

Influenza

Corporate Incident Action Plan (IAP)

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Authors

[Chew Lip Heng](#) and [Nathaniel Forbes](#)

Designer

[Leong Wei Wei](#)

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Singapore

1. Set up Influenza Preparedness Committee (to become Incident Response Team)
 - a. Assign members
 - b. Set mandate and scope of committee
 - c. Decide record-keeping responsibilities
 - d. Assign other roles & responsibilities
 - e. Review SARS and H5N1 ("bird flu") lessons, if applicable
 - f. Develop influenza policies & procedures
 - g. Inform employees, customers, vendors, stakeholders about policies and procedures

2. Monitor spread of influenza, mortality rates. See "References" next page.

3. Business Continuity Planning responsibilities
 - a. Adapt and modify existing plans for infection scenario
 - b. Update Business Impact Analyses for infection scenario
 - c. Formulate options, present to management for approval
 - d. Conduct exercises to improve on readiness

4. Human Resources responsibilities
 - a. Include corporate medical provider as partner
 - b. Track employee business *and* personal travel
 - c. Meet with company's health provider, insurance agent
 - d. Decide medical absence and leave (vacation) administration
 - e. Set office access control procedures for employees, visitors
 - f. Set employee & visitor monitoring procedures
 - g. Research and obtain appropriate infection control supplies
 - h. Prepare succession table for key individuals

5. Corporate Communications responsibilities
 - a. Channels of communication with employees in quarantine
 - b. Channels of communication with employees working away from office
 - c. Channels of communication with employees' next-of-kin
 - d. Channels of communication with government, authorities
 - e. Channels of communication with customers
 - f. Channels of communication with suppliers

6. In case of employee infection, develop plans for:
 - a. Primary Transfer (admission to medical facility)
 - b. Secondary Transfer (cross border medical evacuation)
 - c. Employee's return to work

1	What an enterprise needs to know Updated on May 2009
	<ol style="list-style-type: none">1. Influenza, commonly known as “flu”, is an infectious disease caused by RNA viruses of the family Orthomyxoviridae (the influenza viruses), that affects birds and mammals.2. It is easily spread from human to human through air by coughs and sneezes of an infected person. It can be also be transmitted through bird droppings, saliva, nasal secretions, feces and blood. Influenza can causes severe illness and life-threatening complications in many people.3. Humans contract the influenza through contact with infected animals, contaminated excretions or surfaces.4. It has jumped from birds to humans with increasing frequency in 2005. If the virus mutates so that human-to-human transmission becomes faster or more “efficient,” a pandemic may start. <p>Three influenza pandemics occurred in the 20th century and killed millions of people, with each of these pandemics being caused by the appearance of a new strain of the virus in humans. Often, these new strains appear when an existing flu virus spreads to humans from other animal species, or when an existing human strain picks up new genes from a virus that usually infects birds or pigs.</p> <p>Source http://www.cdc.gov/flu/</p> <p>References</p> <p>Note: The sites and entities below are important because their declarations and warnings are likely to be used as “triggers” for activation of emergency response plans by governments and companies.</p> <p>Singapore Ministry of Health National Pandemic Preparedness Plan (what MoH will do, what MoH expects you to do) http://www.moh.gov.sg/mohcorp/diseases.aspx?id=422</p> <p>Latest updates http://www.moh.gov.sg</p> <p>Frequently Asked Questions about Influenza http://preview.tinyurl.com/dk5lz2</p> <p>World Health Organization, Geneva, Switzerland Disease Fact Sheets http://www.who.int/mediacentre/factsheets/en/</p> <p>Disease Outbreak News http://www.who.int/csr/disease/influenza/surveillance/en/index.html</p> <p>The Centers for Disease Control & Prevention (CDC), Atlanta, USA Influenza : The Disease page http://www.cdc.gov/flu/about/disease/index.htm</p>

2	Clinical (Medical) Information
	<p>Presentation Symptoms are the almost same as 'normal' flu</p> <ul style="list-style-type: none">• chillis• fever (>38 degree Celsius)• sore throat• muscle aches• severe headache• coughing• running or stuffy nose• weakness• extreme tiredness• general discomfort <p>Incubation period</p> <ul style="list-style-type: none">• Appears to be 2 days after contact with the virus but can range from one to five days. <p>Diagnosis Commercial Rapid Diagnostic kits can accurately detect up to Type (A) level within 30 minutes. For effective treatment, it is important that anti-influenza treatments commence within <u>48 hours</u> of onset of symptoms.</p> <p>A Singapore company, Veredus Laboratories www.vereduslabs.com has developed a commercial rapid diagnostic for H5N1, available in quantities of fifty (50) or one hundred (100) test kits http://www.vereduslabs.com/products.html at thirty-five (SGD 35.00) Singapore dollars (USD 22.00) each.</p> <p>References Source: <u>Influenza</u>, The Centers for Disease Control & Prevention (CDC), Atlanta, USA http://www.cdc.gov/flu/symptoms.htm <u>Diseases and Conditions of Influenza</u>, Ministry of Health (MOH), Singapore http://www.moh.gov.sg/mohcorp/diseases.aspx?id=422</p>

1	Stage One: Prepare	Assigned to	✓	Date
Form and Convene an Incident Response Team (IRT)				
	<p>1.0 Members of IRT List names here <i>Suggested:</i></p> <ul style="list-style-type: none"> • Senior Management representative • Business Continuity Planning Coordinator • Human Resources representative • Corporate Communications representative • Corporate Security or Facilities representative <p>IRT should be small to simplify coordination among its members.</p>			
	<p>1.1 Schedule 1st IRT meeting. At first meeting:</p>			
IRT	<p>1.2 Set out mandate and scope of IRT <i>Suggested</i></p> <ul style="list-style-type: none"> • Monitor influenza in your region, country and city • Prepare recommendations to mitigate risk to your enterprise • Define 'triggers' when you will activate response actions • Company response to case of a suspected infection in an employee 			
IRT	<p>Assign roles and responsibility to IRT members <i>Suggested</i></p> <ul style="list-style-type: none"> • BCP: chairs the IRT, responsible for strategies, options and plans. • HR: 'people' issues: travel, medical care, compensation and insurance. • Corp Comm: internal and external information dissemination • Security: monitoring, quarantine, emergency response procedures 			
BCP	<p>Review SARS lessons and H5N1 (bird flu) lessons <i>If it were to happen again, how would we respond better?</i></p> <ul style="list-style-type: none"> • What were our sources of information? • Were they reliable? • Seek new sources? • Who in our company was responsible for monitoring? • Was our corporate healthcare provider a 'partner'? More partners? • Liaising with authorities: difficulties? How could we do it differently? • Evaluate strategies and options • Supplies (e.g. an hydrous liquid disinfectant, thermometers and masks) • Policies, especially those that were difficult to implement • Did everyone get the right message? More or less communication required this time? • Web site(s), blogs, email, social networking: How effective? <p>References Learning the Lessons from SARS at http://www.continuitycentral.com/news0296.htm</p> <p>Lessons from SARS, Mad Cow & Bird Flu of Past http://247wallst.com/2009/04/27/swine-flu-lessons-from-sars-mad-cow-bird-flu-of-past-gild-bcrx-nvax-gnbt-vicl-avii-crxi-rhhby-gsk-sfd-eww-mxf/</p> <p>SARS Impact on Business Continuity at http://www.hkcert.org/ppt/event083/sars&bcm.pdf</p>			

1	Stage One: Prepare	Assigned to	✓	Date
Steps in preparedness				
	Evaluate risks <ul style="list-style-type: none"> • If company personnel are infected • If customers are infected (or companies are closed, deliveries prohibited) • If vendors & contractors are infected • If Board Directors are infected 			
Corp Comm	Informing Employees <ul style="list-style-type: none"> • Whom to notify if you suspect a case of flu? • Set up URL for intranet website, or internet web site accessible from outside company's firewall • Find ways to communicate with <ul style="list-style-type: none"> • Employees in quarantine • Employees working away from office • Employees' next-to-kin • Government authorities • How should employees contact the IRT? Email, phone, other? 			
	Review <ul style="list-style-type: none"> • Impact of sick employees on business functions • Minimum Business Continuity Objectives • Minimum Operating Requirements: number of people required to operate the business at what company thinks is a "minimum" capacity • Recovery Time Objectives 			
BCP	Consider Business Continuity strategies <ul style="list-style-type: none"> • PLACE <ul style="list-style-type: none"> • Relocate some employees to another office • Activate back-up site, if you have one, for some employees • Work outside the office (e.g., from home) • Store copies of records off-site • TIME <ul style="list-style-type: none"> • Split teams by shifts, e.g. divide day into two or more shifts • Split teams by days, e.g. Mon, Wed, Fri & Tue, Thu, Sat.; alternate week; every other week • OUTSOURCING <ul style="list-style-type: none"> • Re-assign some or all of a task or process to another location • Outsource some or all of a task or process to a vendor 			
	Team to manage <ul style="list-style-type: none"> • Stage Two: Response to active influenza cases in Singapore • Stage Three: Response to staff infected by influenza 			

1	Stage one: Prepare	Assigned to	✓	Date
Steps in preparedness				
HR	<p>IRT will function as ‘Secretariat’ (record-keeper)</p> <ul style="list-style-type: none"> • Be the primary point of contact for employees on influenza • Make sure <u>general support documents</u> are properly stored in an easily accessible location 			
	<p>Evaluate your existing BCP for applicability to the threat of influenza</p> <ul style="list-style-type: none"> • BCP usually assumes loss of primary office, which may not be relevant for disease responses • Medical care for employees may not be part of your BCP • Recovery Time Objective (RTO) is probably not relevant • Recovery Point Objective (RPO) is probably not relevant • How to divide teams in case of team splits • Successors (back-ups) for key personnel, especially in critical areas, <i>e.g.</i> data centre, Treasury, Human Resources 			
	<p>Consider type of leave and pay administration</p> <ul style="list-style-type: none"> • In case of quarantine or ‘stay home’, for employees or employees’ children (no school) • For pregnant employees <p>Triggers</p> <ul style="list-style-type: none"> ✓ Singapore Ministry of Health change in alert level ✓ WHO declaration ✓ Employee illness <p>Set vacation/leave policies</p> <ul style="list-style-type: none"> • Absence leave • Medical leave • Personal leave • Vacation/holiday • Leave without pay 			
	<p>Review access to premises</p> <ul style="list-style-type: none"> • Screening based on <ul style="list-style-type: none"> • Visual (<i>e.g.</i> cough, shortness of breath) • Temperature >38 deg C • Different process, or exceptions for company Board members, selected clients, government officials? • On-site meetings prohibited? Or only in meeting rooms outside main office area? • Off-site, face-to-face meetings for company staff OK? Sales people? • Teleconference or video conference meetings only? • Issue masks to visitors? • Contracted resources, <i>e.g.</i> paramedical staffing by external agency • Security card access: deactivation and alert procedure in case of quarantine ordered by authorities <p>References</p> <p>Recommendations of the Advisory Committee on Immunization Practices (ACIP) http://www.cdc.gov/flu/professionals/acip/</p>			

1	Stage one: Prepare	Assigned to	✓	Date
Steps in preparedness				
Insurance	<p>Possible insurance exposures</p> <ul style="list-style-type: none"> • Workers Compensation for 'injury' sustained at work • Negligence for failing to prevent employee illness, failing to take 'prudent' precautions • Business interruption if employees cannot or refuse to report to work or supplies cannot or will not deliver • Employee benefits, especially company-sponsored employee health insurance, short-term disability insurance, life insurance, retirement plans that provide death benefits 			
HR	<p>Monitor for latest report</p> <p>Daily monitoring of websites you listed in References. Log and email Committee members, and email weekly summary and advisories (from Corporate Healthcare Provider, see next step) to employees.</p> <ul style="list-style-type: none"> • Date • Source • Where • Number of suspects, confirmed cases and deaths, if any <p>Current information: http://www.flutoday.com/</p>			
	<p>Contact company's health care provider</p> <ul style="list-style-type: none"> • Meet with your health and company health provider • Tell them that influenza has been recognised as a threat and that you want them to be part of the Influenza Preparedness Committee; their advice is part of preparedness. <i>Tip: include this as part of service when renewing contract with provider</i> • Ask what services they can offer; in particular, can the health care provider offer recurring testing and diagnostic service for influenza to employees? • Agree on specifics of the current state of threat, e.g. ascertaining need for flu vaccination for traveling staff, increased vigilance • Provide subject-matter expert to brief or write to employees about influenza 			
	<p>Contact company's health insurer</p> <ul style="list-style-type: none"> • Ask if your company's health insurance benefits or claim procedures will change in any way in an epidemic scenario 			

1	Stage one: Prepare	Assigned to	✓	Date
Steps in preparedness				
HR	<p>Medical Supplies Acquire and store supplies for four (4) to six (6) weeks of business days (5-day week or 6-day week).</p> <p>Decide quantities of supplies (e.g. hand disinfectant, nitrile gloves, face masks, N95 respiratory masks, thermometers and Tamiflu® or Relenza®) to acquire, and stock. Determine lead time from order to delivery for supplies.</p> <ul style="list-style-type: none"> • Thermometer options <ul style="list-style-type: none"> - disposable - glass - electronic <p>Place deposit with supplier or establish procedure for deposit to ensure priority when supplies run short.</p> <p>Estimate quantity of supplies by</p> <ul style="list-style-type: none"> • Number of staff (and consider extras for family members) • Number of visitors • Number of contact tracing teams • Take into account any events that may affect the numbers 			
	<p>Cleaning management</p> <ul style="list-style-type: none"> • Increase cleaning work to surface areas. e.g. washrooms, lifts, work desks, call centre etc. • An hydrous liquid disinfectant for 100% of staff and visitors • All other supplies: up to 20% of employees and visitors <p>Take note: 1 part bleach to 8 parts water on all surfaces</p> <p>Notes</p>			
Finance	<p>Establish a new Account Code or cost centre for all related expenditures re-assign costs to other Account Codes later if necessary</p> <p>If so, to implement provisions and procedures for funding and activation.</p>			

2	Stage one: Prepare	Assigned to	✓	Date
Steps in preparedness				
HR	<p>Travel Information Set up employee travel monitoring program</p> <p>Take note of restricted countries and take necessary precautions required</p> <p>Capture in a spreadsheet or database (so that data can be sorted by dates or place when needed), all trips (business <u>and</u> personal) by employees made overseas. Data sources will be corporate travel itineraries, vacation/leave forms and information volunteered by employee</p> <ul style="list-style-type: none"> • Name • Destinations, intermediate overnight stays • Mode and details of transport • Departure • Arrival <p>If travel is managed centrally or through third party, establish procedures for travel restrictions or travel ban, e.g. to designated countries when activated. If desired, provide for exceptions (e.g. 'critical business requirement') to be approved by designated managers. Note approval has to be in line with willingness on part of employee to travel and any ban or restrictions imposed by health authorities.</p> <p>Notice to Travelers about Influenza The Centers for Disease Control & Prevention (CDC) http://wwwn.cdc.gov/travel/content/outbreak-notice/novel-h1n1-flu-global-situation.aspx</p>			

1	Stage Two: Prevent	Assigned to	✓	Date
	Trigger <ul style="list-style-type: none"> • Ministry/Department of Health raises alert level • World Health Organization raises alert level for your region or country • A person in your city or country is suspected of being infected 			
IRT	Convene Incident Response Team (IRT) meeting <ul style="list-style-type: none"> • Review implementation of Stage One (Prepare) • Discuss options for prevention and response (see 'prevention' below) • Advise staff, clients and suppliers of escalation to Stage Two (Prevent) Notes			
Facilities HR, Security, Travel	Actions <ul style="list-style-type: none"> • Implement entry screening at premise <ul style="list-style-type: none"> ◆ What is the trigger to start entry screening? • Impose ban or restrictions on corporate travel <ul style="list-style-type: none"> ◆ What is the trigger to restrict travel? • Increase and expand cleaning services <ul style="list-style-type: none"> ◆ What is the trigger to start expanded cleaning? • Separate ('split') staff <ul style="list-style-type: none"> ◆ What is the trigger to separate employees from one another? • Travel control for business and personal • Increase cleaning activities • Distribute hand disinfectant 			

2	Stage Two: Prevent	Assigned to	✓	Date
Prevention				
I.T.	<p>Minimise face-to-face contact, re-organise work by</p> <ul style="list-style-type: none"> Increasing corporate Internet bandwidth for employees, suppliers and clients to work outside the office for up to 6 weeks Phone lines: add a business phone line at selected employees' homes, for employees (e.g. sales people) who can work at home Set up and use Instant Messenger service for employees (Yahoo, Microsoft, America Online) Limit sales visits Hold audio or video conferences instead of face-to-face meetings <ul style="list-style-type: none"> Skype me at http://www.skype.com Yahoo at http://sg.chat.yahoo.com <p>Providing for a large number of people who normally work in an office to work outside the office raises the following issues that will require cooperation among departments:</p> <ul style="list-style-type: none"> Working from home <ul style="list-style-type: none"> Computer equipment required Physical and IT security required Broadband bandwidth required <p>Ask Information Technology how many people can connect to email and to file servers simultaneously on the existing IT Wide Area Network without significant loss of performance. Is that number enough for the people you want to work outside?</p> <ul style="list-style-type: none"> Broadband providers in Singapore: <ul style="list-style-type: none"> Pacific Internet at http://www.pacific.net.sg Singnet at http://www.singnet.com.sg Starhub at http://www.starhub.com.sg 			
Finance Marketing	<p>Business Impact Analysis (BIA)</p> <ul style="list-style-type: none"> If your company has already completed a BIA, evaluate the impact on the processes if an employee contracts influenza and a quarantine is imposed on the company. This is this scenario you are trying to prevent <ul style="list-style-type: none"> Revenue, balance sheet, productivity, employee morale, next-of-kin, sales, customer service, shareholders, directors, financial analysts (if your company is a public company) Triggers: what events are planned for the impact period? Release of financial results? New product announcements? Implications to P&L and if provisions are to be made <ul style="list-style-type: none"> How clients will be affected, e.g. service deviating from norm or contract? 			
HR	<p>Influenza Prevention Steps to Take The Centers for Disease Control & Prevention (CDC) http://www.cdc.gov/flu/professionals/flugallery/2008-09/pdf/Take3.pdf</p>			

1	Stage Three: Respond	Assigned to	✓	Date
IRT	<p>Trigger</p> <ul style="list-style-type: none"> • Infection or probable infection within your city or country • Ministry of Health raises alert level to Yellow or Orange http://www.moh.gov.sg/ • World Health Organization raises alert level for your country or city 			
IRT	<p>For suspect cases, consult your corporate healthcare provider, a doctor or a clinic. Singapore Ministry of Health (MOH) emergency hotline number is 1800 333 9999.</p>			
	<p>Public Response Procedure</p> <ol style="list-style-type: none"> 1. Screen individual by general practitioner (doctor) or clinic. Doctor reports using Form MD131 2. Ambulance transfer of individual to designated hospital. Telephone 993 for ambulance 3. Screen individual at Tan Tock Seng Hospital (TTSH) Emergency Medicine, 11 Jalan Tan Tock Seng, Singapore 308433, phone 6357 8777. Expect 6 to 12 hours to screen each individual. 4. Admit patient into quarantine at Communicable Disease Centre, a Specialist Centre of TTSH near its compound, at Moulmein Road. Phone 6357 7900 and 6357 7909. 			
HR	<p>Things to do</p> <ul style="list-style-type: none"> • Notify IRT to activate company response plan • Isolation of individuals who may have had close contact with known infected patient • Contact individual's next-of-kin • Distribute masks if requested • Monitor and record condition of affected employee(s) • Contact corporate healthcare provider and insurance company • Initiate contact tracing according to Singapore MOH guidelines for Contact Tracing (Annex F, http://www.moh.gov.sg/mohcorp/uploadedFiles/News/Current_Issues/2007/Flu%20Plan_Annex%20F_Contact%20Tracing_13May07.pdf) and Institutional Contact Tracing (for companies) (Appendix1 to Annex F, http://www.moh.gov.sg/mohcorp/uploadedFiles/News/Current_Issues/2007/Flu%20Plan_Annex%20F_App1_ICT_13Mar07.pdf) • Record contacts on MoH contact tracing form http://www.moh.gov.sg/mohcorp/diseases.aspx?id=13090#template <ul style="list-style-type: none"> - Record proximity, travel and interaction with clients and others • Discuss with corporate health provider for remote working, doctor or clinic • Increase WAN bandwidth • No direct contact: traveling, visiting, deliveries, face-to-face meetings • Arrange to clean isolation room, employee's desk or office • Arrange to clean toilet and bathroom that infected employee would have used, to re-assure other employees • Disinfect contact surfaces daily 			

2	Stage Three: Respond	Assigned to	✓	Date
Employee Infection: Outside home country (cross border, secondary transfer)				
HR Facilities	<p>Options</p> <ul style="list-style-type: none"> • Medical evacuation bed-to-bed evacuation of employee across border: International SOS, www.internationalsos.com , +65 6338-7800 Express Medical Assistance, www.emaasia.com , +65 9030-1111 Asia Medical Assistance, www.asiamedassist.org , +91 9899 198198 Global Assistance & Healthcare, www.global-assistance.net , +62 21 725-7962 • Insurance: AXA Assistance, www.axa-assistance.com , +65 622 00500 • Singapore Ministry of Health (MoH) hotline 1800 333 9999 • Your company healthcare provider: • Your personal physician: <p>References See Guidance on Medical Transport http://www.cdc.gov/ncidod/sars/pdf/airtransport-sarspatients.pdf Personal Isolation Unit (PIU) for evacuation by International SOS http://www.cdc.gov/ncidod/eid/vol10no7/03-0608.htm</p>			
	<p>Affected Employee</p> <ul style="list-style-type: none"> • Comfort affected individual • Isolate individual from others <ul style="list-style-type: none"> - use an individual's office, if it has a door, or a conference room • Contact individual's next-of-kin if not already in communications <ul style="list-style-type: none"> - It is safe for individual to use the phone; disinfect phone after use • Comfort affected individual • Ask individual to start making a list of contacts in the last 5 days; this will keep her/him occupied usefully • Initiate tracing of contact between affected individual and others; Guideline for proximity to others is within two (2) meters, recent travel itinerary, and face-to-face interaction with others • Report tracing to Singapore MoH within time limits 			

3	Stage Three: Respond	Assigned to	✓	Date
Re-group IRT				
	Review <ul style="list-style-type: none"> Ensure completeness in implementation of Stage Two 			
	Understand possible consequences to infected employee: <ul style="list-style-type: none"> Resumes work <ul style="list-style-type: none"> After recovery and quarantine In limited capacity, e.g. handicapped or limited hours? Unable to resume work, e.g. long term bedridden or paralysis Dies 			
HR	If employee is infected <ul style="list-style-type: none"> Contact corporate healthcare provider and insurance company Depending on prognosis, plan to replace employee either on temporary or permanent basis 			
BCP	<ul style="list-style-type: none"> Present options and implement strategies, e.g. separate work locations 			
Corp Comm	Inform employees <ul style="list-style-type: none"> Advise all employees that situation requires escalation to Stage Three Decide what to tell clients and suppliers Decide whether a public statement to press is required 			
Facilities	Your building, other tenants <ul style="list-style-type: none"> Contact neighboring offices or companies, particularly if your company is located in a multi-tenant office building Designate a contact for each tenant, exchange email addresses and mobile phone numbers Attempt to agree on common security measures, escalation triggers and operating procedures. Can tenants agree on suspending outside visitors in the building? Will building security agree to turn back all visitors? How will you handle deliveries, couriers, messengers and daily mail (post) deliveries? Is there a food service facility in the building? 			

4	Stage Three: Respond	Assigned to	✓	Date
Employee returns to work				
	Consult the following <ul style="list-style-type: none"> • Singapore Ministry of Health (MOH) Telephone 1800 333 9999 • Corporate Healthcare Provider 			
HR	Healthcare Provider to screen employees resuming work. Declare: <ul style="list-style-type: none"> • fit to resume work and • no threat to colleagues Incorporate counseling for employee resuming work and fellow colleagues if necessary.			
	Healthcare Provider brief employees about <ul style="list-style-type: none"> • employee returning to work after recovery • any risk issues that may be of concern to employee who has recovered and fellow colleagues 			

