

All-Hazards Emergency JHM Human Resources Guidelines

These guidelines were cooperatively developed by the Human Resources (HR) leadership from all JHM entities. They are intended as guidelines only. Each organization must have flexibility to the implement guidelines based on the needs of that specific organization and the specific emergency.

It is not the intention to publish these guidelines widely, but rather to keep them available to be adapted for each crisis. Immediately when an emergency occurs, Human Resources will review, adapt and share the Guidelines with the Command Center and CEPAR and communicate as appropriate.

Human Resources Philosophy

All faculty and staff have unique talents and expertise to contribute to the Johns Hopkins response to an emergency event. Johns Hopkins will depend on the teamwork, positive attitude, flexibility and dedication of the faculty and staff to manage the crisis successfully.

- Johns Hopkins will:
 - Utilize appropriate policies and practices to protect the safety and health of our faculty, staff, students, patients and other customers (including distribution of personal protective equipment)
 - Educate and communicate about the crisis and the response to that crisis
 - Provide resources/referrals to help its faculty, staff and students manage the inconveniences inevitable during a emergency event (e.g. pandemic), as appropriate. Such resources/referrals may include things such as:

Meals	Child, elder and pet care
Rest and recuperation areas	Transportation
Personal medications	Exercise and relaxation

[NOTE: Resources available to faculty, staff and students may vary by organization.]
 - Recognize and reward employee participation and contribution to an emergency event
 - Provide psychological and emotional support as needed
- Johns Hopkins expects faculty and staff to:
 - Participate in personal and departmental planning for an emergency event
 - Report to work if not ill (unless they are otherwise directed)
 - Report to work unless caring for a family member when it is deemed medically necessary to do so
 - Notify supervisor in event of a lateness or unscheduled absence
 - Use personal protective equipment (PPE) and follow accepted infection control guidelines as required
 - Be willing to volunteer to cross-train/be deployed to other departments within their organization or within Johns Hopkins to meet operational needs (refer to Operation Orange, strike planning or other appropriate documents)
 - with proper screening, competency assessment and/or training as needed
 - with credentialing as needed

- with guidance of collective bargaining contracts

Framework for Guidelines

- Maintain and support the needed workforce in the event of an emergency
- Balance needs of the employee with needs of the organization
- Protect the safety and well-being of faculty, staff, students, patients and other customers
- Expect emergency to impact organizational operations
- Make decisions about continuation of services at the entity-specific level
- CEPAR and organizational leadership will collaborate
- Recognize that emergencies may significantly impact absenteeism
- Extraordinary circumstances require reasonable, fair and flexible support for faculty, staff and students and frequent and timely communication
- Provide a framework for a sustained, long term response if necessary
- Guideline may not be all inclusive and is subject to change
- Abide by all Federal requirements/regulations (e.g. FMLA, FLSA, OSHA)
- Comply with any union agreements in effect at the time of the emergency
- Recognizes the need for increased flexibility in managing a workforce and offers additional supports/services to faculty, staff and students

Objectives of Human Resources Guidelines

- Assist management in determining proper procedures and appropriate action during an emergency
- Address education, communication and psychological support needs of faculty, staff and students
- Manage “inconvenience” needs of faculty, staff and students
- Provide recognition and rewards

Activation and De-activation

- Who
 - Vice Presidents of Human Resources for JHU and JHHS in consultation with CEPAR and other enterprise leadership
 - If they are not available, their designees will activate/de-activate
 - No employee will individually attempt to activate this guideline
- When
 - When CEPAR and the Command Center determine the organization has reached Phase 6B or sooner if determined necessary
- How
 - Notify Disaster Control Administrators
 - Implement communications to faculty, staff and students and leadership (e.g. daily briefings, hotlines, plasma screen announcements, special publications, broadcast emails)

Preparation Activities

In the event of a major, global emergency, preparedness and proactive planning will be critical to minimize the disruption to business continuity and to protect the health and well being of faculty, staff, students, patients and other customers. Departments and organizations must prepare for an emergency event by:

- Making sure business continuity plans are in place
- Making decisions about what work must continue (essential functions/services, core hours), what staff are required to do the work and what redeployment strategies might be needed to meet the needs of the department/organization
- Making decisions about who is “required attendance essential” made and communicated to staff
NOTE: JHU designates “essential” staff in advance while JHHS staff are considered “required attendance / essential” unless specifically notified by their departmental management that they are not.
- Updating phone tree/emergency contact, employee personal information pursuant to applicable regulations
- Considering potential transportation needs and resources available
- Identifying and completing any required cross training or developing just-in-time training that can be implemented quickly if an emergency occurs
- Developing any on-line or self-service options for customers if applicable
- Making decisions about alternate work locations (e.g. telecommuting)
- Alerting Union leadership about the plan and strategies if applicable

Workforce Resilience Programs

An emergency event may cause significant disruption to all community services. JH recognizes that this disruption will impact its faculty and staff. The organization will attempt to anticipate most needs but realizes that it is difficult to prepare for every challenge that may arise. Some decisions will need to be made on a case-by-case basis with Human Resources.

- Pay
 - If absenteeism is high, faculty and staff will be needed to work overtime
 - Attempts will be made to assure fair distribution of hours, reasonable breaks, and to encourage faculty and staff to volunteer for OT
 - OSHA/MOSH guidelines will be followed
 - OT and on-call pay guided by FLSA or union contract and existing emergency pay guidelines will apply, if applicable
- Schedules
 - *Flexible scheduling/Alternate Work Schedules*
 - May be required to help faculty and staff meet work requirements and family obligations such as child/elder/pet care, caring for family illness, etc.
 - May be a strategy of “social distancing” to curtail the spread of infectious agent if workgroups can be split
 - May include flexible start/stop times or staggered work shifts
 - May not be appropriate for all positions or work locations
 - Will require that departments determine core business hours and functions

- Schedules will be set to sustain/enhance staff member's ability to do his/her job and will not present undue inconvenience to customers or adversely affect services provided
 - Lunches and/or rest periods are still provided even when staff work a flexible schedule
 - Plan ahead if possible
 - Approval for a flexible or alternate schedule arrangement is at the discretion of the supervisor
 - *Telecommuting*
 - Ability to work from home or an alternate worksite is a JH management decision and should not occur unless management can reasonably monitor work performance and ensure that work can occur in a safe and productive environment
 - May not be appropriate for all positions/roles
 - Requires preparation (e.g. determination of suitability of job, equipment needs, safety assessment - although safety assessment may be waived if employee agrees)
 - Must meet all HIPAA, confidentiality and security requirements
 - Telecommuting may be required or terminated at any time by management
- Employee Supports
 - *Transportation*
 - Encourage faculty and staff to develop alternate transportation plans in the event that public transportation service is disrupted
 - JH may provide transportation for required faculty and staff depending upon available resources and operational needs
 - NOTE: Provision of this resource will be entity-specific.
 - *Rest and Recuperation Requirements*
 - JH will provide rest and recuperation sites for faculty and staff as well as healthy meals/snacks, relaxation, exercise for individuals working extraordinary hours
 - Faculty and staff are encouraged to bring personal belongings (e.g. clothes, medications, personal hygiene items) if they must remain on-site for extended periods
 - JH will provide laundry facilities and medications (if required)
 - If dealing with an infectious hazard, location of rest area will be based on containment plans and faculty and staff will be encouraged to avoid large gathering places where illness may be spread
 - *Family /Friend Supports*
 - Recognize that an emergency event will likely cause disruption to the usual support systems available to help faculty and staff manage work-life issues
 - We know from past emergency situations that concerns about family and friends rank high on responders lists of concerns and therefore the organization will address these issues to the extent possible
 - Encourage faculty and staff to develop alternate plans for child, elder and pet care in advance of any emergency

- JH will provide services, referrals and resources (see Appendix III)
 - Faculty and staff are encouraged to develop family communication plans in advance of any emergency
 - JH will provide tools and strategies (e.g. cell phones, internet access, land phone lines) to help employee stay connected to their families to the extent possible
NOTE: Provision of this resource will be entity-specific.
 - Prescription drugs for faculty and staff as required
 - *Emotional and Psychological Supports*
 - Recognize that faculty and staff responding to or working through a crisis situation will have stress and need support
 - Refer to Johns Hopkins Mental Health Disaster Plan
 - JH will provide services, referrals and resources (see Appendix III)
NOTE: Provision of these services will extend beyond the emergency event as needed and are entity-specific
 - *Other*
 - Individual entities may consider providing groceries, gasoline, etc depending on length and severity of emergency event
- Communication
 - Organizational leadership must maintain high level of communication with faculty, staff and students during any emergency
 - A variety of tactics – email, phone hotlines, plasma screens, overhead paging, written publications – will be used
NOTE: ~~Not~~ Organizations should consider the resources available to their staff in selecting which strategies to implement
 - Departmental managers will be called upon to share pertinent information with their staff
 - Frequency of communication will vary depending upon the Phase of the emergency
 - Refer to disaster policies for entity-specific strategies
- Absence Management
 - *Employee Illness*
 - Concerns about lost wages are a large deterrent to self-quarantine
 - If direct patient care will put certain faculty and staff at increased risk of illness they may be exempt from working with those patients
NOTE: This will require assessment by Occupational Health.
 - During a flu emergency, faculty, staff and students who are experiencing flu symptoms should not report to work until they have been cleared
 - Faculty, staff and students who are ill may be required to interface with their local Occupational Health office (if surveillance is required or return to work clearance is necessary)
 - Use appropriate leave for absences – PTO or sick time for illness as well as STD and LTD if available
 - Worker’s Compensation may come in to play if clear evidence that illness was due to on-the-job hazard
 - May sell or donate PTO if organizational policies allow

- Role of FMLA (see HR 328)
http://www.hopkinsmedicine.org/jhhr/PoliciesProcedures/HR328/HR328_2.6.09.doc
- *Attendance Management*
 - Existing attendance policies may be suspended if this guideline is activated
 - Although it will be critical for all staff who are able to work to report to work, reasonable absences will be forgiven for disciplinary purposes
 - If there is a question about the need to impose discipline for an absence-related issue, the decision will be made by in consultation with HR, Occupational Health, FASAP and the employee's home department
 - Staff are still required to notify their supervisor in the event of an unscheduled absence
 - Disciplinary procedures for behavior other than absences will remain in place
 - Staff will be required to use accrued PTO, vacation or sick time for absences occurring in accordance with existing policies.
 - See HR (601)
<http://www.hopkinsmedicine.org/jhhr/PoliciesProcedures/hr601attendance.pdf>
- *Recognition*
 - JH will consider a variety of strategies to reward and recognize faculty and staff after an emergency event
 - Fairness is a key principle in any reward/recognition
- *Emotional and Psychological Supports*
 - Recognize that faculty, staff and students will require supports beyond the emergency event
 - Refer to Johns Hopkins Mental Health Disaster Plan
 - JH will provide services, referrals and resources (see Appendix _III)

References

- Bioterrorism: Operation Orange (IFC 038)
- Departmental Business Continuity Plans
- Mental Health Disaster Plan

Appendices

- I - Frequently asked questions (specific to incident)
- II - *WorkLife* Resources
- IV - Resources for Faculty, Staff and Families – HR Flu Disaster Preparedness

APPENDIX I

Frequently Asked Questions – Pandemic Influenza

- Q. When will the attendance guidelines go into effect?
A. At Stage 4 of the Epidemic/Pandemic Respiratory Influnza (EPRI) Plan.
- Q. Do all employees who are absent with a febrile illness require clearance from Occupational Health to return to work, even if they were out less than three days?
A. NO. Only those employees with fever and either respiratory or GI symptoms will be required to clear Occupational Health. Other criterea may be subsequently announced by HEIC.
- Q. May a manager question an employee who is calling out about their symptoms, e.g., inquire if the are febrile?
A. No, but the manager should inform the employee that if they are febrile and are experiencing URI symptoms they should contact Occupational health or their personal healthcare provider.

APPENDIX II

WORKlife Programs

Serves JHU and JHH/JHHS faculty and staff and their families. Provides child care and elder care resource and referral. Provides consultation services to faculty and staff and supervisors related to planning and managing flexible schedules. For JHU, Administers the Sick, Emergency and Back-up Care program for child and elder care and offers subsidy for child care and elder care.

Phone: 443.997.7000 *or* 443.287.7000

Website: www.hopkinsworklife.org

FASAP/WORKlife

Developing a Family Disaster Back-up Plan

If you are unable to get home because of an emergency or disaster, how will your dependents be taken care of until you can return? You may need to plan for 1 to 2 weeks, depending on the type of emergency (disaster, quarantine, serious injury, etc.). The questions below will help you form your plan.

Who will need care? (Consider children, elders, pets, etc.)	
Who could provide care for them in my absence?	
How will I notify the caregiver that their assistance is needed?	
How will the caregiver gain access to my home?	
How will the caregiver gain access to the individuals or animals needing care?	
What information will the caregiver need in order to provide care?*	
Do you have an emergency supply kit prepared? **	

*You can prepare an information sheet that details special needs such as diet, doctors' numbers, etc. Consider release forms.)

**See the Federal Emergency Management Agency web site at www.fema.gov or the American Red Cross web site at www.redcross.org for suggested supplies.

APPENDIX III

Resources for Faculty, Staff and Families

Faculty and Staff Assistance Program (FASAP)

Serves JHU and JHH/JHHS faculty and staff and their families. Provides assessment and identification of personal and/or work-related problems.

- Brief counseling
- Crisis intervention
- Follow-up appointments when necessary
- Emergency loans
- Referral to appropriate and accessible resources at Johns Hopkins or in the community
- Managerial and workplace consultations

Phone: 443.997.7000 *or* 443.287.7000

Website: www.fasap.org

The Johns Hopkins Hospital- HR Service Center/Benefits

Serves JHH/JHHS faculty and staff . Administers the Sick, Emergency and Back-up Care (for child and elder care) program. Provides information on Family and Medical Leave Act. Administers the Emergency Loan program.

Phone: 410-955-6208

Website: <http://www.hopkinsmedicine.org/jhhr>

Johns Hopkins Home Care Group

Serves Home Care Group, Peds at Home, Home Health Services and Pharmaquip staff. Provides information on Sick, Emergency Loan Program, Human Resources policies and Family and Medical Leave Act.

Phone: 410-288-8186

Website: <http://www.hopkinshomecare.org>

Website resources for faculty, staff and students

CEPAR: Johns Hopkins' Office of Critical Event Preparedness and Response (CEPAR) serves as the command center -- and clearinghouse -- for our enterprise-wide planning for and reaction

to a catastrophe, particularly involving bioterrorism or nuclear or chemical attack.

<http://www.hopkins-cepar.org/>

Safe at Hopkins: A comprehensive listing of disaster resources for faculty, staff and students of the Hopkins community. <http://www.safeathopkins.org>