Building will experience backlog in some areas depending on available personnel, the pandemic's impact on other businesses, and the pandemic's duration. This is similar to the percentage of employees available during holidays. BWC will not hire or contract to fill staff positions due to the technical expertise and experience required to adequately perform essential job tasks.
- Available staff continues to perform daily job tasks as much as possible with managers focusing employees on tasks to ensure core function operations as described above are delivered.
- Some employees may be reassigned to other job duties as appropriate to support BWC's essential core functions per union buy-in.
- Level 2 script is added to the beginning of the 1-800-OHIOBWC phone message and to the phone message for the customer service offices.
- For some customer service offices, it may be necessary for claims to be worked by another office. If an entire office closes, the office's profile could be moved to another office in a matter of minutes.
- If all managers are ill, line staff members may need to be authorized to become temporary managers. (Employees will need to be flexible and focus on getting the essential work done.)
- Customer Service Offices Managers or their designee will add essential staff to the Version-3 (V-3) profiles as either CSO security or on the team directly which will allow essential and re-assigned employees to access claims information and work remotely at another service office.
- Provided clearly stated objectives in business unit continuity plans, IT will offer greater flexibility in accessing information allowing continued operations from remote locations not normally used.

- The front end message will be updated to indicate any offices or department closings. A zz:all will be sent out to communication office or department closings.
- “*Medical resource pool*” consisting of nurses in the Medical Division becomes operational to support customer service offices in addressing medical issues for offices needing this support.
- Communications Department provides information to injured workers, employers, and other customers via the web site and the answering service.
- BWC employees will be given information regarding action plans and any additional pertinent information via the Employee Emergency Notification System, the emergency web site www.ohiobwc.com/emergency, broadcast e-mails, and emergency phone line, **877-521-6446**. BWC employees still report to work as usual. Those employees calling off and not reporting to work will be required to use the appropriate leave type from their available leave balances. In certain circumstances, the Administrator may approve excused leave without pay.

Level 3 – Remote working only

- Employees are not allowed to come to work except for essential employees to maintain BWC’s information-technology system and building maintenance/security. It is anticipated that system failures may occur at this level.
- In the event of a system failure or further operational limits, a decision may be made to give a snapshot profile of current payments being sent to injured workers. This will systematically issue checks for the next 30 to 45 days.
- The Finance Division and the Accounting Departments will ensure sufficient funds are readily available for 90 days operation.
- BWC creates three pension cycles of electronic payments and send them to injured workers receiving temporary total compensation disability, death payments and permanent total disability as of that date. A letter of explanation will be mailed to the payment recipients.
- Communications Department provides information to injured workers, employers, and other customers via the Web site and the answering service. BWC employees will be given information regarding action plans and any additional pertinent information via the Employee Emergency Notification System and emergency web site www.ohiobwc.com/emergency, broadcast e-mails and emergency phone line, **877-521-6446**.

- BWC employees are responsible for checking daily the emergency web site www.ohiobwc.com/emergency and/or the emergency phone number, **877-521-6446**.

Level 4 – Shut down mode lights out

- No IT support available.
- Systematic compensation payment for approximately three pension cycles provided for injured workers.
- It can be reasonably anticipated at this level, an emergency will be declared and all employees will be unable to work. Employees are not expected to work and will be compensated as if they had reported to work.
- Employees are responsible for checking daily the emergency Web site www.ohiobwc.com/emergency and/or the emergency phone number, **877-521-6446**.

Recovery Phase

Once the pandemic subsides, BWC will resume operations when and as directed by the management team. Employees are responsible for checking daily the emergency web site www.ohiobwc.com/emergency and/or the emergency phone number, **877-521-6446**. The rate of return to operations and the order of tasks will be dependent on several factors. These factors include availability of personnel, status of the intranet, and availability of work in a given division. In general, once essential functions are addressed, other functions such as payment of bills, collection of premiums and other aspects of claim processing can resume. Due to the specific training required to perform many functions within BWC, there are no plans to hire additional personnel until the status of current personnel is known. In the recovery phase, it may be necessary to train current BWC employees to perform different jobs considered more important to the organization or to hire and train new employees. However, during the pandemic there is no plan to hire and train new employees.

Communication during a pandemic

BWC will communicate with external customers in the following manner:

- Regular updates on **ohiobwc.com** regarding the state of operations and what core functions are still in operation.
- Regular updates will be made to 800-OHIOBWC notifying customers of the state of operations and what core functions are still in operation.
 - If the pandemic is statewide, the message on the general customer service office phone number will mirror that on the 800-OHIOBWC line to limit confusion.
- In the event a pandemic is affecting a certain region(s) of the state, specific messages will be placed at the beginning of the impacted customer service office phone lines.

- A more specific message will be placed on claims service specialists' phone lines informing customers of how they can access limited services.
- Signage will be placed at affected locations stating the office is closed and instructions given on how external customers can access certain limited services. These services will be based on the emergency's level and scope.
- BWC will inform the unions when staff adjustments and re-assignment become necessary to support core operations.
- A check stuffer will be placed in warrant mailings notifying injured workers of possible interruptions in service due to the emergency.

BWC will communicate with employees in the following ways:

- All user e-mails in the event of an emergency during regular work hours that would require employees to go home early.
- Distribution of information from DAS to all BWC employees will be made via all user e-mail. Redundancy is built in the system such that the three individuals below will receive the same message from different sources:
 - HR Administrators will receive messages from HRD Policy
 - Pandemic Flu Coordinators will receive messages from DAS Pandemic Influenza Planning Coordinator
 - Communications Directors will receive messages from DAS Director of Communications & External Relations

When a message for distribution is received the three individuals will communicate in the event someone is out of office. Distribution of the messages will be made by one individual in the order listed above.

- Employee Emergency Notification System will be activated. The system will call up to two telephone numbers per employee. The message will be automated and if the employee is unavailable the system will leave a message. The system will try to reach the employee up to three times if the employee does not have voicemail.
- Regular updates on emergency Web site, www.ohiobwc.com/emergency.
- Regular updates on the emergency phone line, **877-521-6446**.
- Executive staff members will communicate with essential staff members and backups as outlined in each division's plan.

Human Resources, labor relations, and benefits during a pandemic

During emergency Levels 1 through 2, employees are still expected to report to work as usual. Employees calling off and not reporting to work will be expected to use the appropriate leave type from their available leave balances. However, in certain circumstances, the Administrator may approve excused leave without pay.

During Level 3, it is assumed an emergency will be declared and those employees designated as essential will work from home as required. These employees will be

compensated in accordance with the applicable emergency pay language, excluding IT employees. Some employees designated in IT as essential will be required to report to the William Green Building as usual and will be compensated in accordance with the applicable emergency pay language. Those employees not designated as essential do not need to report to work and will be compensated as if they had reported for their normal shift.

During Level 4, it is assumed an emergency will be declared and employees will be unable to work. Employees will be compensated as if they had reported for their normal shift. BWC retains the right to designate employees as essential and will notify employees of such status.

During this time, BWC recognizes it may have to make staffing adjustments to continue daily operations. If such adjustments result in a temporary pay increase, the employee will be compensated in accordance with the applicable union contract or code language. BWC's Payroll and Benefits Department will continue to process applications for disability leave and compensate employees for hours worked.

Employees who have or may have had influenza should not return to work until they have been fever free without medications for 24 hours. This could result in approximately 7 to 10 days of work absence. Employees needing emotional or psychological assistance may still contact United Behavioral Health at (800) 852-1091 or the Employee Assistance Program at (800) 221-6327.

Procurement Considerations During a Pandemic

As staffing levels are impacted there is a potential for assistance in locating contractors, supplies, suppliers and delivery as direct purchase limits are exceeded.

- Department of Administrative Services may suspend purchasing and contract requirements.
- When the need cannot be met through normal procurement, BWC may make emergency procurements of supplies of services in excess of the statutory amount provided in R.C. 125.05 when a release is obtained from DAS before procurement .
- State Purchasing may be contacted to determine availability of supplies to meet the agency's needs as resources become scarce.
- Janitorial, housekeeping and security guard services provided by sheltered work center will probably be impacted by the pandemic flu preventing them from performing their contractual obligations. CRP Unit Staff will assist in locating alternative resources. This would decrease as the severity of the pandemic increases in deemed to be non-essential.
- As the pandemic escalates it is anticipated that increased calls would be received from vendors and contractors in assisting with emergency supplies. State Procurement employees will work with suppliers and

service providers to locate supplies and ensure they are transported to our agency.

BWC MANAGERS' GENERIC CHECKLIST A Checklist for Pandemic Flu Preparedness

TASK		STATUS
PLAN LEVEL	ITEM	Complete - C Incomplete - I Pending - P Not Applicable - N/A
Preparation	Review plan as necessary.	
	Ensure employees are aware of or have the plan and other appropriate sources of communication.	
	Receive and distribute any personal protective equipment (PPE) that may be appropriate. (Note: Not all areas will receive or need PPE. Also, there will be no replenishing of equipment during the pandemic.)	
	Ensure that essential employees are identified and aware of their status. Employees will need to have broadband computer access from home.	
	Inform all employees that if they become ill, they should stay home or if at work - go home immediately.	
	Terminate unnecessary travel and meetings with the public.	
	If appropriate, develop employee phone tree.	
	If necessary, recall laptops from nonessential employees.	
	Provide essential employees with software to access the system from home should an emergency Level 3 be reached.	
	Review your division specific plan to ensure all tasks are performed.	
	Communicate status with supervisor(s).	

	Identify and train back-up person to fill your role and responsibilities should you become ill.	
	Identify any employees with special needs and accommodate those needs in your local pandemic flu plan.	
	Ensure all personal information, i.e., home phone numbers, addresses and other contact information, are stored in a restricted-access area to be shared only as needed.	
	Remind all employees to become familiar with the emergency phone number and web site.	
	Remind all employees to update personal and emergency contact information on BWC web.	
	EMPLOYEE SAFETY	
	PPE will be delivered to your office or unit as deemed necessary based on escalation of the situation. Make sure you have received your PPE (i.e., masks, gloves and goggles).	
	When you receive your PPE, it is the supervisor's responsibility to distribute the limited equipment on an as needed basis.	
	Communicated to your staff that the PPE supplies are extremely limited and cannot be replenished.	
	Communicate to your staff that PPE will not be distributed in individual amounts to each employee, but will be distributed at the supervisor's discretion and will only be allocated on a day-to-day basis.	
	You must have a designated, secured area to store the PPE for your office area.	
	Instruct your staff how to properly wear PPE. Have the necessary information available to assist them.	
	Have all staff members review the CDC's <i>Planning Checklist for Employees and Families</i> .	
	HR ISSUES	
	Be familiar with the absenteeism rules. If an employee calls off during Levels 1 to 2, they are expected to use the appropriate leave type from their available leave balances.	
	Designate essential employees.	
	Familiarize yourself with pay issues surrounding a	

	declared emergency.	
	Assure staffing adjustments are made per union buy-in in order to continue daily operations.	
Level 1	ITEM	
	Share all virus communication pieces with appropriate staff members. Remind employees of the emergency phone number and the emergency web site.	
	Prepare communications for (internal and external) customers, stakeholders, and other external parties in case your office needs to be shut down or quarantined.	
	If possible, maintain communication with employees at work and not at work.	
	Communicate with supervisors the status of the workforce and the operations performed.	
Level 2	ITEM	
	Continue to communicate with employees at work and not at work.	
	Continue to communicate the status of operations with employees and supervisors.	
	Ensure employees are aware of the means to communicate with BWC should a Level 3 category be reached.	
	Share all virus communication pieces with appropriate staff members. Remind employees of the emergency phone number and the emergency web site.	
Level 3	ITEM	
	If deemed an “essential” employee, continue to communicate status of operations with employees and supervisors.	
	Share all virus communication pieces with appropriate staff members. Remind employees of the emergency phone number and the emergency web site.	

SENIOR MANAGEMENT TEAM OPERATION PLAN

BWC's senior management team is composed of the Administrator, Chief Operations Officer, and the Division Chiefs; Customer Services, Fiscal and Planning, Actuarial, Investment, Legislative Liaison, Communications, Infrastructure and Technology, Human Resources, Legal and Medical Services and Compliance. Execution of the plan will be initiated by the Administrator and Medical Director with the advisement of the Pandemic Team. In the event of the loss of the Administrator, the Chief Operations Officer will assume the role of Administrator on an interim basis and appoint a new interim Chief Operating Officer.

During an emergency or pandemic, communication will be conducted via meetings in the William Green Building, via internet, via Polycom or telephone. If the William Green Building is not a suitable location, meetings can be held at other locations as announced. Meetings or communications will be conducted to discuss the status of the emergency situation. Topics will include BWC's current operational status focusing on essential core functions, availability of resources including personnel available for operations and the information technology system, other issues requiring attention, and determining the short-term direction for the agency and the various divisions. Once the emergency is stabilized or resolved, the management team will be responsible for directing the recovery from the emergency.

Communication from the Administrator or any Interim Administrator to employees will be via the emergency web site and the designated emergency telephone number. During emergency Levels 1 and 2, each management team member must maintain communications to those individuals reporting directly to that member and determine the daily status of the operations in his/her division. In the event of a loss (temporary or permanent) of a senior management person, an individual (usually a direct report to the chief) from that division must be elevated to the senior management team to represent and report on that division.

FISCAL AND PLANNING DIVISION OPERATIONAL PLAN

The Fiscal and Planning Division has the essential core functions of paying temporary total and permanent total disability benefits to injured workers, and processing employer premium receipts. While other functions are considered important and will be maintained as much as possible through Levels 1 and 2 of the pandemic, these are the division's essential core functions and must be maintained throughout the pandemic.

During Levels 1 and 2, employees are still expected to report to work as usual. Those not reporting will be required to use the appropriate leave type from their available leave balances. It is assumed the division will be able to maintain cash management and financial reporting functions during these levels. Managers should use the "BWC Managers' Generic Checklist" to ensure all employees are aware of the agency plans for dealing with the pandemic and that employees are aware of appropriate sources of pandemic information. Communication with employees and supervisors will be essential to provide information and to assist in agency management.

At Level 1 and throughout the pandemic, unnecessary exposure to the public including but not limited to travel and meetings should be curtailed. Laptops, tablets, and other devices to access the BWC information system may be recalled at Level 1 to provide these devices to other employees who are considered essential. It may be necessary to assign employees to alternative jobs in other divisions during this period to ensure delivery of essential core operations.

At Level 1 the Chief Financial and Planning Officer and Directors of Accounting and Fiscal Operations will ensure adequate funds are available to meet BWC's anticipated payments for 90 days. They will also ensure administration is aware of the holders of activated procurement cards, and essential employees are identified, knowledgeable of processes, and have devices to allow them to perform essential functions remotely.

At Level 3 only essential employees will be allowed to work and must access the information system from home or other sites. Scheduled benefit payments will be issued to injured workers out to at least 45 days (three payment cycles) into the future. At Level 4, it will not be possible for essential employees to access the information system from home. Benefit payments will have been issued so no essential functions will be performed during this phase.

During the recovery phase, employees will be called to work based on the status and needs of the agency. Employees should regularly check BWC communication venues to determine when they should report to work. It may be necessary for employees to be assigned to other divisions during the recovery phase to complete job tasks considered more essential.

In the event the Chief Financial and Planning Officer is unable to perform his/her job functions, the Director of Accounting or the Director of Operations will become the Interim Chief Financial and Planning Officer and an Interim Director will be assigned. BWC's Fiscal Operations Director will ensure employees will continue to be paid on time and their paychecks are accurate according to appropriate time taken and applicable emergency pay. Those employees not designated as essential do not need to report to work and will be compensated as if they had reported for their normal shift.

If inaccuracies occur such as monetary errors or incorrect vacation, sick, personal or comp time corrections will be made in the recovery phase. The Manager of Payroll interfaces with Human Resources to assure temporary pay increases are made according to the applicable contract or code language. In the event the Manager of Payroll is unable to perform his/her job functions, the Account Clerk will become Interim Manager of Payroll and will assign an Interim Account Clerk.

HUMAN RESOURCES DIVISION OPERATIONAL PLAN

The Human Resources Division's role during any pandemic is to provide advice and support to BWC regarding issues of employment, use of leave and maintenance of employee benefits.

Much of the division's work is performed prior to the pandemic by ensuring that policies and procedures pertaining to ensuring adequate staff members are available and that employees and Payroll are aware of appropriate use of leave. It is expected during Levels 1 through 2 of any pandemic, the Human Resources Division will continue its daily work activities, though staff members may be more involved in responding to questions from other divisions pertaining to assignment of employees to alternative work and proper use of leave or leave without pay.

During Level 3, it is expected only the Chief Human Resources Officer and Directors of Labor Relations, Employee Health and Safety and Personnel and Benefits will be deemed "essential". In the event that any one of these individuals is not capable of performing his/her duties, another employee may be assigned to replace that individual.

Other functions routinely performed in the division, though important, are considered nonessential during Levels 3 and 4. They will be suspended for the duration of Levels 3 and 4 and will resume in BWC's recovery phase. It is anticipated in the recovery phase there will be considerable work necessary to reconcile current employee benefits and the potential posting and hiring to fill vacancies. Service Office Manager may hire temporary workers until employees return to work or are permanently replaced with use of a procurement card.

The following documentation from the “Executive Summary” will for the most part represent Human Resources position regarding leave during the pandemic:

During emergency Levels 1 through 2, employees are still expected to report to work as usual. Employees calling off and not reporting to work will be expected to use the appropriate leave type from their available leave balances. However, in certain circumstances, the Administrator may approve excused leave without pay.

During Level 3, it is assumed an emergency will be declared and those employees designated as essential will work from home as required. These employees will be compensated in accordance with the applicable emergency pay language, excluding IT employees. Some employees designated in IT as essential will be required to report to the William Green Building as usual and will be compensated in accordance with the applicable emergency pay language. Those employees not designated as essential do not need to report to work and will be compensated as if they had reported for their normal shift.

During Level 4, it is assumed an emergency will be declared and employees will be unable to work. Employees will be compensated as if they had reported for their normal shift. BWC retains the right to designate employees as essential and will notify employees of such status.

During this time, BWC recognizes it may have to make staffing adjustments to continue daily operations. If such adjustments result in a temporary pay increase, the employee will be compensated in accordance with the applicable contract or code language.

Employee Safety and Health will continue to process applications for disability leave. Employees needing assistance may still contact United Behavioral Health at (800) 852-1091 or the Employee Assistance Program at (800) 221-6327.

COMMUNICATIONS DIVISION OPERATIONAL PLAN

The Communications Division's role during any pandemic is twofold. One duty is to keep external customers informed regarding the state of operations and what core services are continuing to be delivered. A second duty is to communicate with BWC employees regarding actions they should take in the event of an emergency, which employees should and should not report to work, and any other information relevant to the continuance of operations.

The division is responsible for consulting with the State's Joint Information Center to understand the flow of information with the media during a pandemic. It is expected that during Levels 1 through 2 of any pandemic, the Communications Division will continue its work, except field work may be suspended to limit staff exposure to the virus and to have employees available for re-deployment within the division or within BWC.

During Level 3, it is expected that only the Chief of Communications, the Directors of Online Communication, Audio/Visual and Media Relations will be deemed to be "essential". Each individual designated as "essential" will have one subordinate designated as their "backup".

If any "essential" staff member becomes ill or otherwise incapable of continuing to work remotely, they are responsible for notifying their "backup" and notifying the Administrator or their designee. If both the "essential" employee and their "backup" become incapacitated, the "backup" will designate an alternate and communicate the name and means of communicating with the alternate to the Administrator or his designee.

Other functions routinely performed in the division, though important, are considered non-essential during Level 3 and 4. They will be suspended for the duration of Levels 3 and 4 and will resume in BWC's recovery phase. The Communication Division will support the Recovery Phase of BWC's suspended services and BWC's continued operations of critical tasks during Phase 3 operations as needed.

If BWC reaches Level 3, all "essential" staff and their backups either have or will be issued laptop computers to ensure they are capable of working from home. The first priority of this group, at that time, will be to update the emergency web site and emergency phone lines with current information regarding operations and instructions for nonessential employees. The priority will also be providing the Customer Services Division with any communication necessary for the continuance of core functions.

Backups and alternates for backups, in the event of illness or other incapacity, will be designated initially based on home access to high-speed internet connection since higher band is necessary to access to V-3 materials needed for claims processing. In the event

backup staff with high speed internet connectivity become ill or otherwise incapable of working from home, subsequent alternates may be designated.

INVESTMENT DIVISION OPERATIONAL PLAN

The Investment Division's primary role during any pandemic is to insure the Finance Division has adequate funds to support estimated payments for 90 days, particularly temporary total and permanent total disability benefits. There are no other essential functions for this division.

With the confirmation of an individual with the flu in the United States or a designation of Level 1, the division chief will transfer sufficient funds to ensure obligations are met for 90 days. During Levels 1 and 2, employees are still expected to report to work as usual and those not reporting will be required to use the appropriate leave type from their available leave balances. Managers will use the "BWC's Managers Generic Checklist" to ensure all employees are aware of the agency plans for dealing with the pandemic and that employees are aware of appropriate sources of pandemic information. Communication with employees and supervisors will be essential to provide information and to assist in agency management.

At Level 1 and throughout the pandemic, unnecessary exposure to the public including but not limited to travel and meetings should be curtailed. Laptops, tablets, and other devices to access the BWC information system may be recalled at Level 1 to provide these devices to other employees who are considered essential. It may be necessary to assign employees to alternative jobs in other divisions during this period to ensure delivery of essential core operations.

During the recovery phase, employees will be called to work based on the status and needs of the agency. Employees should regularly check BWC communication venues to determine when they should report to work. It may be necessary for employees to be assigned to other divisions during the recovery phase to complete job tasks considered more essential.

Employees considered essential for this division include the Chief Investment Officer and the Director of Investments. In the event the Chief Investment Officer is unable to perform his job functions, the Director of Investments will become the Interim Chief Investment Officer and will assign an Interim Director of Investments.

LEGAL DIVISION OPERATIONAL PLAN

The Legal Division's role during any pandemic is to provide legal and security support for BWC.

It is expected during Levels 1 through 2 of any pandemic, the Legal Division will continue its work, and will deploy staff as needed, except that field work may be suspended to limit staff exposure to the virus and/or to provide resources for re-deployment within the division or within BWC.

During Level 3, it is expected that only the General Counsel and the Assistant General Counsel, will be deemed "essential", except that as long as the Customer Services Division is able to continue its claims processing work remotely, one legal counsel for each region will also be "essential", to provide legal advice for claims processing.

The General Counsel will have one subordinate designated as his/her "backup". If the General Counsel becomes ill or otherwise incapable of remotely continuing to work, he/she is responsible for notifying his/her "backup" and notifying the Administrator of his/her designee. If both the General Counsel and Assistant General Counsel become incapacitated, a "backup" will designate an alternate and communicate the name and means of communicating of the alternate to the Administrator or his/her designee.

Each "essential" regional legal counsel will have a designated "backup". If an "essential" regional legal counsel becomes ill or otherwise incapable of continuing to work remotely, the attorney is responsible for notifying his/her "backup" and notifying the General Counsel or Assistant General Counsel, who will provide the successor's information to the affected regional manager.

If any "backup" legal counsel becomes ill or otherwise incapable of continuing to work remotely, the legal counsel is responsible for notifying the General Counsel or Assistant General Counsel, who will designate an alternate, and will provide the successor's information to the affected regional manager.

Other functions routinely performed in the division, though important, are considered nonessential during Levels 3 and 4. They will be suspended for the duration of Levels 3 and 4 and will resume in BWC's recovery phase. The Legal Division will support the Recovery Phase of BWC's suspended services and BWC's continued operations of critical tasks during Phase 3 operations.

If BWC reaches Level 3 the General Counsel, Assistant General Counsel, the regional "essential" legal counsel and all of their backups either have or will be issued a laptop computer to ensure they are capable of working from home. The first priority of this

group, at that time, will be to provide support to the customer service offices and to BWC's Administration, respectively.

Backups and alternates for backups, in the event of illness or other incapacity, will be designated initially based on home access to high-speed internet connections since access to V-3 materials is necessary for claims processing and demands the higher bandwidth. In the event qualified legal counsel backups with high-speed internet connectivity become ill or otherwise incapable of working from home, subsequent alternates may be designated, and Administration may need to seek legal support by phone from these successive alternates with limited or no access to the internet.

MEDICAL SERVICES DIVISION OPERATIONAL PLAN

The Medical Services Division's essential role during any pandemic is to provide support to field operations regarding medical issues in the claim including but not limited to providing medical advice or information to assist in claim management decisions. These functions will probably be necessary only during Levels 2 and 3 categories of the pandemic. One exception is the Director of Special Investigations Department who will be deemed essential personnel due to his/her role with BWC security.

Other functions routinely performed in the division, though important, are considered nonessential. These functions include alternative dispute resolution processing, payment of bills, MCO support, provider enrollment, credentialing, and medical and vocational policy. These functions will be maintained during the pandemic as much as possible and resumed during the recovery phase. It is possible employees will be assigned new tasks within or outside the division based on the needs to maintain operations.

When BWC is identified as being at Level 1 of BWC's Continuity of Operations Plan, all managers, directors, and supervisors are to ensure that all employees are provided access and updated regarding the plan. (See "BWC Managers' Generic Checklist"). This may include a review of the plan, reviewing information on IP/TV, or referring employees to appropriate web sites. Supervisors should maintain communication with employees either through periodic e-mail, voice mail or other means whether or not the employee is at work. Key communication issues will be status of individual and availability/willingness of work (whether the building is open, work available to be performed, illness or family status, etc.). This information will need to be communicated to upper management to address resource availability and personnel needs.

If and when BWC is notified that a case of the flu in a human has been identified, Medical Services Division employees who are nurses (ADR, credentialing, and Medical Policy) and who have broad-band internet access from home, may be issued a laptop and provided training to ensure they are capable of working from home in the event a Level 3 Category is reached. This group of nurses will form a "medical resource pool" which will respond to medical questions and perhaps provide authorization of services for the customer service offices and MCOs. The first priority of this group is to provide support to the customer service offices.

Communication will continue daily between the various levels of management as to the number of employees who are working either in the office or from home (if this is an option), how well the various work units are performing, and availability of work for the employees to perform.

In the event the Chief of Medical Services and Compliance is unable to perform his duties, the Director of Managed Care Services will be the Interim Chief of Medical Services. If this individual is not capable, the Medical Director will assume the position of Interim Chief of Medical Services.

INFRASTRUCTURE & TECHNOLOGY DIVISION OPERATIONAL PLAN

The IT Division's primary role during any pandemic is to insure systems availability and communications services to the staff of BWC.

It is expected during Levels 1 and 2 of any pandemic, the IT Division will continue to provide services and resources as needed to maintain normal levels of service to the agency solutions. The exceptions to this would be all support activities for IT at remote field offices may be suspended in an attempt to limit any staff exposure to the virus. Telecom is responsible for updating the Employee Information 800 # recording and web site with information provided by BWC management team. Employees check these sources to learn of status updates.

With the declaration of Level 1 the IT Division will launch the first phase of its preparedness for this event. Laptops will be readied for deployment to key personnel that were previously identified by the business units. Once deployed, training will be provided to those individuals along with a verification process that will assure connectivity from their remote locations.

The Regional Desktop Consulting group has over 100 laptops in stock. If the pandemic plan is activated, RDC would acquire the list of essential personnel. Those essential personnel not having a laptop and key fob will be contacted. They will be given the option of either getting a laptop or the VMW are Ace CD. Training material for either solution is available and will be distributed when the individual retrieves their equipment.

In the event all laptops are distributed, non essential employees that have laptops will be contacted to turn their equipment in to RDC. If their laptop was their primary unit, the person will be given a desktop as a temporary replacement.

Essential personnel experiencing problems from home will call the IT Service Desk. The Service Desk will be given information ahead of time as to who is on call. If possible issue will be resolved over the phone.

During Levels 1 and 2, employees will report to work as usual. Those not reporting will be required to use the appropriate leave type from their available leave balances. Managers will use the "BWC Managers' Generic Checklist" to ensure all employees are aware of the agency plans for dealing with the pandemic and that employees are aware of

appropriate sources of pandemic information. Communication with employees and supervisors will be essential to provide information and to assist in agency management.

Throughout the pandemic, unnecessary exposure to the public, including but not limited to travel and meetings should be curtailed. It may be necessary to assign employees to alternative jobs in other divisions during this period to ensure delivery of essential core operations.

When we reach Level 3, the IT Division will need to implement its plan to support BWC in a limited fashion. The implementation of remote call center solutions, remote data connectivity, remote e-mail access, and other identified solutions will need to be executed. IT will only be maintaining those critical systems necessary to support BWC's core functions for the duration of the Level 3 declaration. IT will require that a crew of three to five individuals continue to come to work in the William Green Building. Limited contact between employees will be maintained to assist in the containment of the virus.

A primary and back-up will be identified at the IT Service Desk to work from home and handle Service Desk calls. The front end message will indicate IT is only supporting essential core functions. The cell number will be included in the message. The primary and back-up will be equipped with laptops and VPN access. They will have the names, numbers and escalation path for all IT support and will contact them in the event that a core function needs support.

IT will continue to support VPN, Terminal Services, Web Mail, Spam Filtering, Right Fax, V-3, WCIS, BWC Web, Call Center phone service, voicemail, phone bridge video conferencing, and backup services. Again, all of these functions will be provided to only support BWC's core services.

In case of a Level 4 emergency, IT will need approximately 8-12 hours of in-building activity and limited staff members in the William Green Building to gracefully shut down all the IT equipment. The Service Desk front end message will inform the caller that BWC is currently shut down until further notice.

During the recovery phase, employees will be called to work based on the agency's status and needs. Employees regularly check BWC communication venues to determine when they are to report to work. It may be necessary for employees to be assigned to other divisions during the recovery phase to complete job tasks considered more essential.

Employees considered essential for this division include a large number of individuals needed to provide support and services for the agency. In case the Chief Information Officer is not available, the Chief Information Officer will then be in charge followed by the Network Services Director.

CUSTOMER SERVICES DIVISION OPERATIONAL PLAN

Most of the essential functions performed by BWC on a daily basis are housed in the Customer Services Division. During an emergency such as a pandemic, maintaining the essential functions performed by this division will remain vital to BWC and its customers. Prior to any pandemic or emergency situation, Customer Service Office Managers or their designees will have established a list of essential employees and verify these employees have broadband internet access from home. Communication plans or “phone trees” will be developed for communication outside the office. Also, plans will be made for nonessential employees who have BWC laptops and other devices used to access the intranet to return these devices so they may be issued to “essential” staff. It is important deployment of portable computer equipment occurs early in Level 0 before the disease is prevalent in the community to reduce the likelihood and concern for transmission of any infectious material from one employee to another.

During any pandemic or emergency, an individual customer service office may be operating at a level differently than other service offices statewide. However, the level of operation described above should be used to determine actions expected to be performed by the specific service office to deliver BWC’s essential core functions. These functions are:

- Paying temporary total and permanent total disability to injured workers who are entitled to such benefits;
- Investigating and determining newly filed claims, with a primary focus on lost-time claims, and determining additional allowed conditions in claims already allowed;
- In conjunction with the MCOs, ensure medical services are medically necessary, appropriate, and reasonably related to the claim are authorized.

Frequent assessment of available staff members (essential staff) in the customer service office and how well the staff members are able to maintain the essential core functions is necessary. Such information should be communicated frequently (daily) to the Chief of Customer Services and Regional Customer Service Office Managers so work and resources can be distributed to meet organizational objectives. Therefore, supervisors and staff members (both at work and not at work) will need to regularly communicate regarding the employees’ status and availability.

In the event the Chief of Customer Services is incapacitated and cannot perform his/her duties, the Northeast Regional Manager becomes the Interim Chief of Customer Services and a new Northeast Regional Manager is assigned. In the customer service offices, if the Customer Service Office Manager is incapacitated, the Assistant Customer Service Office Manager becomes the Interim Customer Service Office Manager.

SPECIFIC ISSUES

The following issues pertaining to essential core functions are considered important:

Compensation payments of any type

- At Level 3, these payments will need to be made by essential employees working outside of the office. These employees will require broadband access.
- There is a concern that building payment plans will be difficult and overpayments may be significant.
- BWC will pay injured workers for 45 days (three payment cycles) what they have been receiving at the time of entering Level 3.

Indemnity Payments

- Compensation should be extended for incremental periods with a manual “pension tickler”.
- Specials pull warrants and stop payments will be communicated via e-mail if the Local Area Network (LAN) is available, if not then use the telephone and fax.
- An electronic and hard copy of all transactions will be maintained for recovery and audit.
- Duplicate payments will be checked. If LAN is not available, data reports or photocopies can be hand delivered.
- C-92s, C-92As, lump sum settlements, etc., should be a low priority for the office during the emergency.
- During the pandemic period, dual authorizations should be required on payments in excess of \$1,000.
- Subsequent to the period, Field Operations should generate payment reports for retroactive reviews of payment appropriateness. Audits of payments under \$1,000 will be relaxed.

Indemnity payments		
Core Processes	Control Risks	Mandatory Controls
Wages and Rates	Incomplete or inaccurate wage information submitted to determine benefit rate(s). Potential for manual calculation errors resulting in improper payments.	Wage Calculation checklists should be available and include detailed formulas to assist claims services specialists in calculating wages and rates.
Initial Payments	Potential for entitled benefits going unpaid, resulting from lack of wage information submitted to BWC.	Use the Statewide Average Weekly Wage minimum rate when wage information is not available and the injured worker is entitled to indemnity benefits. 4123.56: rate may be lower

		than the minimum. Also, order must be final and able to be appealed.
Ongoing Payments	Improper payments resulting from benefits exceeding the statutory maximum return to work or other payments for benefits not entitled.	None.
Payment Audits	Lack of payment reports and/or central processing of payments based on payment authorization forms, increases the risk of improper payments.	Dual authorization should be required on payments in excess of \$1,000.

Authorize services/process claims

Claims processing will continue through the normal process as long as possible except it may be difficult or impossible to schedule independent medical examinations and permanent partial impairment (C-92) examinations. Once Level 2 status is reached, claims processing should focus on new claims, particularly lost-time claims, to insure determinations are made, additional allowance decisions are made and compensation payments are timely.

At Level 2 and beyond, customer service office personnel should have available a “medical resource pool” comprised of nurses from the customer service offices and the Medical Services Division to address the medical aspects of claims issues. This group will be accessible via e-mail and will have access to claims information. It is assumed physicians will still be available to perform online file reviews, but examinations may be curtailed. Accessing the medical resource group and online file reviewers, medical information should be available to assist staff members in decision making for claim allowance, additional allowed conditions, and temporary total compensation.

At Level 3 and if Medical Repository ceases to function, staff members may need to receive faxed medical information directly from MCOs to assist them in claims determinations. Staff members also may be assigned to work with specific MCOs depending on the situation. It is anticipated the number of claims filed, the number of additional allowances and the number of injured workers filing for temporary total disability will be reduced during the pandemic.

Claim Notification to Determination Control Summary

Receiving FROI		
Core Processes	Control Risks	Mandatory Controls
Claim Filing/Assignment	Claims assignment rules may be violated, and distribution of claims will not match availability of resources due to the probability of claims filed at the office closest to the injured worker, regardless of whether the claim is lost-time or medical-only.	None
Prioritization of processing: Lost-time claims Medical-only claims with more critical injuries Medical-only claims with minor injures SI Claims	Potential for serious claim to be overlooked, delay in receipt of medical treatment and/or delay in payments to providers.	None
Claim-Number Assignment Claims will be randomly assigned at the office where they are received (for lost-time claims). Medical-only claims filed in the customer service offices will be held until the recovery period	Duplicate claims will be received, but may not be identified.	Check for duplicate claims manually or electronically.

Notification of Injury to All Parties		
Core Processes	Control Risks	Mandatory Controls
Notification of Claim Correspondence	Notification will not reach the correct parties, including representatives and/or multiple letters to parties for duplicate claims.	Use of pre-formatted notification and/or telephone to notify parties to the claim of the injury notification.

Investigation		
Core Processes	Control Risks	Mandatory Controls
Validate Claim	Potential for incorrect	Use of an investigative

Determination Criteria	allowances or disallowances based on incomplete or inaccurate information.	checklist to assist in performing a due diligent investigation. This checklist should be designed to include jurisdiction, causal relationship, and course of employment criteria, as well as other pertinent information pertaining to the initial decision of a claim. Claims services specialists should be required to attempt to obtain this information prior to the decision.
Validate Policy Number	Incorrect policy numbers will result in lack of due process to the correct employer, incorrect MCO notification, and incorrect claim experience.	
Validate MCO	Incorrect MCO assignment will result in disruption of treatment.	
Allowed Diagnosis(es)	Improper International Classification of Disease (ICD) coding may delay reimbursement to providers via the MCO and increase the risk of injuries not causally related to the work injury being improperly allowed.	Claims services specialists should be required to base ICD allowances on medical reports supporting the work-related injury. For claims where the medical diagnosis is questionable or no diagnosis is submitted, these claims should be flagged for further review subsequent to the end of the contingency.
Medical Documentation/Exam	Lack of medical information and/or ability to schedule examinations may result in improper claim decisions.	BWC should utilize the medical resources in the customer service offices to assist in evaluating medical evidence.

Initial decisions

- This process should include subsequent orders with a “high priority”, i.e. additional medical conditions that will result in indemnity payments.
- Some claim decisions made during the emergency may be subject to change upon obtaining additional information after the pandemic is over. i.e., Claim allowed; however, subsequent to the pandemic it is identified the claim is not in Ohio’s jurisdiction, etc.
- Handling these claims may involve Legal and Policy, including discussions with the Industrial Commission of Ohio on the potential impact to the “continuing jurisdiction process”. Continuing jurisdiction must be followed even if problems encountered during the pandemic are the cause of late information.
- An investigative checklist is developed to assist in performing a due diligence investigation. This checklist will be designed to include jurisdiction, causal relationship, and course of employment criteria as well as other pertinent information to the initial decision on a claim. Claims service specialists will be required to attempt to obtain this information prior to making a decision. For claim determinations made during the pandemic period, team leaders will be required to review all decisions made (or a sample thereof, if the number of medical claims is significant) for appropriateness prior to issuing an Order and/or conducting a retroactive review subsequent to the emergency period.

Initial Decision		
Core Processes	Control Risks	Mandatory Controls
BWC Order	Potential for incorrect decisions based on lack of information obtained during investigation and/or manual errors in preparing BWC Order.	For claim determinations made during the emergency, team leaders should be required to review all decisions made Or a sample if the number of medical claims is significant for appropriateness prior to issuing an Order and/or conducting a retroactive review subsequent to the contingency.

INDUSTRIAL COMMISSION INTERFACE

Industrial Commission of Ohio (IC) Interface

- During the pandemic emergency period BWC will still need to communicate claims requests, appeals, orders, etc., with the IC until the commission ceases to function.
- This information may be communicated via the internet if the IC’s system is not available.
- If stand-alone computers are available for the IC, then we can copy disks or CDs.
- If necessary, we can make photocopies or hand write information for delivery.

Industrial Commission Interface		
Core Processes	Control Risks	Mandatory Controls
Appeal Period	Lack of notification to correct party to claim will not provide the party the opportunity to appeal a BWC decision.	Existing Ohio Revised Code, section 4123.522 provides for relief for failure of notification to party of claim.
BWC Initial Decision	Incorrect decisions may be based on incomplete or inaccurate information submitted during the emergency period.	BWC should discuss with the IC the potential increase in existing “continuing jurisdiction” referrals.

MCO INTERFACE

All MCOs have submitted their pandemic flu contingency plans. These plans indicate they plan to maintain operations during any pandemic. Therefore, BWC should assume the MCOs will continue to be available to process First Report of Injury filings, provide medical management, and transmit C-9s requesting additional allowances. By maintaining essential core functions, BWC should be able to meet the MCOs’, providers, and injured workers needs in delivering medical services.

It is possible if the pandemic reaches Level 3, the Medical Repository will cease to function. If this should occur, staff members may need to receive medical information and communication via Right Fax or e-mail from the MCOs.

ADDITIONAL RISKS

Additional Risks;

- BWC will increase the risk of missing overpayment collections.
- Family Support
- Violation of Specific Safety Requirements.
- BWC to interface with C.S.E.A. prior to AFE to establish contingency communication procedures.

SOM PREPARATION CHECKLIST & RESPONSIBILITIES

This section includes a checklist of some of the tasks all Customer Service Office Managers or Directors of Claims Processing areas will complete prior to and during a pandemic emergency. This checklist is modified from and may be used in place of the “BWC Manager’s Generic Checklist” found in the Executive Summary.

CUSTOMER SERVICE OFFICE MANAGERS’ CHECKLIST A Checklist for Pandemic Flu Preparedness

	TASK	STATUS
PLAN LEVEL	ITEM	Complete - C Incomplete – I Pending – P Not Applicable - N/A
Preparation	Review and be familiar with the plan and your role as manager.	
	Develop and maintain employee phone tree for communication. This information should be stored in a safe, restricted access location.	
	Identify essential staff members for performing essential core functions.	
	Identify staff members with special needs who may not be able or willing to perform due to high risk to the individual, transportation, or other issues. Provide accommodation where necessary and appropriate.	
	Familiarize yourself with the Operational Partnering Plan and which offices is your back up and which offices you are backing up.	
	Meet with local Industrial Commission of Ohio (IC) contacts to discuss continuation of BWC/IC interface.	

	Discuss the plan's specifics including the recovery plan, with your management team.	
	Identify 2 other back-up individuals in case you and your back-up are incapacitated.	
	Meet with building owner to discuss building access and maintenance during a pandemic.	
	Ensure you have adequate office supplies and inventory on hand.	
	Prepare proper communications for customers and other external parties – signage, voice messages, etc. (Note: Communications Department is assisting with this.)	
	Cross-train employees to assure 3-deep back-ups for the employees performing essential functions or who have unique credentials.	
LEVEL 1	Review plan as necessary.	
	Ensure employees are at least aware of the plan and appropriate sources of communication.	
	Receive and distribute any personal protective equipment (PPE) that may be appropriate. (Note: Not all areas will receive or need PPE. Also, there will be no replenishing of equipment during the pandemic.)	
	Ensure essential employees are identified and aware of their status. Employees will need to have broadband access from home.	
	Inform all employees they should stay home or go home immediately if they become ill.	
	Terminate unnecessary travel and meetings with the public.	
	Develop employee phone tree if not performed.	
	If necessary, recall laptops from nonessential employees.	
	Provide essential employees with a broadband-access laptop or a device to access the system from home should a Level 3 be reached.	
	Review your division-specific plan to ensure all tasks are performed and employees are aware of the operations plan.	
	Communicate status with supervisor(s).	
	Identify and train a back-up person to fill your role and responsibilities should you become ill.	
	Identify any employees with special needs and make appropriate accommodations in your local pandemic plan.	
	Ensure all personal information – i.e. home phone numbers, addresses, and other contact information are stored in a restricted access area and will be shared only as needed.	

	Remind employees to become familiar with the emergency phone number and web site.	
	Remind all employees to update personal and emergency contact information on BWC Web.	
	Familiarize yourself and your employees regarding the rules of absenteeism during Levels 0, 1, and 2.	
	Familiarize yourself with pay issues around Level 3.	
	EMPLOYEE SAFETY	
	Make sure appropriate PPE, such as masks, gloves and goggles, are delivered to your office or unit when Level 0 is reached.	
	When you receive your PPE, distribute appropriate equipment on an as-needed basis.	
	Make staff members aware that PPE supplies are extremely limited and cannot be replenished.	
	Make staff aware that PPE will not be distributed in equal amounts to each employee, but will be distributed at the discretion of the supervisor and on a day-to-day basis.	
	Be sure you have a designated, secured area to store the PPE for your area.	
	Make sure you know how to instruct staff members in proper use of PPE.	
	Make sure that all staff members have reviewed the CDC <i>Planning Checklist for Employees and Families</i> .	
	HR ISSUES	
	Familiarize yourself with rules on absenteeism. If an employee calls off during Levels 0 - 2, they are expected to use the appropriate leave type from their available leave balances.	
	Know who has been designated an essential employee in your office or unit.	
	Familiarize yourself with pay issues surrounding a declared emergency.	
	Make staffing adjustments needed to continue daily operations.	
	Hiring of unskilled staff through temp agencies to fill needed support can be done with a state procurement card.	
Level 1	ITEM	
	Check that all communication pieces on the virus have been shared with appropriate staff members. Remind employees about emergency phone number and web site.	
	Prepare communications for internal and external customers, stakeholders, and other external parties in the	

	event your office needs to be shut down or quarantined.	
	If possible, maintain communications with staff members at work and not at work.	
	Communicate with supervisors the status of the workforce and operations performed.	
Level 2	ITEM	
	Continue to communicate with employees at work and not at work.	
	Continue to communicate status of operations and employees with supervisors (Regional SOM and Chief of Operations).	
	Ensure employees are aware of means to communicate with BWC should a Level 3 category be reached.	
	Be certain that all communication pieces on the virus have been shared with appropriate staff. Again remind employees about the emergency phone number and the web site.	
Level 3	ITEM	
	If “essential”, continue to communicate status of operations with employees and supervisors.	
	Be certain all communication pieces on the virus have been shared with appropriate staff members. Again, remind employees about the emergency phone number and the web site.	

Recovery/audits

The recovery process will occur during the 60 days after ‘socializing is permitted’, or when BWC systems are fully functional.

A sound Risk Management practice requires:

- BWC performs risk analysis.
- BWC performs risk assessment.
- BWC performs risk management.
- BWC estimates costs and controls.

Recovery Procedures for Initial Decisions

- Team leaders are required to conduct a retroactive review of initial determinations subsequent to the AFE.
- If additional information is received then these claims should be processed using the existing “continuing jurisdiction process.”

Recovery Procedures for Indemnity Payments

- Field Operations should generate payment reports for retroactive reviews of payment appropriateness.
- These reviews should include, but not be limited to, payments to same injured worker in different claims for concurrency or duplicate payments, payments to same address, different injured worker, payments above maximum rate based on injury year, etc.

Risk/Employer Services

Personnel

Employer Services has identified as critical personnel who are designated to handle functions as needed from Levels 1 through 3; however, Level 1 assumes “moderate” functions (as identified in the Business Continuity Plan) will be able to continue with 25 percent absenteeism. Critical functions cannot be performed in Level 4. Critical and non-critical staff members will be assigned to continue these operations as necessary, though staff members could be assigned alternative work functions. Employer Services has a phone tree. Travel and employer visits for employer service specialists and business consultants will cease. BWC’s employer service specialists and business consultants will be available to assist as needed in Level 1 through Level 3. Critical functions cannot be performed in Level 4. It is assumed in the event of a pandemic, a decrease in public demand for our critical functions will occur. In addition, the workload will be contingent upon the pandemic’s timing as it relates to peak processing.

Critical functions

Level 1 – Assumes 25 percent absenteeism and BWC systems are fully operational. Critical personnel identified can be available for assistance in other functions as needed, as well as available non-critical personnel. Employer Services’ payroll processing is contingent upon the successful completion of the Fiscal and Planning Division’s cash receipt and billing processes. Employer Services will continue to support all functions listed below, following our current policies and procedures using existing BWC systems (i.e., UDS, WCIS, etc.). However, there may be production slow down due to the decrease in staffing levels, contingent upon the demand for services.

A. Payroll processing

Receive payroll reports from the vendor that enters payroll data for BWC.

- Receive payroll reports at BWC.
- Edit payroll reports and process requests submitted on the policy update form (i.e., demographic change and coverage status updates, such as cancellation, combinations and transfers).
- Research and process rejected payroll reports.

- Research and process suspended payroll reports.

B. Application processing

- Enter application information

C. Policy maintenance processing

- Maintain policy demographic information.
- Activate and/or inactivate manual classification(s).
- Process reclassification.
- Maintain supplemental coverage.
- Issue correspondence.

D. Auditing

- Schedule audit.
- Process audit.

E. Rating

- Update EM.
- Process partial transfer.
- Process retrospective rating minimum billing.
- Process retrospective rating annual loss billing.
- Schedule policy EM recalculation.
- Recalculate EM (batch process).
- Process group applications.
- Add or remove policy in group rating.
- Perform group maintenance.
- Add or remove policy in PDP.
- Add, remove or renew policy in DFWP program.
- Process group-retrospective rating applications.
- Process deductible program applications.
- Process 100% EM Cap agreement.
- Research and resolve employer program inquiries and complaints.
- Perform policy quotes.
- Perform classification quotes.
- Maintain PEO Database.

Level 2 – Assumes one or more work office or units at 50 percent staffing or greater and BWC systems are fully operational. Available critical personnel and non-critical personnel can be re-assigned to fulfill critical functions as needed. As in Level 1, Employer Services will continue to support all functions listed below, following our current policies and procedures using existing BWC systems (i.e.,

UDS, WCIS, etc.) However, there is expected to be productions slow down due to the decrease in staffing levels.

A. Payroll Reporting

The following critical functions are identified for Employer Services in priority order; however, the first function is performed by the Fiscal and Planning Division, on which our critical function is contingent. The volume of workload will be contingent upon the pandemic's timing as it relates to peak processes. In addition, BWC may consider the modification of due dates and collection activities in the event of a pandemic.

- Cash receipts and bill processing
- Application processing
- Payroll report processing
- Policy maintenance processing

B. Manual processes/workarounds

- **Policy processing** – Fiscal and Planning will maintain regular communication with the bank and Employer Services will be in regular communication with the payroll vendor. If payment patterns peak (returns of 12,000 or more per day), it may be necessary to bring on temporaries to key in payroll data.
- **Application processing** – Under existing processes, employer applications can be processed in any customer service office or by Employer Services in Columbus. If the application volume peaks, it may be necessary to utilize staff in the service offices to process the applications.
- **Policy maintenance** – Under existing processes, employer policy maintenance transactions can be processed in any customer service office or by Employer Services in Columbus. If the volume of policy maintenance transactions peaks, it may be necessary to use staff members in the service offices to process the maintenance transactions.

Level 3 – Remote working only: Assumes BWC systems are fully operational. Available critical and/or non-critical personnel will be assigned to perform the critical functions identified in Level 2 of this plan with laptops available for use. Laptops assigned to field auditors and business consultants can be reassigned for critical function use.

Level 4 – Shut-down mode/lights Out: Assumes BWC systems are not operational. Available critical and/or non-critical personnel could NOT perform critical functions identified in Level 2 and Level 3 via laptops. If feasible, available Employer Services personnel with laptops and necessary functionality could be assigned other duties while working from a remote location.

Recovery Phase

As Employer Services' personnel are no longer needed to either solely support Employer Services' critical functions and/or BWC agency critical functions, staff will be reassigned to Level 2 functions as the number of available employees permits. The return to normal operations will be contingent upon system functionality, as well as other internal and external operations on which Employer Services' programs and services are dependent. Proper business functionality and data integrity will be verified.

Self-Insured Department

The Self-Insured (SI) Department plans to follow customer service office/field operations contingency plan in relation to its bankrupt claims and medical-only claims teams.

Level 1: SI Audits would be suspended. Auditors to report to the William Green Building to assist with claim operations. Underwriting operations could continue on a scaled-down basis.

Level 2: Same as Level 1.

Level 3: Audit and Underwriting operations will be suspended and all available resources will be assigned to claims operation.

In the event the Director of Self Insurance is unable to perform his duties as a result of a pandemic flu, the leadership succession order shall be as follows: Injury Management Supervisor, Audit Supervisor and then the Underwriting Supervisor.

Fiscal and Planning Division

As it pertains to EM processing activities

Level 1 Assumes that the bank vendor, payroll-printing vendor, U.S. Postal Service (USPS) and BWC systems are operational and 75 percent of staff members are available.

A. Cash-receipt processing

Cash-receipt processing volume will vary depending on where BWC is in the semi-annual payroll cycle when a pandemic hits.

- Receive daily receipt transmissions from the bank vendor.
- Automated jobs post approximately 80 percent of receipts.
- Cash Control staff members review the remaining receipts and post them to the proper policy.
- Critical staff members identified in a separate document.

B. Application processing

The number of applications received would likely decrease during a

pandemic.

- Pick up applications from the post office box.
- Print applications received via the Web site.
- Input data to create an application number.
- Create deposit document and forward payments to Chase.
- Forward applications to Employer Compliance for further processing.
- Critical staff members are identified in a separate document.

C. Payroll printing and mailing

Payroll reports are mailed semi-annually, so it may not occur at a critical time.

- Provide policy information to payroll- printing vendor.
- Provide postage check to vendor.
- Vendor prints, inserts and delivers payroll reports to the USPS for mailing.
- Critical staff members identified in a separate document.

Functions not identified as critical would continue with available staff members.

Major non-critical functions include:

- Invoice printing and mailing.
- Certification of past-due balances to the Ohio Attorney General.
- Payroll mailing and processing for Black Lung, Marine Industry and Public Employer State Agency policies.
- Invoicing for Bankrupt Self-Insured claim costs.
- Billing and collections related to dishonored checks.
- Semi-annual lapsed policies follow up.

Level 2 Assumes the bank vendor, payroll printing vendor, USPS and BWC systems are operational and 50 percent of staff members are available. All functions identified in Level 1 would continue. Available non-critical staff members will assist with critical functions. If possible, non-critical functions will continue. .

Level 3 Remote working only.

A. Cash-receipt processing

Cash-receipt processing volume will vary depending on where BWC is in the semi-annual payroll cycle when a pandemic hits.

- Receive daily receipt transmissions from bank vendor.
- Automated jobs post approximately 80 percent of receipts.
- Cash Control staff working remotely can review some receipts online and resolve them to post to the proper policy.

B. Application processing

The number of applications received would likely decrease during a pandemic.

- Cash Control staff will process applications received via the Web site.
- Input data to create application number.

- Forward applications via UDS to Employer Compliance for further processing.
- Applications received at BWC's post office box cannot be processed by staff members working remotely

C. Payroll printing and mailing

Payroll reports are mailed semi-annually, so it may not occur at a critical time.

- Provide policy information to payroll printing vendor.
- Provide postage check to vendor. (Check will have to be generated early and held).
- Vendor prints, inserts and delivers payroll reports to the USPS for mailing.

Recovery after a 30-day shut down

Overtime and temporary staff would be necessary to recover after a potential 30-day shut down. Some critical functions would be backlogged (applications received via the USPS and unidentified receipts) as well as non-critical functions. We would need to work with IT and the Ohio Attorney General to develop a plan to give employers time to pay balances that had not been paid. The automatic certification process would have to be temporarily modified.

OCOSH

Level 1 All training classes (internal and external), and travel would cease. Technical consultant activity would continue for a short time, but resources may need to be diverted if pandemic lasts for a long period. Safety Grants, Safety Congress, Safety Council coordination/management curriculum development and call center activities continue under this level.

Level 2 Same as Level 1. Some resources may need to be shifted to the call center.

Level 3 All OCOSH activities would cease. Some call center activity may need to continue to educate general public on flu issues.

Level 4 Same as Level 3.

OSHA On-site/PERRP

- Occupational Safety and Health Administration (OSHA) on-site and PERRP consultation operations will terminate at Level 1. Ongoing reports and research could be completed at home.
 - PERRP fatality investigations and accident-related multiple hospital investigations will continue through Level 2 (contingent upon state and federal mandates).
 - Upon Level 1, PERRP “refusal to work” phone calls will not be addressed. (Most “walk-offs” will be fabricated when the reality is actually the fear of pandemic flu).
 - Federal OSHA will handle all compliance activities with the private sector.

1-800 Call Center

Please see attached grid that outlines critical functions and personnel.

	Level 1 Critical?	Level 2 Critical?	Level 3 Critical ?	Dependent Systems	Dependent Departments	Open Items
Assign employers to MCOs	Yes	Yes	Yes	Cambridge	Provider Contact Center; Claims	If we need to process medical-only claims, this is necessary
Dolphin user ID and password disables	Yes	Yes	Yes	Dolphin	Help Desk	Help Desk currently disable user IDs and passwords
Dolphin user ID and password resets	Yes	Yes	Yes	Dolphin		
Dolphin web chats	Yes	Yes	Yes	Web Chat System; ACD system; all Customer Contact Center Systems;	All BWC to provide information to customer	

Electronic Funds Transfer via the telephone	Yes	Yes	Yes	V3	Claims; Accounts Payable	
Emails	Yes	Yes	Yes	E-mail System; Dolphin; all CCC Systems	All BWC to provide information to customer	
Enroll and withdraw employers from 1K program	Yes	Yes	No	Profile Manager	Claims	If we need to process medical-only claims, this is necessary
Faxes	Yes	Yes	Yes	Right Fax; all CCC Systems	All BWC to provide information to customer	
First Floor Customer Service desk	Yes	No	No	Payment Tracker; all CCC systems	All BWC to provide information to customer	
First Report of Injury Notices (calls, faxes, emails)	Yes	Yes	Yes	V-3; Dolphin; phones, web chat, email, faxes	Claims	
Forms & Publications	Yes	No	No	Dolphin; Forms and Publications Data (PUB2K)	Office Services	
Fraud allegations	Yes	No	No	V-3; Fraud Access Database	Fraud; Employer, Claims, Provider	
Generate compensation verification letters	Yes	No	No	V-3; Dolphin	Claims	
Grant and discontinue supplemental coverage	Yes	Yes	Yes	WCIS	Claims	Needed if we have to grant supplemental coverage only for claims
Help desk for Dolphin and Ohio Business Gateway	Yes	Yes	Yes	Dolphin; Internet Access to Ohio Business Gateway	Help Desk; DAS	
Incoming calls from employers, injured workers, MCOs, Providers, attorneys	Yes	Yes	Yes	WCIS; V-3; ACD systems; Dolphin; IVR	All BWC to provide information to customer	
Key payroll reports/payments	Yes	Yes	Yes	WCIS; Dolphin	Cash Control; Chase Bank	
Key U3 applications (application for policy)	Yes	Yes	Yes	WCIS; Dolphin	Cash Control; Policy Processing	
Print and explain Loss Run Reports	Yes	No	NO	V-3; Data Warehouse; Dolphin		

Print certificate of coverage requests/policy status	Yes	Yes	Yes	Dolphin; WCIS	Office Services; Claims	
Spanish Calls	Yes	No	No	CCC Systems; ACD; Voicemail	All BWC to provide information to customer	Based on availability of Spanish-speaking rep
TTY Phone	Yes	Yes	Yes	TTY Machine		Government Mandate; machine could be moved to a home location if needed
Update claim/employer demographics	Yes	Yes	Yes	V-3; Dolphin; WCIS	Claims	
Update R-2 Information	Yes	Yes	Yes	V-3; Dolphin	Employer; Claims	
Verify, cancel and request re-issue of warrants for employers only	Yes	Yes	Yes	Rates and Payments; WCIS	Finance; Office Services	

Level 1-Need 56 total employees

Level 2-Reduce hours of operation; need 25 total employees.

Level 3-Reduce hours of operation; need 25 total employees; encourage self-service options. (Internet, IVR)

SUMMARY

The BWC's goal is the continuation of benefit payments to BWC customers.

Business operations will continue to function by processing the various payment types, which are the critical functions.

The team prioritized BWC functions with V-3-Scheduled Pension having the highest priority; followed by V-3-Daywork being the second-highest priority. These two functions were prioritized as such because of high transaction volumes and importance. All other functions were ranked lower because their transaction volumes are far less.

The team members developed a contingency plan that addresses the claims process from date-of-injury to BWC claims notification through the Life Cycle of a claim to claims adjudication. The claims period addressed is up to and including 90 days of systems degradation.

BWC's objective is to cover all significant contingencies in a 90-day period affecting the claims notification and adjudication processes.

ACKNOWLEDGEMENT

This plan was developed after extensive discussion of BWC employees representing both management and labor from the operation, information technology, human resources, communication, medical and legal divisions representing both central and field offices. The plan was reviewed and finalized with supplemental information provided by all BWC divisions.

The focus was to identify key processes and essential positions considered necessary for BWC to continue to perform essential functions of the operations division. These functions include other divisions performing specific tasks to support the operations or transferring job duties to employees in other divisions. The plan also allows flexibility for transfer of operations from one service office to other service offices as necessary.

In addition to an operations plan, this document also contains a communication plan for communication during a pandemic or other emergency both within the agency and from employees home should they not be able to report to work. There is also an individual plan for each division to assist employees in determining and executing their duties in the event of implementation. Last, the document contains a plan for resuming normal operations once the pandemic or other emergency has passed.

It is our belief that this plan accurately reflects those tasks and processes necessary to maintain functions of a service office, work unit, or entire agency. Contributors to the Continuity of Operations are listed below:

Don Bentley	Safety & Hygiene
Toni Brokaw	Human Resources/Labor Relations
Suzanne Brown	Communications
Jeffrey Buffer	1199 Union Representative
Shannon Burton	Medical Services
Jim Cunningham	Information Technology
Sue Davis	Safety Administration
Thomas Davison	Operations
Michael Donohue	OCSEA Representative
Tina Elliot	Pandemic Coordinator
Tina Kielmeyer	Operations
Mike Lucid	Operations
Patty Phillips	Medical Services
Kevin Rearick	Communications
Ruth Rehak	Human Resources/Labor Relations
Ryan Rekstis	Communications
Pat Smith	Legal

The 2009 Pandemic Team includes the following:

Balchick Robert	Medical Director, Team Leader
Brokaw Toni	Chief of Human Resources
Coury Robert	Chief of Medical Services and Compliance
Davis Sue	Safety Administrator
Elliott Tina	Pandemic Plan Coordinator
Hakes Mike	Information Technology Manager
Johnson Freddie	Director of Managed Care Services
Al-Tarawneh Abe	Superintendent of Div. Safety & Hygiene
Kielmeyer Tina	Chief of Customer Services
Mazzotta Raymond	Chief Operations Officer
Mihaly Pete	Legal Counsel
Phillips Patty	IRN Administrator
Reitz Art	Management Analyst Supervisor 2
Robinson Kim	Director of Policy
Sico Tom	Assistant General Counsel
Smith Maria	Chief of Communications
Vinci Lance	Pharmacy Consultant
Walton Brian	Director of Labor Relations
Wersell Tom	Director Special Investigation

Record of Plan Revision

Record of Revisions and Updates to the BWC's Continuity of Operations

A considerable amount of the information contained in this plan was obtained from the BWC Business Continuance Plan of 2003, and the Y2K Plan of 2000. Due to the changes in personnel, agency reorganization and changes in situations it is necessary to develop a program review and timeline to update BWC's Plan.

Semi-annually:

- Review and update changes in personnel and organization
- Review and incorporate information on changes in assumptions and situations as provided by DAS, ODH or the Ohio EMA.
- Brief new members and leadership on responsibilities under the plan

Annually:

- Review the plan for accuracy.
- Review and update essential functions.
- Review and update procedures.
- Provide refresher orientation to employees and updates on changes to the plan.
- Incorporate lessons learned.
- Incorporate changes in policy.
- Maintain and update succession plans and delegations of authority.

BWC Continuity of Operations Plan Revision History		
Date of Revision	Reason for Revision	Person Responsible
6/2008	Annual Review & Working in conjunction with Ohio Department of Health	Tina Elliott Tom Davision
4/28/2009	Table of organization and web site changes.	Tom Davision
5/2009	Review and update in conjunction with the BWC Pandemic Team	Tina Elliott
9/2009	Recommendations from the State Agency Planning Coordinators	Tina Elliott
11/2009	Agency pandemic plan assessment 11/6/09 by assessment team members from Public Safety/EMA, OBM and DAS	Two recommendations made by the committee added: 1. Procurement 2. Succession Plan chart Tina Elliott

The Continuity of Operations Plan for the State of Ohio can be accessed using the following link:

<http://www.ohiopandemicflu.gov/offices/ema.htm>

Details of the federal plan can be accessed at the following website:

http://www.pandemicflu.gov/plan/states/fed_guidance_splash.html.

Appendix A

Role of Pandemic Coordinator:

- BWC point of contact with the State Agency Pandemic Planning Working Group.
- Coordinate BWC's Planning Project which would include the design and development of the required elements of BWC's Pandemic Plan.

Role of the Pandemic Team/Risk Assessment Team:

- Periodically review and maintain the pandemic plan to ensure viability and effectiveness.
- During a pandemic convene to analyze the reports and trends and to identify departmental issues, threats and risks
- Provide recommendations to the agency administrator on an initial and ongoing basis.

Role of HR Administration

- Work with Safety Administrator and Customer Service Managers to direct a system to monitor employees who are ill or suspected to be ill in the event of a pandemic.
- Submit absence levels to the governor's Office to monitor the health of the state's employee population as requested

Safety Administrator:

- Responsible for work place health and safety
- Educate and train BWC employees on H1N1.
- Manage the inventory of any necessary supplies that the agency may need. (Masks, medical and hand hygiene products, cleaning supplies).
- Train employees on how to properly wear PPE once distributed.
- Update and maintain the Safety & You website with current information and revisions
- Utilize the safety teams across the state to provide current and consistent information to their staff.

Role of the Customer Service Office Manager:

- To provide adequate level of service during a pandemic.
- Complete one template per critical service due to the unique requirements of each critical service.
- Collect your employees skill sets to allow agency level analysis and re-assignment during the pandemic. Information entered on spreadsheet provided.

Role of the Customer Service Office Administrative Assistant/Secretary/FMLA Coordinators:

- Contact employees who are unexpectedly absent from work.
- Monitor BWC's current policy for employee call off to report absence.
 - Is the employee ill?
 - Family member ill?
 - Are daycares and school closed?
 - Is it a suspected or confirmed case of H1N1?
 - Estimated return to work date?
 - Encourage return to work of employees once recovered.
- Complete daily attendance and office pandemic impact form on SharePoint.

Appendix B

Teleworking - Work from Home Program

In accordance with BWC workplace policy, Memo 4.30; BWC has developed a teleworking program which will allow selected classifications to work from a remote workplace, e.g. home. Specifically, Employer Service Specialist, WC External Auditor, BWC Fraud Investigator (only those employees whose responsibility is to conduct field investigations i.e., interviews or surveillance on Injured Workers', Providers, Employers and any other person or entity identified as committing fraud against the BWC), Investigators (SVIU), Industrial Safety Consultant Specialist, Ergonomist, Industrial Safety Hygienist, Safety and Health Consultant, Business Consultant, Industrial Reemployment Specialist.

BWC may provide the teleworker with the following equipment:

- Laptops
- Printers
- Modems
- Faxes
- Scanners
- Cables
- Software
- Broadband Router
- Cross Shredder

In accordance with BWC teleworking equipment policy; for Level 3 may be given assignments and equipment to work from home once a Level 3 is reached per union buy-in. Staff members with access to Virtual Private Network (VPN) who have been designated for reassignment by their supervisor to support essential functions should the pandemic reach a

During Level 3, it is assumed an emergency will be declared and those employees designated as essential will work from home as required. These employees will be compensated in accordance with the applicable emergency pay language, excluding IT employees. Some employees designated in IT as essential will be required to report to the William Green Building as usual and will be compensated in accordance with the applicable emergency pay language. Those employees not designated as essential do not need to report to work and will be compensated as if they had reported for their normal shift.

IT Service Desk - Level 3

A primary and back-up will be identified in the Service Desk to work from home and handle any Service Desk calls. The front end message will indicate that IT is only supporting essential core functions at this time. The cell number will be included in the message. The primary and the back-up will be equipped with laptops and VPN access. They will also have the names, numbers, and escalation path for all IT support areas and will contact them in the event that a core function needs IT support.

IT Service Desk - Level 4

The Service Desk front end message will inform the caller that BWC is currently shut down – until further notice.

IT RDC – Level 3 & 4

The Regional Desktop Consulting group has over 100 laptops in stock today. In a pandemic crisis, RDC will need to first acquire a list of personnel that have been considered “essential”. Those on the list that don’t have laptops and key fobs will be contacted. They will be given the option of either getting a laptop or the VMware Ace CD. Training materials for either solution are already available and can be distributed when the individual retrieves their equipment.

IT Telecom – Level 3 & 4

Telecom is responsible for updating the Employee Information 800 # recording and web site with information provided by BWC management team. Employees check these sources to learn of status updates.

If Service Offices were to close and employees are directed to alternate sites, Telecom has come up with two solutions for the business units to consider. The front desk number of the Service Office can be directed to a voicemail box. The voicemail greeting will ask the caller to hang up and call the number for the new location these employees have been relocated to.

The advantages of using this approach are: The greeting message can be update from virtually anywhere; we’re not dependant on telcos to make routing numbers changes for us when other businesses could be making the same demands on them too; the greeting can be changed quickly if the employees need to exit the building in a hurry; there are fewer moving pieces in this approach. The disadvantage of using this approach: The customers are asked to hang up and dial a different phone number

If the Pickerington Call Center needed to close, then calls would continue routing to the Cleveland agents or remote office agents set up as LAN agents. This would be completely transparent to the callers as it is in our daily operations today.

A mobile worker with a laptop and cell phone could also be configured to be a call center rep. This would be an expensive approach due to the cost of cellular minutes, but it might be a consideration in extreme cases.

IT Facilities Services – Level 3 & 4

Senior Staff makes the decisions for William Green Bldg and Service Offices to stay open or closed. The Service Offices managers’ will work with Senior Staff to determine if their office is closed. A recorded message is put on BWC Emergency Line phone line for employees. Please refer to “office closing” listed below.

Office Closing

The Administrator of the Ohio Bureau of Workers' Compensation is empowered to declare that conditions warrant the closing of any office of the BWC. In the event that the Administrator is unavailable, the Chief Operations Officer is authorized to make this determination.

Employees may be required to work at an alternate work location when their office is closed. Employees who have previously requested and been approved to use vacation, personal, compensatory, or sick leave will still be required to use their own accrued leave even if the office is closed.

When a delayed start time has been announced by the Administrator or the Chief Operations officer, employees who do not report to work at the designated hour and who do not call in requesting the proper leave time, will be considered absent without leave. Employees who arrive at work later than the designated hour may, with the approval of their manager/supervisor, use available leave. If the employee does not have any available vacation, compensatory or personal leave, then the leave shall be recorded as unexcused leave without pay.

This policy does not replace and is not related to the current provisions for "Weather Emergency" as articulated in collective bargaining agreements, wherein the Director of the Department of Public Safety is designated agent to declare a weather emergency and thereby close state offices.

Please consult your [Employee Handbook](#) for further details on Weather Emergencies.

SERVICE OFFICE ALTERNATE LOCATIONS

This grid identifies alternate sites for identified staff relocation and/or workloads in the event of interruption. This is only a recommendation from our team as the Service Office Manager would ultimately make the final decision.

	SERVICE OFFICE	ALTERNATE LOCATION
1	Toledo	Lima Mansfield
2	Lima	Dayton Toledo
3	Dayton	Hamilton Lima
4	Hamilton	Governor's Hill Cincinnati Dayton
5	Governor's Hill	Cincinnati Hamilton Dayton
6	Cincinnati	Governor's Hill Hamilton
7	Portsmouth	William Green Bldg

	(Due to the distance between sites, this office will also coordinate with local community colleges as an alternate site).	(Columbus SO)
8	Logan	Cambridge William Green Bldg (Columbus SO)
9	Columbus	Mansfield OCOSH
10	Mansfield	William Green Bldg (Columbus SO) Lima
11	Garfield Heights	Cleveland Mansfield Youngstown
12	Cleveland	Garfield Heights Mansfield Youngstown
13	Canton	Mansfield Youngstown Cleveland
14	Cambridge	Canton Garfield Heights
15	Youngstown	Cleveland Canton
16	Medical Claims – L4 Wm. Green Bldg.	OCOSH Mansfield

Note: In the event of regional outages, additional alternate sites will be identified. For offices located in remote areas (i.e. Portsmouth), offices will coordinate with local community colleges due to distance to alternate site.

BWC's Teleworking Appendix strictly adhered to State of Ohio IT Policy ITP-B.5 (Remote Access Security), ITP-B.9 (Portable Computing Security), OIT Policy 700-04 (Mobile Computing) and any referenced policies that apply must be. These documents can be referenced via the following links:

IT Policy ITP-B.5 (Remote Access Security)

http://www.oit.ohio.gov/IGD/policy/pdfs_policy/ITP-B.5.pdf IT Policy ITP-B.9 (Portable Computing Security)

http://www.oit.ohio.gov/IGD/policy/pdfs_policy/ITP-B.9.pdf

Appendix C

Table: Succession Plan

Lines of succession describe orders of succession by positions or titles rather than names of individuals. Complete succession plans including supporting documentation are detailed in each division operational plan.

Official (title)	Designated Successors (title)	Conditions
Administrator	1 Chief Operations Officer	Interim Chief Operating Officer will be appointed.
Fiscal and Planning Division: Chief Financial and Planning Officer	1 Director of Accounting 2 Director of Fiscal Operations Interim directors will be assigned.	Fiscal Operations Director will ensure employees will continue to be paid.
Fiscal and Planning Division: Manager of Payroll	1 Account Clerk becomes interim manager & will assign an Interim Account Clerk.	Ensure temporary pay increases are made according to applicable contract or code language.
Human Resource Division: Chief Human Resource Officer	1 Director of Labor Relations 2 Director of Employee Health & Safety 3 Director of Personnel & Benefits	
Communications Division: Chief of Communications	1 Directors of Online Communication 2 Director of Audio/Visual & Media Relations	Each will designate one subordinate as their back-up.
Investment Division: Chief Investment Officer	1 Director of Investments will become interim chief	Director of Investments will assign an Interim Director of Investments
Legal Division: General Counsel Illness, he is responsible for notifying his back-up and the Administrator or the Administrator's designee.	1 Assistant General Counsel If both become ill, a back-up will be designated from regional counsel and the name communicated to the Administrator or Administrator's designee.	Essential Regional Counsel and Legal Counsel will have a designated back-up. If that person becomes ill & can't work remotely, the attorney will designate a back-up and report to the Gen. Counsel/Assist. Gen Counsel for successor information.
Medical Services Division: Chief of Medical Services and Compliance	1 Director of Managed Care 2 Medical Director	
Infrastructure & Technology Division: Chief Information Officer	1 Network Services Director	IT Service desk supports VPN, Web Mail, Spam Filtering, Right Fax, V-3, WCIS, BWC Web, Call Center, Voice Mail, Phone Bridge Video Conferencing and back-up services.
Customer Services Division: Chief of Customer Services	1 Northeast Regional Manager becomes Interim Chief of Customer Services	New NE Regional Manager is assigned.
Customer Services Division: Customer Service Office Manager	1 Assistant Customer Service Office Manager becomes interim Customer Service Office Manager	
Self-Insured Department: Director of Self Insurance	1 Injury Management Supervisor 2 Audit Supervisor 3 Underwriting Supervisor	
OCOSH: Superintendent of Div. Safety and Hygiene	1 Technical Advisor	
OSHA-On-site Consultant Industrial Safety Admin	1 Industrial Safety Administrator PERRP	
OSCH-PERRFP-Industrial Safety Admin	1 Industrial Safety On-site Consultant	

Appendix D

BWC MANAGERS' GENERIC CHECKLIST A Checklist for Pandemic Flu Preparedness

TASK		STATUS
PLAN LEVEL	ITEM	Complete - C Incomplete - I Pending - P Not Applicable - N/A
Preparation	Review plan as necessary.	
	Ensure employees are aware of or have the plan and other appropriate sources of communication.	
	Receive and distribute any personal protective equipment (PPE) that may be appropriate. (Note: Not all areas will receive or need PPE. Also, there will be no replenishing of equipment during the pandemic.)	
	Ensure that essential employees are identified and aware of their status. Employees will need to have broadband computer access from home.	
	Inform all employees that if they become ill, they should stay home or if at work - go home immediately.	
	Terminate unnecessary travel and meetings with the public.	
	If appropriate, develop employee phone tree.	
	If necessary, recall laptops from nonessential employees.	
	Provide essential employees with software to access the system from home should an emergency Level 3 be reached.	
	Review your division specific plan to ensure all tasks are performed.	
	Communicate status with supervisor(s).	
	Identify and train back-up person to fill your role and responsibilities should you become ill.	
	Identify any employees with special needs and accommodate those needs in your local pandemic	

	flu plan.	
	Ensure all personal information, i.e., home phone numbers, addresses and other contact information, are stored in a restricted-access area to be shared only as needed.	
	Remind all employees to become familiar with the emergency phone number and web site.	
	Remind all employees to update personal and emergency contact information on BWC web.	
	EMPLOYEE SAFETY	
	PPE will be delivered to your office or unit as deemed necessary based on escalation of the situation. Make sure you have received your PPE (i.e., masks, gloves and goggles).	
	When you receive your PPE, it is the supervisor's responsibility to distribute the limited equipment on an as needed basis.	
	Communicated to your staff that the PPE supplies are extremely limited and cannot be replenished.	
	Communicate to your staff that PPE will not be distributed in individual amounts to each employee, but will be distributed at the supervisor's discretion and will only be allocated on a day-to-day basis.	
	You must have a designated, secured area to store the PPE for your office area.	
	Instruct your staff how to properly wear PPE. Have the necessary information available to assist them.	
	Have all staff members review the CDC's <i>Planning Checklist for Employees and Families</i> .	
	HR ISSUES	
	Be familiar with the absenteeism rules. If an employee calls off during Levels 1 to 2, they are expected to use the appropriate leave type from their available leave balances.	
	Designate essential employees.	
	Familiarize yourself with pay issues surrounding a declared emergency.	
	Assure staffing adjustments are made per union buy-in in order to continue daily operations.	

Level 1	ITEM	
	Share all virus communication pieces with appropriate staff members. Remind employees of the emergency phone number and the emergency web site.	
	Prepare communications for (internal and external) customers, stakeholders, and other external parties in case your office needs to be shut down or quarantined.	
	If possible, maintain communication with employees at work and not at work.	
	Communicate with supervisors the status of the workforce and the operations performed.	
Level 2	ITEM	
	Continue to communicate with employees at work and not at work.	
	Continue to communicate the status of operations with employees and supervisors.	
	Ensure employees are aware of the means to communicate with BWC should a Level 3 category be reached.	
	Share all virus communication pieces with appropriate staff members. Remind employees of the emergency phone number and the emergency web site.	
Level 3	ITEM	
	If deemed an “essential” employee, continue to communicate status of operations with employees and supervisors.	
	Share all virus communication pieces with appropriate staff members. Remind employees of the emergency phone number and the emergency web site.	

Appendix E

**CUSTOMER SERVICE OFFICE MANAGERS' CHECKLIST
A Checklist for Pandemic Flu Preparedness**

	TASK	STATUS
PLAN LEVEL	ITEM	Complete - C Incomplete - I Pending - P Not Applicable - N/A
Preparation	Review and be familiar with the plan and your role as manager.	
	Develop and maintain employee phone tree for communication. This information should be stored in a safe, restricted access location.	
	Identify essential staff members for performing essential core functions.	
	Identify staff members with special needs who may not be able or willing to perform due to high risk to the individual, transportation, or other issues. Provide accommodation where necessary and appropriate.	
	Familiarize yourself with the Operational Partnering Plan and which offices is your back up and which offices you are backing up.	
	Meet with local Industrial Commission of Ohio (IC) contacts to discuss continuation of BWC/IC interface.	
	Discuss the plan's specifics including the recovery plan, with your management team.	
	Identify 2 other back-up individuals in case you and your back-up are incapacitated.	
	Meet with building owner to discuss building access and maintenance during a pandemic.	
	Ensure you have adequate office supplies and inventory on hand.	
	Prepare proper communications for customers and other external parties – signage, voice messages, etc. (Note: Communications Department is assisting with this.)	
	Cross-train employees to assure 3-deep back-ups for the employees performing essential functions or who have unique credentials.	
LEVEL 1	Review plan as necessary.	
	Ensure employees are at least aware of the plan and appropriate sources of communication.	

	Receive and distribute any personal protective equipment (PPE) that may be appropriate. (Note: Not all areas will receive or need PPE. Also, there will be no replenishing of equipment during the pandemic.)	
	Ensure essential employees are identified and aware of their status. Employees will need to have broadband access from home.	
	Inform all employees they should stay home or go home immediately if they become ill.	
	Terminate unnecessary travel and meetings with the public.	
	Develop employee phone tree if not performed.	
	If necessary, recall laptops from nonessential employees.	
	Provide essential employees with a broadband-access laptop or a device to access the system from home should a Level 3 be reached.	
	Review your division-specific plan to ensure all tasks are performed and employees are aware of the operations plan.	
	Communicate status with supervisor(s).	
	Identify and train a back-up person to fill your role and responsibilities should you become ill.	
	Identify any employees with special needs and make appropriate accommodations in your local pandemic plan.	
	Ensure all personal information – i.e. home phone numbers, addresses, and other contact information are stored in a restricted access area and will be shared only as needed.	
	Remind employees to become familiar with the emergency phone number and web site.	
	Remind all employees to update personal and emergency contact information on BWC Web.	
	Familiarize yourself and your employees regarding the rules of absenteeism during Levels 0, 1, and 2.	
	Familiarize yourself with pay issues around Level 3.	
	EMPLOYEE SAFETY	
	Make sure appropriate PPE, such as masks, gloves and goggles, are delivered to your office or unit when Level 0 is reached.	
	When you receive your PPE, distribute appropriate equipment on an as-needed basis.	
	Make staff members aware that PPE supplies are extremely limited and cannot be replenished.	
	Make staff aware that PPE will not be distributed in equal amounts to each employee, but will be distributed at the discretion of the supervisor and on a day-to-day basis.	

	Be sure you have a designated, secured area to store the PPE for your area.	
	Make sure you know how to instruct staff members in proper use of PPE.	
	Make sure that all staff members have reviewed the CDC <i>Planning Checklist for Employees and Families</i> .	
	HR ISSUES	
	Familiarize yourself with rules on absenteeism. If an employee calls off during Levels 0 - 2, they are expected to use the appropriate leave type from their available leave balances.	
	Know who has been designated an essential employee in your office or unit.	
	Familiarize yourself with pay issues surrounding a declared emergency.	
	Make staffing adjustments needed to continue daily operations.	
	Hiring of unskilled staff through temp agencies to fill needed support can be done with a state procurement card.	
Level 1	ITEM	
	Check that all communication pieces on the virus have been shared with appropriate staff members. Remind employees about emergency phone number and web site.	
	Prepare communications for internal and external customers, stakeholders, and other external parties in the event your office needs to be shut down or quarantined.	
	If possible, maintain communications with staff members at work and not at work.	
	Communicate with supervisors the status of the workforce and operations performed.	
Level 2	ITEM	
	Continue to communicate with employees at work and not at work.	
	Continue to communicate status of operations and employees with supervisors (Regional SOM and Chief of Operations).	
	Ensure employees are aware of means to communicate with BWC should a Level 3 category be reached.	
	Be certain that all communication pieces on the virus have been shared with appropriate staff. Again remind employees about the emergency phone number and the web site.	
Level 3	ITEM	
	If “essential”, continue to communicate status of operations with employees and supervisors.	
	Be certain all communication pieces on the virus have been	

	shared with appropriate staff members. Again, remind employees about the emergency phone number and the web site.	
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