

# Pandemic: Protecting Your People and Your Business

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# Risk Management

- “Risk is the major concern of C-level leaders”
  - 2006 Accenture executive issues survey
- Changing security landscape
- Larger man-made disasters
- Larger natural disasters
- Increased interconnectedness
- Increased reliance on technology
- Escalating frequency of disasters
  - A.T Kearney & Centre for Research on the Epidemiology of Disasters

# How Do We Identify Risk?

- People tend to be blind to small changes
- Deliberate blindness
- We are also blind to larger changes
- Do we truly assess the risk of the Status Quo?
- Look for risk in all changes and the Status Quo
  - Take the time to assess its impact
  - True impact is not always self evident

# Planning to Manage Risk

- People are highly optimistic most of the time
- Individuals tend to exaggerate their talents
  - 70% of managers feel they are “above average” in dealing with people
  - 60% ranked themselves in the top 25%
  - 25% ranked themselves in the top 1%
- **Assess plans one-on-one, not in groups**
  - Groups tend to be more optimistic than individuals
  - Groups take on more risk than individuals

(From paper by Daniel Kahneman, 2002 recipient of Nobel Prize for Economics)

# Threats to Business Have Evolved

- **Fire**
- **Natural Disasters**
  - Earthquake, floods, ice storms, tornadoes, ..
- **Economic**
  - Market crashes, loss of client base, service / product obsolescence...
- **Terrorism and Security**
- **Biological**
  - SARS, Tuberculosis, Avian Flu - pandemic

# Pandemic Threat is Different

- Threatens the people, not the infrastructure
- You protect the business by protecting the people
- Impacts people at work and at home
- Recovery time is not measured in weeks but in months
- People will be your weakest link

# Pandemic Threat

- Education will be key
  - Cannot rely on just procedure manuals and technology tools
- Requires policy and procedural changes
- Remote access and virtual operations will be key (potential process improvement?)
- Vast majority of investment for Pandemic is also needed to protect against other threats

# Pandemic Threat

*“Anything you say before a pandemic sounds alarmist. Anything you say after it begins sounds inadequate.”*

Michael Leavitt,  
US Secretary of Health and Human Services

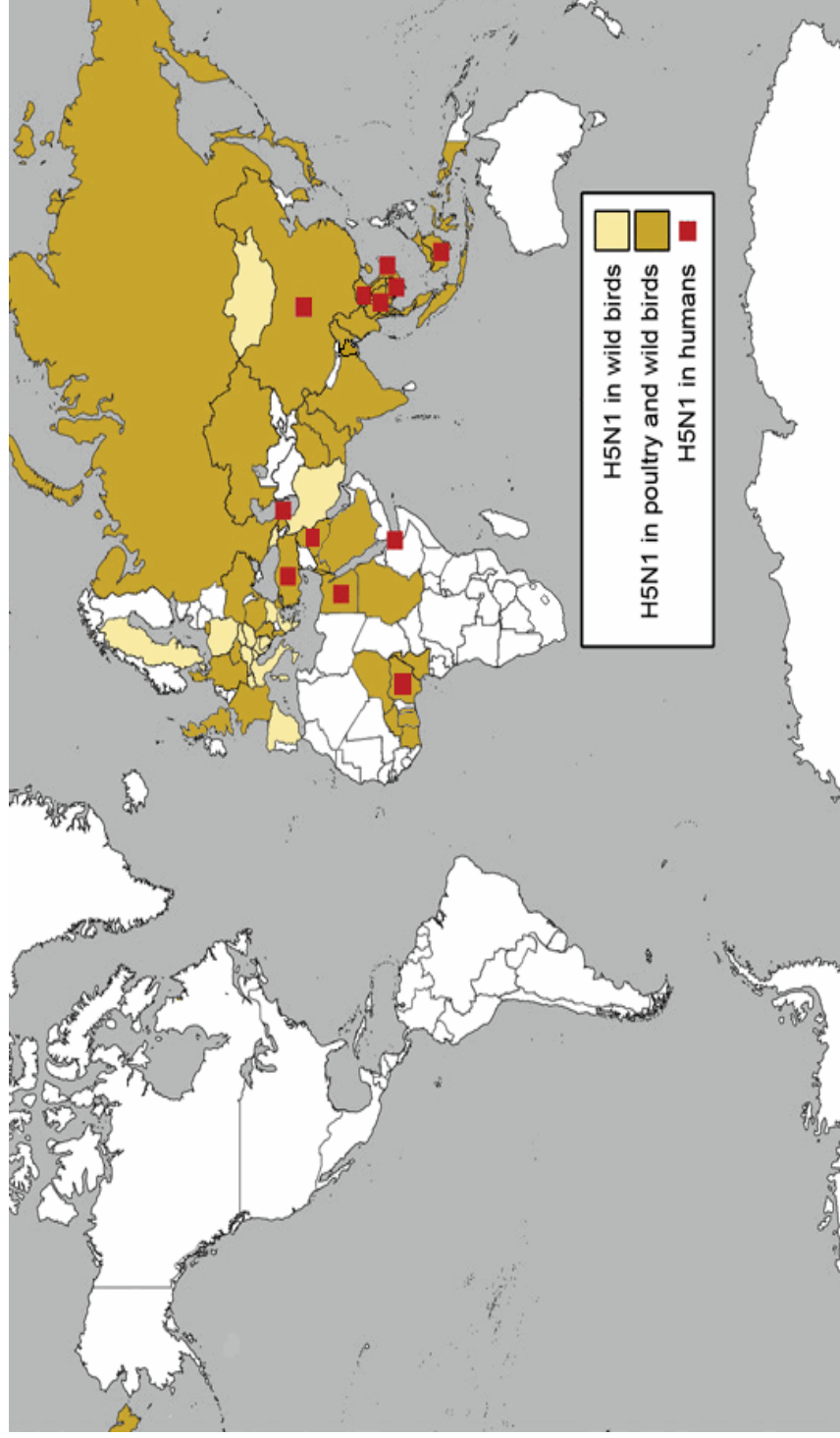
*“Any community that fails to prepare for a pandemic with the expectation that somehow the Federal Government will come to their rescue will be tragically disappointed.”*

Michael Leavitt,  
US Secretary of Health and Human Services

# Key Facts

- World Health Organization (WHO) has declared Avian Flu the number one threat to global health
- Avian Flu discovered over 100 years ago
- Highly pathogenic H5N1 strain identified in 1996 in a goose in China
- H5N1 jumped the species barrier in 1997 with first recorded case of human infection in Hong Kong
- H5N1 has changed so that it can now also infect chickens, mice and cats
- As of 2003 – 4 reported human cases, 4 deaths.
- As of Aug 2007 – 321 reported human cases, 194 deaths
- Human infection so far appears to require heavy concentration of the virus
- No human to human form of the virus yet

# Where has H5N1 Been found?



# What You Should Know

- **All estimates you hear are based on 3 key assumptions:**
  - 1) Required exposure concentration levels for infection
  - 2) Morbidity rate (percent of those who are infected)
  - 3) Mortality rate (percent of the infected who will die)
- **H5N1 can cross the tissue barrier in humans and can attack more than just the lungs**
- **Virus triggers a very strong response from the immune system (Cytokine Storm)**
- **H5N1 appears to pose greatest threat to those with healthy immune systems**
- **Cure cannot be developed until virus spreads between humans**

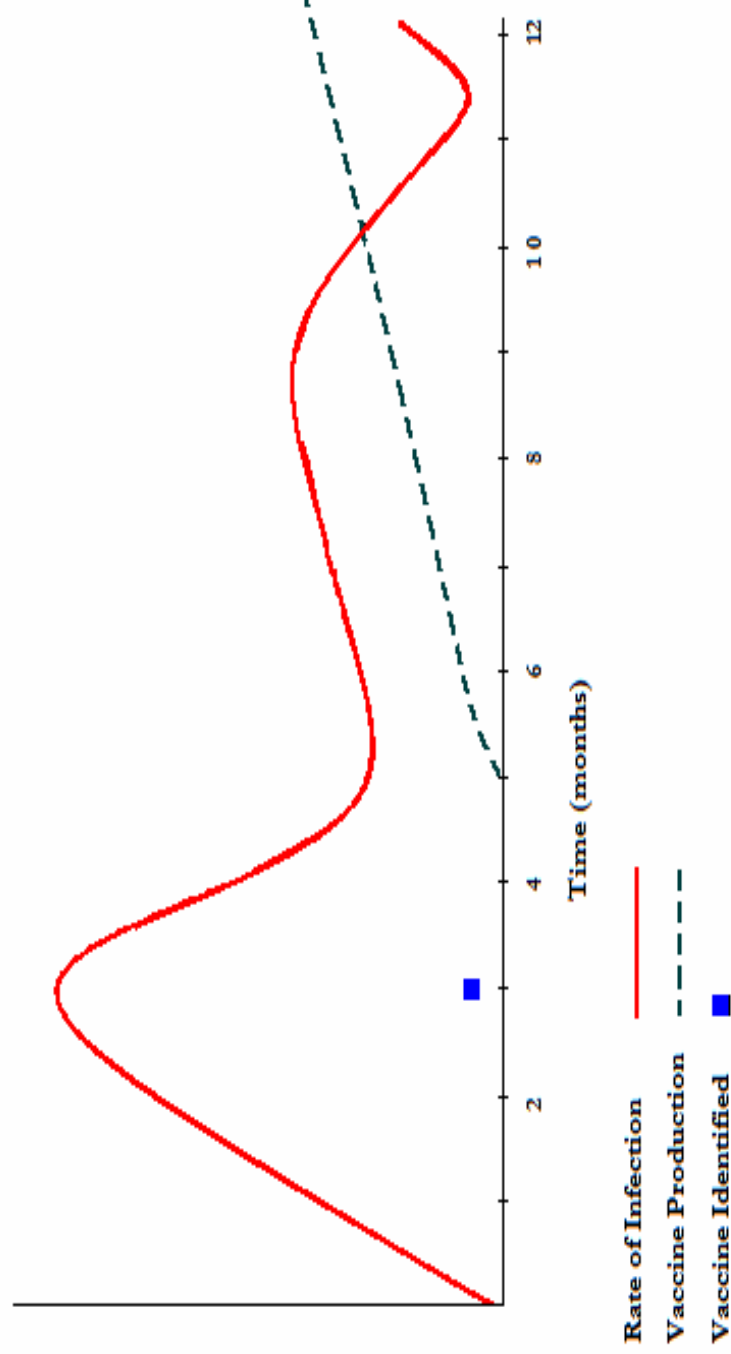
# What You Should Know

- Antivirals (like Tamiflu and Relenza) are not a cure.
  - They block the virus from spreading to new cells after you are infected, if taken early enough
  - “They can reduce the duration of uncomplicated symptoms”
  - They do not build immunity to subsequent infections
- Sources of infection
  - Direct – small droplets, one person to another
  - Indirect – touching contaminated surfaces
- Survival of virus:
  - On skin: A few minutes
  - On soft, porous surfaces: 6 – 8 hours
  - On hard surfaces: 24 – 48 hours

# WHO Pandemic Alert Phase

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Inter-pandemic phase	Low risk of human cases	1
New virus in animals, no human cases	Higher risk of human cases	2
Pandemic alert	No or very limited human-to-human transmission	3
New virus causes human cases	Evidence of increased human-to-human transmission	4
	Evidence of significant human-to-human transmission	5
Pandemic	Efficient and sustained human-to-human transmission	6

# Possible Pandemic Timeline



# What Can You Do To Prepare?

- To protect your business, you must protect your people
- To protect your people, you must educate them.
- Most Government sources still underplay what people and organizations should do

# Where To Start For Your People

- Educate lawyers and staff
  - Facts about pandemic
  - How to protect their family
    - Do not go to work if you are not well
    - “Wash your hands”
    - How to clean surfaces properly
    - When should they pull kids out of school?
    - How to establish “clean zones” in the home
  - Develop checklist of supplies they will need
  - How can they practice social distancing at home?
- **New office entry and cleaning procedures**
  - “Wash your hands”
  - Ensure cleaners know what to clean and how

# Where To Start For The Business

- Where do you start?
  - People, Process or Tools?
  - Departments
  - Office
  - Geography,
  - Clients and their expectations
- Consider starting with your Services
- Then follow those to where they take you

# What Should The Plan Include?

- **Identify response levels and triggers**
  - Do we have a human to human instance?
  - Where are the infections?
  - How quickly are they spreading?
- **Develop a travel policy for lawyers and staff**
  - Where can they go and not go?
  - When should alternative arrangements be made?
  - Should they come right back to the office?

# What Should The Plan Include?

- Plan for social distancing
- Plan for more remote workers
- How well are key services protected?
  - Cross training, job rotation ...
- Identify services that can be provided remotely
- Plan for those who will be sick or have a sick family member
- Plan for the “worried well”
- Can you operate with 30% - 60% less people?

# What Should The Plan Include?

- **Develop a visitor management policy**
  - Who can enter the office?
  - Where can they go?
  - When are visitors not allowed at all?
  - What will your message to clients be at that time?
- **Discuss your needs with your building manager**
  - Control visitors
  - New cleaning procedures
  - New service personnel entry rules
  - Consistent escalation thresholds

# What Should The Plan Include?

- **Prepare new HR policies now**
  - What is your obligation to pay?
  - Will you give a notice period?
  - Will there be a change in pay for those who must come in?
  - Can people with an illness at home come to work?
- **Prepare new accounting procedures**
  - Where will mail and checks go?
  - How will deposits be made?
  - How will payments to vendors be made?
  - Do your performance metrics and thresholds change?
  - Do you have a cash preservation strategy ready?

# What Should The Plan Include?

- Review your key vendors' plans
  - Can they meet your needs without coming into your office?
  - Can they do their work remotely?
  - What exposure do you have?
  - Should you diversify?
- Will remote access solution handle added load?
  - How many licenses do you have?
  - How many people can your servers handle?
  - Do your people use this solution regularly today?
  - How will you manage this solution?

# Our Responsibility

*“We need to talk about this in ways that inspires preparation but not panic”*

Michael Leavitt  
US Secretary of Health and Human Services

Take Small, Smart, Calculated Steps

- About Kraft Kennedy & Lesser (KKL):
  - Providing consulting services to law firms for 19 years.
  - More than 60 consultants with offices in New York, Houston and San Francisco.
  - Hundreds of small firms as clients
  - More than 50% of Amlaw 100 are clients
  - Strategic consulting team consists of CIO's, Executive Directors, Attorneys, professional business managers
  - Technical consulting team is among the strongest and most experienced in the industry

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