



Creating a Business Continuity Plan for a Pandemic

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About EVault

EVault: **EVault, Inc.** is the leading provider of data protection and compliance solutions to SMBs.

Founded: **1997**, privately held with \$24M in venture financing; acquired technology-provider VytalNet in 2000. Acquired by Seagate as of January 26, 2007.

Employees: **250** people **worldwide**.

Headquarters: Emeryville, CA.

Offices: North America and Europe.

Data Centers: **7** Tier 1 across North America.

Customers: More than **8,500 customers**, including hundreds of legal, financial and health care organizations.

Alliances: More than **80 partners**, including resellers and managed service providers.



Agenda

- Part 1
 - ✓ **What is a Business Continuity Plan?**
 - ✓ **Why Do You Need a Pandemic Plan?**
 - ✓ **What Do You Need to Recover?**
 - ✓ **What Do You Need to Do to Prepare for a Pandemic**
- Part 2
 - ✓ **Define Requirements**
 - ✓ **Develop Strategies**
 - ✓ **Create Plans**
 - ✓ **Educate and Validate**
 - ✓ **Maintain and Improve**

Creating a Business Continuity Plan for a Pandemic – Part 1



What is a Business Continuity Plan?

- **BUSINESS CONTINUITY PLAN (BCP):** Process of developing and documenting arrangements and procedures that enable an organization to respond to an event that lasts for an unacceptable period of time and return to performing its critical functions after an interruption. *
- ✓ **Similar terms:** business resumption plan, continuity plan, contingency plan, disaster recovery plan, recovery plan

* **Disaster Recovery Journal Glossary**



Why do you need a plan?

- Prevent loss of life
- Survive the business interruption
- Minimize damage to brand and market share
- Resume critical business functions
- Minimize potential loss exposure
- Meet industry regulations
- Management of emergency and crisis situations
- Minimize impact to customer satisfaction
- Mitigate legal exposure
- Maximize ability to positively respond to the business interruption

What is the total cost of lost data from a business interruption?

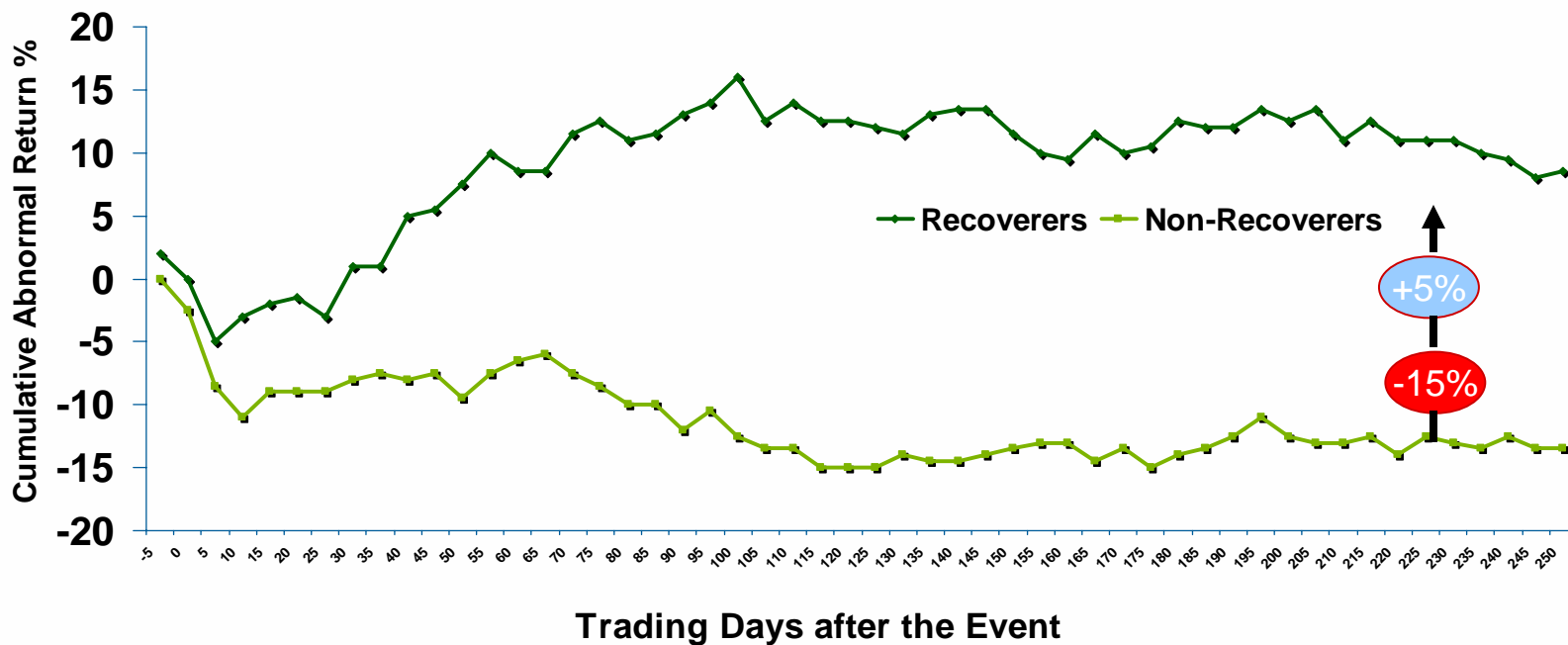
ACTIVITY	DIRECT COSTS	INDIRECT COSTS	LOST CUSTOMER COSTS	TOTAL COSTS
Detection and Escalation				
▪Internal Investigation	\$19,000	\$488,000	N/A	\$507,000
▪Legal Consulting	463,000	51,000	N/A	514,000
Notification				
▪Letters	547,000	193,000	N/A	740,000
▪Emails	5,000	N/A	N/A	5,000
▪Telephone	913,000	105,000	N/A	1,018,000
▪Published Media	48,000	N/A	N/A	48,000
▪Website	3,000	N/A	N/A	3,000
Ex-Post Response				
▪Mail	4,000	3,000	N/A	7,000
▪Emails	1,000	1,000	N/A	2,000
▪Internal Call Center	287,000	479,000	N/A	766,000
▪Outsourced Call Center	27,000	N/A	N/A	27,000
▪Public or Investor Relations	289,000	14,000	N/A	303,000
▪Legal Defense Services	1,288,000	N/A	N/A	1,288,000
▪Free or Discounted Services	810,000	N/A	N/A	810,000
▪Criminal Investigations	286,000	13,000	N/A	299,000
Lost Business				
▪Lost Existing Customers	N/A	N/A	6,728,000	6,728,000
▪Lost New Customers	N/A	N/A	730,000	730,000
AVERAGE COST PER COMPANY	\$4,990,000	\$1,347,000	\$7,458,000	\$13,795,000
PER LOST RECORD COST	\$50	\$14	\$75	\$138

Source: PGP Corp

MARKET REWARDS COMPANIES WITH CONTINUITY PLANS

Stock Price Performance of Companies That Experience a Major Operational Disaster

Sample size = 15: U.S. companies – 8, European – 6, Asian – 1





What does Gartner say?

“Two out of five enterprises that experience a disaster go out of business within five years. Business continuity plans and disaster recovery services ensure continuing viability.”

Gartner (Roberta Witty, Donna Scott)
Disaster Recovery Plans and Systems Are Essential
12 September 2001

Why do you need a pandemic plan?

- Because you have a 98 % probability of surviving the predicted pandemic flu ...
 - ✓ **Good news – you are alive** 😊
 - ✓ **Bad news – you are alive** ☹️
 - **And are likely to experience problems such as:**
 - **Shortages of food and household supplies due to stockpiling and inadequate supply**
 - **Infrastructure issues such as transportation, garbage, sewer, logistics, gas, power outages due to lack of staff**
 - **Inability to get hospital services due to overstrain on the healthcare system**
- This is why it is so important to have a plan in place

Why do you need a pandemic plan?

- Because small businesses make up 70% of all US business with revenue of \$770 billion as of 2002 census and if they don't survive it is a huge US economic impact
 - ✓ **Good news – you are small and more flexible, easier to plan**
 - ✓ **Bad news – you don't have the resources to sustain three six month occurrences of the flu**
 - **And are likely to experience problems such as:**
 - **Lack of income due to depressed sales impacting viability**
 - **No large corporate infrastructure to rely on for resources to backfill functions**
 - **Due to size, less clout within a community to get help needed**
- This is why it is so important to have a plan in place



Why do you need a pandemic plan?

- Because a pandemic is different than other events we write business continuity plans for in two very important ways
 - ✓ This is a business interruption event that could last up to 18 months, we normally plan for up to 6 weeks
 - ✓ In business continuity planning we go from one affected place and recover to a place that is unaffected, with a pandemic, all places will be affected
- This is why it is so important to have a plan in place



What do you need to recover?

- Data
- People
- Place to Go

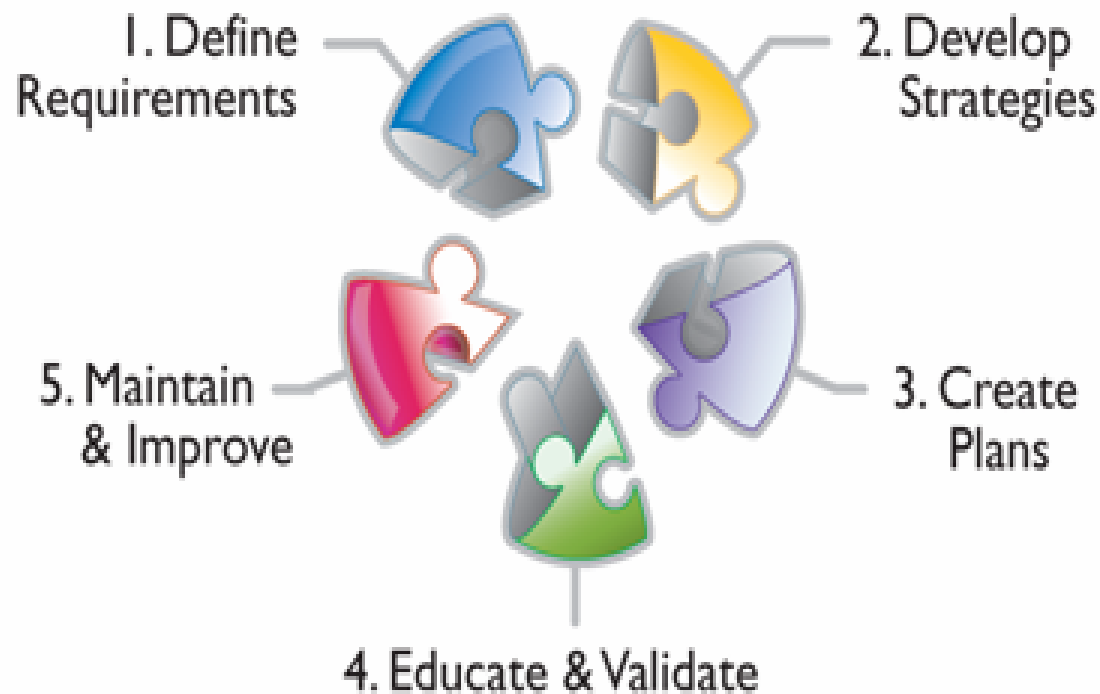
These resources are identified in a business continuity plan



What do you need to do to prepare for a pandemic?

- Brief knowledge of business continuity planning
- Understand what resources are available to you
- Know what you need to plan for minimally
- What assumptions do you plan for?

What are the lifecycle steps of putting a business continuity plan in place?



What resources are there available to you?

- American Red Cross
- Community Emergency Response Teams
- Business Continuity Plan Templates, Free of Charge 😊
 - ✓ <http://www.ccep.ca/templates/bcptempl.rtf>
 - ✓ <http://www.walsall.gov.uk/businesscontinuityplan.doc>
 - ✓ <http://www.tampabaydisaster.org/fldisasterkit/pdfs/template.PDF>
 - ✓ http://www.nasd.com/RulesRegulation/IssueCenter/BusinessContinuityPlanning/NASDW_006464
- FFIEC Contingency Game, Also Free 😊

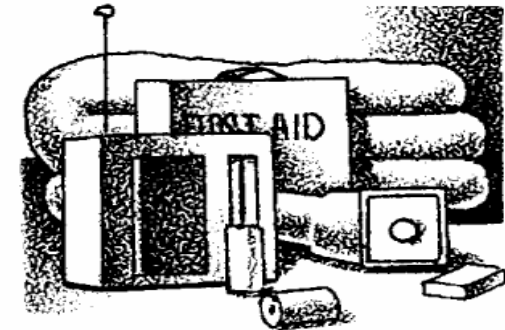
Red Cross Free Stuff

- Family Disaster Plan
- Family Disaster Supplies Kit
- Free Classes Offered at Your Site or Theirs
- http://www.redcross.org/services/prepare/0,1082,0_57_00.html



HURRICANE • FLASH FLOOD • HAZARDOUS MATERIALS SPILL

Your
Family Disaster Supplies Kit



HURRICANE • FLASH FLOOD • HAZARDOUS

Your
Family Disaster



Federal Emergency
Management Agency



American
Red Cross

EARTHQUAKE • TORNADO • WINTER STORM • FIRE



Federal Emergency
Management Agency



EARTHQUAKE • TORNADO • WINTER STORM • FIRE

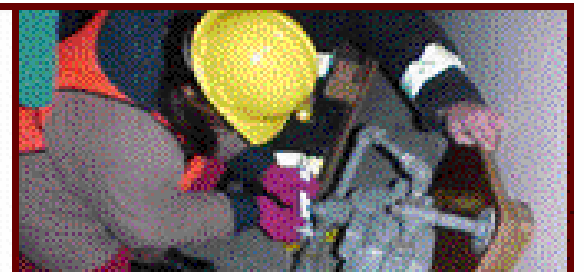
 **EVAULT**
A SEAGATE COMPANY

Community Emergency Response Teams

- Training is free in San Francisco and in most communities
- Private instruction is available for a fee
- Six 3 hour sessions taught by Professional Fire Fighters
- <https://www.citizencorps.gov/cert/>



San Francisco Fire Department
NERT Training





What you need to do minimally

- Determine what functions must be done so that your organization remains viable, these are critical business functions. When determining these functions, also identify which functions have to be done on premises
- Determine the resources required to do the functions
- Write processes to execute those functions*
- Socialize the plan with management and colleagues*
- Practice so you are ready when the event occurs*

*free tools for use in writing, communicating, and exercising the plan on slides 15-17

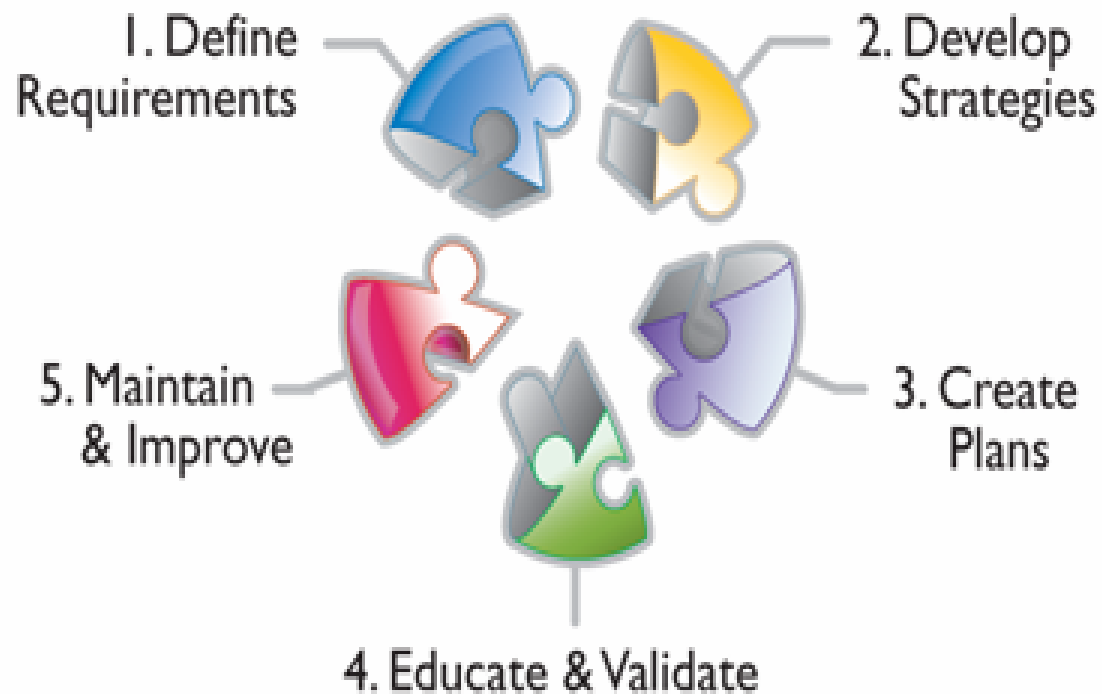


What assumptions should you plan for?

- Absenteeism up to 30%, (customers and vendors too)
- May have less than six weeks warning
- Could have three waves in six month intervals
 - ✓ **Each could last six weeks to six months**
- No remedy immediately available
- Surveillance to see trends at the office, combines with news reports, observations might be anecdotal at first
- Only access to resources set aside or planned for in advance

Creating a Business Continuity Plan for a Pandemic – Part 2

Define Requirements



First Step – Critical Business Functions

Critical Functions for Accounting	0-4 Hours	4-8 Hours	8-12 Hours	12-24 Hours	25-48 Hours	49-72 Hours	73 Hours to 1 Week	1-2 Weeks	>4 Weeks
Accept Incoming Wires									
Make Payments to Creditors									
Update General Ledger									
Receive Payments from Customers									
Prepare Monthly Closing Statements									
Prepare Quarterly Closing Statements									
Prepare Annual Report									
Prepare Taxes									

Second Step – Determine Requirements

Resources Needed for Processing Incoming Wires	0-4 Hours	4-8 Hours	8-12 Hours	12-24 Hours	25-48 Hours	49-72 Hours	73 Hours to 1 Week	1-2 Weeks	>4 Weeks
Staff	2	2	8	8	8	8	15	20	30
Offices (must be in office to work)	2	2	4	4	4	4	8	10	15
PC's	2	2	8	8	8	8	15	20	30
Applications	See Next Slide								
Printers	2	2	2	2	2	2	4	4	4
Phone	2	2	4	4	4	4	8	10	15
Fax	1	1	1	1	1	1	1	1	1
Cell Phone	30	30	30	30	30	30	30	30	30
Remote Access	0	0	4	4	4	4	7	10	15

Second Step – Gather Relevant Details

Resources Needed for Processing Incoming Wires	0-4 Hours	4-8 Hours
Staff	2	2
Offices (must be in office to work)	2	2
PC's	2	
Applications		
Printers	2	2
Phone	2	2
Fax	1	1
Cell Phone	30	30
Remote Access Inc.	0	0

PC CONFIGURATION:

- Intel Based Server (CUGRDC)
 - 1 * 3.0 GHz Processor
 - 2 GB of Memory
 - 2 RAID 1 Arrays (~136GB Each)
 - 3.5" 1.44MB Floppy Drive
 - 24X CD-ROM Drive
 - Applicable SCSI RAID Controller
 - 2 NICs (1000MB)
 - Keyboard, Mouse & Monitor

APPLICATIONS

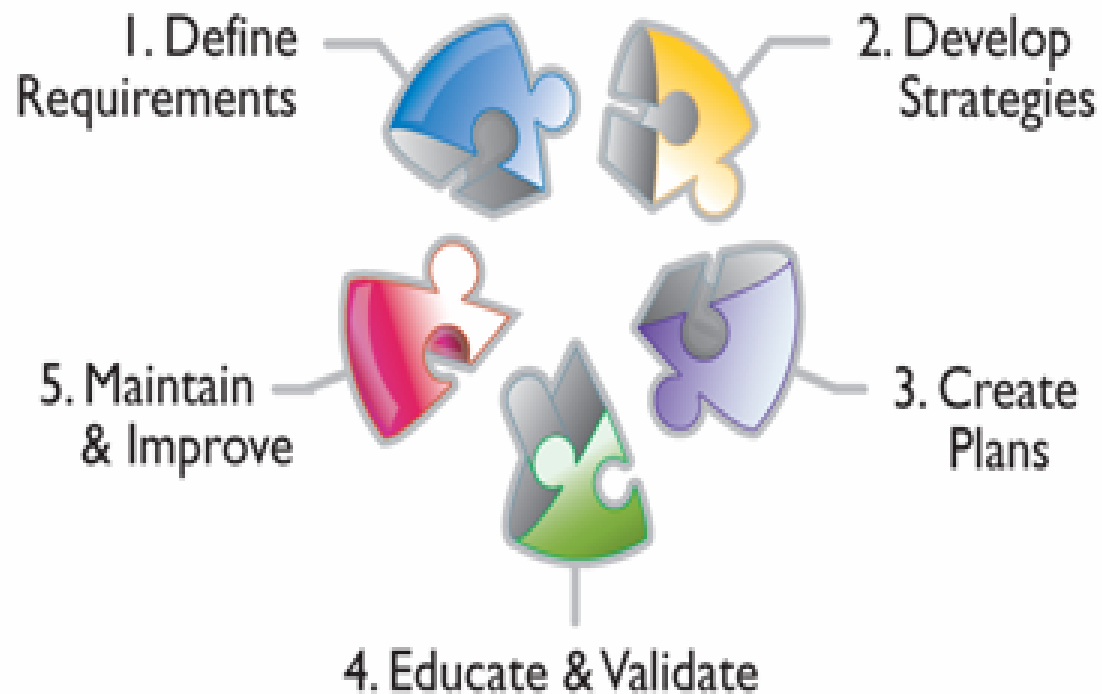
- Peoplesoft Finance
- Wire Transfer Application
- FTP
- FileNet
- Microsoft Office (Excel, Word, Power Point)
- Microsoft Exchange (with PST files or ?)
- Shared Folders on Servers



Exercise #1 – Define Requirements

- **Make a list of all the critical business functions for your organization. These are functions that need for your organization to remain viable following a business interruption.**
- **Identify IT applications or infrastructure necessary to do those business functions.**
- **Identify the people necessary to do those critical functions.**
- **Identify Recovery Point and Time Objectives for those functions, applications, and infrastructure.**
- **You have 15 minutes for this exercise.**

Develop Strategies





Identify Possible Pandemic Recovery Strategies

- **Delay/Postpone executing business function(s)**
- **Reduced workforce**
- **Telecommuting**
- **Video conferencing**
- **Teleconferencing**
- **WebEx and Live Meeting presentations**
- **Personal protection equipment**



Select Strategies

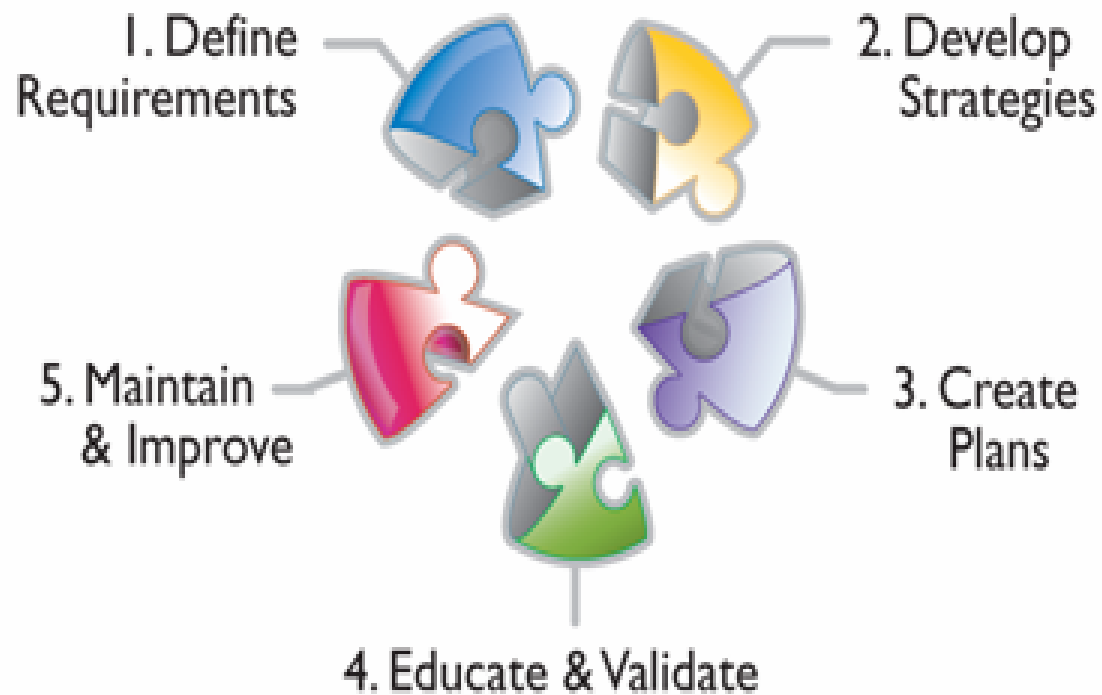
- **Using recovery requirements, select the strategy/strategies that will work for your organization**



Exercise #2 – Develop Strategies

- **Get a partner.**
- **Review your business situation and switch with your partner.**
- **Share strategies you believe might meet your organizations requirements and ask for feedback from your partner and switch.**
- **You have 10 minutes for this exercise.**

Create Plans





Remember the assumptions...

- Absenteeism up to 30%, (customers and vendors too)
- May have less than six weeks warning
- Could have three waves in six month intervals
 - ✓ **Each could last six weeks to six months**
- No remedy immediately available
- Surveillance to see trends at the office, combines with news reports, observations might be anecdotal at first
- Only access to resources set aside or planned for in advance



Exercise #3 – Create Plans

- **Review data gathered.**
- **Complete worksheets with the group.**
- **5 minutes for each worksheet.**
- **Be prepared to share with a group on of your worksheets.**



Gather data

- Compile all the information you have available to you such as:
 - ✓ **Employee lists**
 - ✓ **Hardware/Software/Asset Inventories**
 - ✓ **Vendor lists**
 - ✓ **Corporate directories**
 - ✓ **Procedures and process documents**
 - ✓ **IT architecture diagrams**
 - ✓ **Security and Emergency procedures**
 - ✓ **Succession plans**
- This information will be used to construct the pandemic plan



Sample Worksheets for Building a Pandemic Plan

- **What are the Costs to Develop a Business Continuity Plan?**
- **Computer Hardware Inventory**
- **Emergency Supplies**
- **Insurance Coverage Discussion Form**
- **Sample Plan**



What are the Costs? - No Cost

- Meet with your insurance provider to review current coverage
- Create procedures to quickly evacuate and shelter-in-place.
- Practice the plans.
- Talk to your people about the company's disaster plans.
- Two-way communication is central before, during and after a disaster.
- Create an emergency contact list, include employee emergency contact information.
- Create a list of critical business contractors and others whom you will use in an emergency.

What are the Costs? - No Cost

- Know what kinds of emergencies might affect your company both internally and externally.
- Decide in advance what you will do if your building is unusable.
- Create a list of inventory and equipment, including computer hardware, software and peripherals, for insurance purposes.
- Talk to utility service providers about potential alternatives and identify back-up options.
- Promote family and individual preparedness among your co-workers. Include emergency preparedness information during staff meetings, in newsletters, on company intranet, periodic employee emails and other internal communications tools.




What are the Costs? – Under \$500

- Buy a fire extinguisher and smoke alarm.
- Decide which emergency supplies the company can feasibly provide, if any, and talk to your co-workers about what supplies individuals might want to consider keeping in a personal and portable supply kit.
- Set up a telephone call tree, password-protected page on the company website, an email alert or a call-in voice recording to communicate with employees in an emergency.
- Provide first aid and CPR training to key co-workers.
- Use and keep up-to-date computer anti-virus software and firewalls.




What are the Costs? – Under \$500

- Attach equipment and cabinets to walls or other stable equipment. Place heavy or breakable objects on low shelves.
- Elevate valuable inventory and electric machinery off the floor in case of flooding.
- If applicable, make sure your building's HVAC system is working properly and well-maintained.
- Back up your records and critical data. Keep a copy offsite.



What are the Costs? – More than \$500

- Consider additional insurance such as business interruption, flood or earthquake.
- Purchase, install and pre-wire a generator to the building's essential electrical circuits. Provide for other utility alternatives and back-up options.
- Install automatic sprinkler systems, fire hoses and fire-resistant doors and walls.
- Make sure your building meets standards and codes.
- Consider a professional engineer to evaluate the wind, fire or seismic resistance of your building.



What are the Costs? – More than \$500

- Consider a security professional to evaluate and/or create your disaster preparedness and business continuity plan.
- Upgrade your building's HVAC system to secure outdoor air intakes and increase filter efficiency.
- Send safety and key emergency response employees to trainings or conferences.
- Provide a large group of employees with first aid and CPR training.

Emergency Supplies

Talk to your co-workers about what emergency supplies the company can feasibly provide, if any, and which ones individuals should consider keeping on hand. Recommended emergency supplies include the following:

Water , amounts for portable kits will vary. Individuals should determine what amount they are able to both store comfortably and to transport to other locations. If it is feasible, store one gallon of water per person per day, for drinking and sanitation
Food , at least a three-day supply of non-perishable food
Battery-powered radio and extra batteries
Flashlight and extra batteries
First Aid kit
Whistle to signal for help
Dust or filter masks , readily available in hardware stores, which are rated based on how small a particle they filter
Moist towelettes for sanitation
Wrench or pliers to turn off utilities
Can opener for food (if kit contains canned food)
Plastic sheeting and duct tape to "seal the room"
Garbage bags and plastic ties for personal sanitation

Discussion Questions:

- Do you have these in place?
- How would you go about doing this?
- What challenges do you see doing this?
- Who/what would help you with this task?

Open for Business Worksheet
Insurance Coverage Discussion Form

Use this form to discuss your insurance coverage with your agent. Having adequate coverage now will help you recover more rapidly from a catastrophe.

Insurance Agent: _____

Address: _____

Phone: _____ Fax: _____ Email: _____

INSURANCE POLICY INFORMATION

Type of Insurance	Policy No.	Deductibles	Policy Limits	Coverage (General Description)

Do you need Flood Insurance? Yes No

Do you need Earthquake Insurance? Yes No

Do you need Business Income and Extra Expense Insurance? Yes No

Other disaster-related insurance questions:

Discussion Questions:

- Do you have insurance?
- How would you go about doing this?
- What challenges do you see doing this?
- Who/what would help you with this task?

Sample Business Continuity and Disaster Preparedness Plan

PLAN TO STAY IN BUSINESS

Business Name

Address

City, State

Telephone Number

The following person is our primary crisis manager and will serve as the company spokesperson in an emergency.

Primary Emergency Contact

Telephone Number

Alternative Number

E-mail

If this location is not accessible we will operate from location below:

Business Name

Address

City, State

Telephone Number

If the person is unable to manage the crisis, the person below will succeed in management:

Secondary Emergency Contact

Telephone Number

Alternative Number

E-mail

EMERGENCY CONTACT INFORMATION

Dial 9-1-1 in an Emergency

Non-Emergency Police/Fire

Insurance Provider

Discussion Questions:

- Do you have an alternate location?
- Who leads the response to the emergency?
- Who can back this person up?
- What are the emergency contact numbers?

Sample Business Continuity and Disaster Preparedness Plan (cont'd)

BE INFORMED

The following natural and man-made disasters could impact our business.

- _____
- _____
- _____
- _____

EMERGENCY PLANNING TEAM

The following people will participate in emergency planning and crisis management.

- _____
- _____
- _____
- _____
- _____

WE PLAN TO COORDINATE WITH OTHERS

The following people from neighboring businesses and our building management will participate on our emergency planning team.

- _____
- _____
- _____
- _____
- _____

OUR CRITICAL OPERATIONS

The following is a prioritized list of our critical operations, staff and procedures we need to recover from a disaster.

Operation	Staff in Charge	Action Plan
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Discussion Questions:

- What risks do we face?
- Who helps manage a crisis?
- Who do we have to coordinate or communicate with?
- What are our critical functions and staff?

Sample Business Continuity and Disaster Preparedness Plan (cont'd)

SUPPLIERS AND CONTRACTORS

Company Name: _____
Street Address: _____
City: _____ State: _____ Zip Code: _____
Phone: _____ Fax: _____ E-Mail: _____
Contact Name: _____ Account Number: _____
Materials/Service Provided: _____

If this company experiences a disaster, we will obtain supplies/materials from the following:

Company Name: _____
Street Address: _____
City: _____ State: _____ Zip Code: _____
Phone: _____ Fax: _____ E-Mail: _____
Contact Name: _____ Account Number: _____
Materials/Service Provided: _____

If this company experiences a disaster, we will obtain supplies/materials from the following:

Company Name: _____
Street Address: _____
City: _____ State: _____ Zip Code: _____
Phone: _____ Fax: _____ E-Mail: _____
Contact Name: _____ Account Number: _____
Materials/Service Provided: _____

Discussion Questions:

- Who are our suppliers, contractors, partners, 3rd parties?

Sample Business Continuity and Disaster Preparedness Plan (cont'd)

EVACUATION PLAN FOR _____ LOCATION
(Insert address)

- o We have developed these plans in collaboration with neighboring businesses and building owners to avoid confusion or gridlock.
- o We have located, copied and posted building and site maps.
- o Exits are clearly marked.
- o We will practice evacuation procedures ____ times a year.

If we must leave the workplace quickly:

1. Warning System: _____

We will test the warning system and record results ____ times a year.

2. Assembly Site: _____

3. Assembly Site Manager & Alternate: _____

a. Responsibilities Include:

4. Shut Down Manager & Alternate: _____

a. Responsibilities Include:

5. _____ is responsible for issuing all clear.

Discussion Questions:

- What is our evacuation procedure?

Sample Business Continuity and Disaster Preparedness Plan (cont'd)

SHELTER-IN-PLACE PLAN FOR _____ LOCATION

(Insert address)

- o We have talked to co-workers about which emergency supplies, if any, the company will provide in the shelter location and which supplies individuals might consider keeping in a portable kit personalized for individual needs.
- o We will practice shelter procedures _____ times a year.

If we must take shelter quickly

1. Warning System: _____

We will test the warning system and record results _____ times a year.

2. Storm Shelter Location: _____

3. "Seal the Room" Shelter Location: _____

4. Shelter Manager & Alternate:

a. Responsibilities Include:

5. Shut Down Manager & Alternate:

a. Responsibilities Include:

6. _____ is responsible for issuing all clear.

Discussion Questions:

- Where do we shelter-in-place?

Sample Business Continuity and Disaster Preparedness Plan (cont'd)

COMMUNICATIONS

We will communicate our emergency plans with co-workers in the following way:

In the event of a disaster we will communicate with employees in the following way:

CYBER SECURITY

To protect our computer hardware, we will:

To protect our computer software, we will:

If our computers are destroyed, we will use back-up computers at the following location:

RECORDS BACK-UP

_____ is responsible for backing up our critical records including payroll and accounting systems.

Back-up records including a copy of this plan, site maps, insurance policies, bank account records and computer back ups are stored onsite _____.

Another set of back-up records is stored at the following off-site location:

If our accounting and payroll records are destroyed, we will provide for continuity in the following ways:

Discussion Questions:

- How will we communicate?
- How is our hardware/software protected?
- How are the records protected?

Sample Business Continuity and Disaster Preparedness Plan (cont'd)

EMPLOYEE EMERGENCY CONTACT INFORMATION

The following is a list of our co-workers and their individual emergency contact information:

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

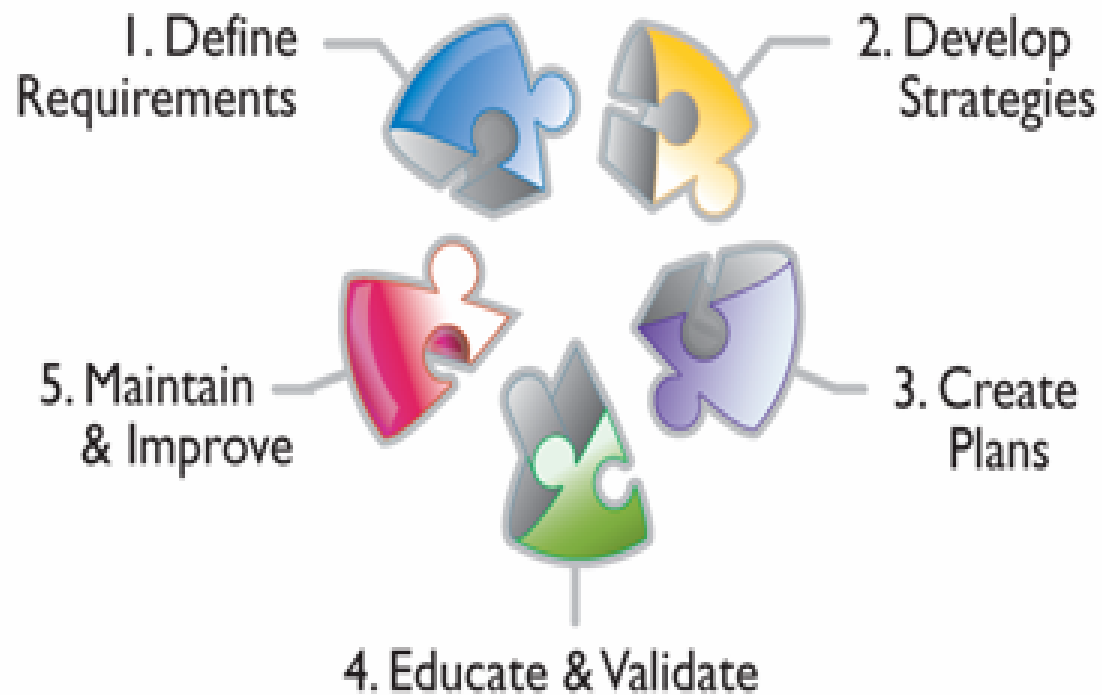
ANNUAL REVIEW

We will review and update this business continuity and disaster plan in _____.

Discussion Questions:

- How do we contact employees?
- Has this plan been reviewed annually?

Educate and Validate



Pandemic Monitoring Websites

- Centers for Disease Control and Prevention (CDC) – Avian Flu Web Site <http://www.cdc.gov/flu/avian>
- Centers for Infection Disease Research & Policy – CIDRAP Pandemic Influenza News
<http://www.cidrap.umn.edu/cidrap/content/influenza/panflu/index.html>
- Flu Wiki (helps local communities prepare for and perhaps cope with a possible influenza pandemic) <http://www.fluwikie.com/>
- Infectious Disease Society of America (IDSA) Pandemic/Avian Flu
http://www.idsociety.org/Content/NavigationMenu/Resources/Avian_Pandemic_Flu/Avian_Pandemic_Flu.htm



Pandemic Monitoring Websites

- PandemicFlu.gov – Official U.S. Web Site for Information on Pandemic Flu and Avian Influenza <http://www.pandemicflu.gov/>
- ProMed Digest <http://www.ProMedMail.org>
- World Health Organization (WHO) – Influenza Web Site http://www.who.int/csr/disease/avian_influenza/en/

Other Pandemic Websites

- ***Bird Flu: Communicating the Risk***
http://www.paho.org/English/DD/PIN/Number22_article1.htm
- **Bulls, Bears, and Birds: Preparing the Financial Industry for a Pandemic – Avian Flu Symposium** <http://www.upmc-biosecurity.org/pages/events/birds/>
- **Business Pandemic Influenza Planning Checklist**
<http://www.pandemicflu.gov/plan/pdf/businesschecklist.pdf>
- ***Don't Fear or Panic – An Economist's View of Pandemic Flu***
http://www.bmonesbittburns.com/economics/reports/20051011/dont_fear_fear.pdf
- **Government of India – Ministry of Agriculture Avian Flu Web Site** <http://www.dahd.nic.in/birdflue.htm>
- **Hong Kong Government – Avian Flu Web Site**
<http://www.info.gov.hk/info/flu/eng/index.htm>

Other Pandemic Websites

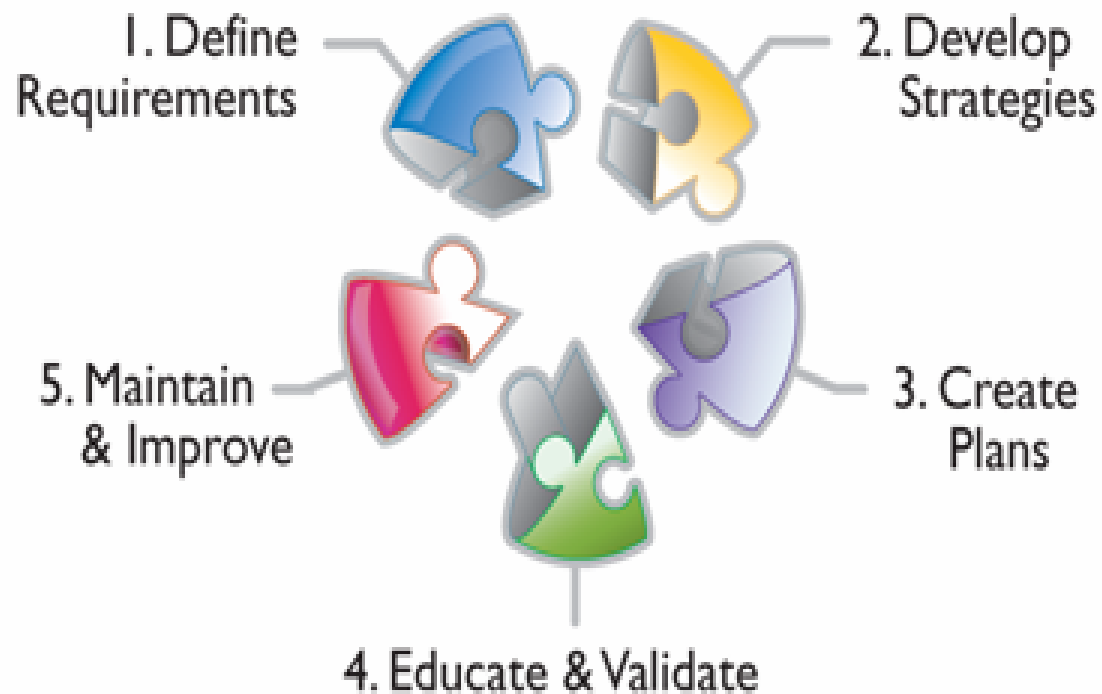
- ***It's Not Flu as Usual – What Business Need to Know About Pandemic Flu Planning***
<http://healthyamericans.org/reports/flu/FluBrochure.pdf>
- **MEDEX Special Report: Avian Flu**
<http://www.medexassist.com/>
- **Singapore Government – Avian Flu Web Site**
<http://www.info.gov.hk/info/flu/eng/index.htm>
- **State and Local Pandemic Influenza Planning Checklist**
<http://pandemicflu.gov/plan/pdf/Checklist.pdf>
- **Tamiflu Web Site** <http://www.tamiflu.com/>
- **U.K. Department of Health (DH) Pandemic Flu Web Site (including UK Influenza PandemicContingency Plan)**
<http://www.dh.gov.uk/PolicyAndGuidance/EmergencyPlanning/PandemicFlu/fs/en>



Other Pandemic Websites

- **University Health Network (Canada) – Hand Washing Video**
<http://www.uhn.ca/patient/general/handwashing.asp>
- **U.S. Department of State – Avian Flu Fact Sheet**
http://travel.state.gov/travel/tips/health/health_1181.html
- **U.S. National Strategy for Pandemic Influenza**
<http://www.ntis.gov/pdf/nspi.pdf>

Maintain and Improve





Questions???

Contact:

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