Get Your Community- and Faith-Based Organizations Ready for Pandemic Flu

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**Audience:** Community- and faith-based administrators and leaders who serve vulnerable populations, and are responsible for planning for and responding to a flu pandemic and its recovery.

**Purpose:** This guide provides information about nonpharmaceutical interventions (NPIs) and their use during a flu pandemic. NPIs are actions, apart from getting vaccinated and taking antiviral medicines, that people and communities can take to help slow the spread of respiratory illnesses like pandemic flu. Use this guide to develop a new contingency plan or modify an existing emergency operations plan for pandemic flu that reflects considerations specific to your organization and community.
Influenza can spread quickly and is a serious health threat among vulnerable populations, such as people who are homeless, incarcerated, and those with physical or mental limitations. Seasonal influenza, also known as “the flu,” is a contagious respiratory illness caused by flu viruses that infect the nose, throat, and lungs (see flu symptoms and complications). People who have social, economic, psychological, and health vulnerabilities may live below the federal poverty line in disadvantaged neighborhoods, and lack access to basic human needs, support, and adequate medical care and treatment. As a result, there is an increased risk for these individuals to get and spread flu and other illnesses. Flu spreads mostly by droplets containing flu viruses traveling through the air (up to 6 feet) when a sick person coughs or sneezes. Less often, people might get flu by touching surfaces or objects with flu viruses on them and then touching their eyes, nose, or mouth.

The best way to prevent the flu is by getting a flu vaccine. CDC recommends a yearly flu vaccine for everyone 6 months and older. Vaccination can reduce flu illnesses, doctors’ visits, and missed work, and prevent flu-related hospitalizations. CDC also recommends that people practice everyday preventive actions (or personal NPIs) at all times to protect themselves and their community from flu and other respiratory infections (see Page 5).

Community- and faith-based organizations (CFBOs), such as social service agencies, nonprofit organizations, and places of worship, are key public health partners in helping to keep communities healthy and safe from diseases like flu. During the 2009 H1N1 pandemic, about 61 million people in the United States were sick*. CFBOs are often responsible for providing essential services and resources to those who are most vulnerable in their communities. During a flu pandemic, the demand for essential services may significantly increase.

Many CFBOs have developed an emergency operations plan that addresses a range of crises. Make sure your organization has a contingency plan that includes policies and procedures that are flexible and can align with future public health recommendations that may occur during a flu pandemic. Preparing now will help your organization better meet the needs of your community.

**Pandemic flu is not seasonal flu**

A flu pandemic occurs when a new flu virus that is different from seasonal flu viruses emerges and spreads quickly between people, causing illness worldwide. Most people will lack immunity to the pandemic flu virus. Pandemic flu can be more severe, causing more deaths than seasonal flu. Because it is a new virus, a vaccine may not be available right away. A pandemic could therefore overwhelm normal operations in CFBOs. Read more about the important differences between seasonal flu and pandemic flu.

**NPIs can help slow the spread of flu**

When a new flu virus emerges, it can take up to 6 months before a pandemic flu vaccine is widely available. When a vaccine is not available, NPIs are the best way to help slow the spread of flu. They include personal, community, and environmental actions. These actions are most effective when used together.

As a CFBO administrator or leader, you play a key role in flu readiness. Planning for and practicing NPI actions will help your organization respond more effectively when an actual emergency occurs. Safeguard the health of your workers and the people you serve by having a contingency plan in place now that includes provisions for pandemic flu.

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Personal NPIs are everyday preventive actions that can help keep people from getting and/or spreading flu. These actions include staying home when you are sick, covering your coughs and sneezes with a tissue, and washing your hands often with soap and water.

Community NPIs are strategies that organizations and community leaders can use to help limit face-to-face contact. These strategies may include making sick-leave policies more flexible, promoting telework, avoiding close contact with others, and scheduling remote meetings.

Environmental NPIs are surface cleaning measures that remove germs from frequently touched surfaces and objects.

Community- and Faith-Based Organizations: Types of Vulnerable Populations They Serve

- People who are culturally, geographically, or socially isolated:
  - People with limited English language skills
  - Migrant workers, immigrants, and refugees
  - People experiencing homelessness

- People with physical disabilities, limitations, or impairments
- People with mental illness
- People who are incarcerated
- People with low incomes, single-parent families, and residents of public housing

Create a culture of health and resilience for emergencies in your organization.

Create a workplace wellness program to teach workers how to take an active role in their health. Workers should care about their own well-being just as much as they care for the well-being of the people they serve. Create a plan for providing health information to workers. Consider using multiple forms of communication, such as a website, text messaging, social media, or an automated phone system.

Public Health Workbook to Define, Locate, and Reach Special, Vulnerable, and At-risk Populations in an Emergency

http://emergency.cdc.gov/workbook/pdf/ph_workbookFINAL.pdf
Take Action to Help Slow the Spread of Flu and Illness

CDC has developed recommended actions for preventing the spread of flu in CFBOs. Promote and reinforce the practice of everyday preventive actions at all times. Plan for and educate workers about additional community NPI actions that may be recommended by public health officials, if a flu pandemic occurs.

Work closely with your local public health department before a pandemic occurs to establish a flexible contingency plan that includes actions to take during a mild, moderate, severe, very severe, or extreme pandemic. Be prepared to take actions that are appropriate for the level of severity of the local pandemic outbreak. The Before, During, and After sections of this guide offer suggested actions to help you plan for and implement these recommendations.

### EVERYDAY PREVENTIVE ACTIONS

*Everyone should always practice good personal health habits to help prevent flu.*

- **Stay home when you are sick.** Stay home for at least 24 hours after you no longer have a fever or signs of a fever without the use of fever-reducing medicines.
- **Cover your coughs and sneezes with a tissue.**
- **Wash your hands often with soap and water for at least 20 seconds.** Use at least a 60% alcohol-based hand sanitizer if soap and water are not available.
- **Clean frequently touched surfaces and objects.**

### NPIs RESERVED FOR A FLU PANDEMIC

*CFBO leaders should be prepared to take these additional actions, if recommended by public health officials.*

- **Be prepared to allow workers to stay home if someone in their house is sick.**
- **Increase space between people at your organization to at least 3 feet, as much as possible.**
- **Decrease the frequency of contact among people at your organization.**
- **Modify, postpone, or cancel large community events.**

*These additional actions may be recommended for severe, very severe, or extreme flu pandemics.

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**Encourage those you serve to plan for a flu pandemic.**

Develop programs that educate those in your community about emergency care and response planning. Provide resources and tools, such as CDC’s Individuals and Households Planning Guide: [https://www.cdc.gov/nonpharmaceutical-interventions/pdf/gr-pan-flu-ind-house.pdf](https://www.cdc.gov/nonpharmaceutical-interventions/pdf/gr-pan-flu-ind-house.pdf)

**CDC has created resources to help you plan for pandemic flu**

Visit [www.cdc.gov/npi](http://www.cdc.gov/npi) for the latest information and resources about nonpharmaceutical interventions (NPIs).

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*Note: The following sections include CDC's recommended actions for preventing the spread of pandemic flu and suggested strategies for implementing these recommendations.*
Before a Flu Pandemic Occurs: Plan

Did you know CFBOs can work with their local health department to identify ways to provide public health services to community members in the event of a severe pandemic?

A flu pandemic can last for several months. Public health officials may recommend additional community actions based on the severity of the pandemic that limit exposure, such as flexible sick-leave and telework policies. These recommendations may be challenging to plan for and implement in your organization. However, you may be asked to follow such recommendations for the safety and well-being of your workers and the community.

Establishing ongoing communication with your local public health department now can give you access to relevant information before and during a pandemic. Having a good contingency plan in place and developing flexible policies and procedures to accommodate public health recommendations can help reduce infection. During your planning process, remember to engage key partners across both public and private sectors. Also, the specific details of your plan should be based on the severity of the pandemic, and the size of your organization and workforce, complexity of your day-to-day operations, and type of on-site and off-site services your organization provides to vulnerable populations.

Community-wide planning is essential to responding to and recovering from a flu pandemic. Find out if your local government has a private-public emergency planning group that meets regularly. Building strong alliances before a pandemic may provide your organization with the support and resources needed to respond effectively.

Update your existing emergency operations plan

✔ Meet with your emergency operations coordinator or planning team to update your emergency operations plan. If your organization does not have a person or team in place, determine who will be responsible for coordinating your organization’s pandemic flu actions. Review all aspects of your organization, such as personnel, systems, services, and other resources. Make preparations for the key prevention strategies outlined in this guide. Develop or update your plan based on various scenarios your organization may face during a flu pandemic.

✔ Establish relationships with key community partners and stakeholders. When forming key relationships, include the local public health department, other community and faith leaders, and local businesses. Collaborate and coordinate with them on broader planning efforts. Clearly identify each partner’s role, responsibilities, and decision-making authority. Review the pandemic flu plan for your community and participate in community-wide emergency preparedness activities.
Address key prevention strategies in your emergency operations plan

✔ Promote the daily practice of everyday preventive actions at all times (see Page 5). Use health messages and materials developed by credible public health sources, such as your local public health department or the Centers for Disease Control and Prevention (CDC). Read more about everyday preventive actions.

✔ Provide flu-prevention supplies at your organization. Have supplies on hand for workers and those you serve, such as soap, hand sanitizer with at least 60% alcohol, tissues, trash baskets, and disposable facemasks. Plan to have extra supplies on hand during a pandemic.

Note: Disposable facemasks should be kept on-site and used only when someone becomes sick at your organization. Those who become sick should be given a clean disposable facemask to wear until they can leave.

✔ Plan for worker absences. Develop flexible pandemic flu attendance and sick-leave policies. Workers may need to stay home when they are sick, caring for a sick household member, or caring for their children in the event of school dismissals. Identify critical job functions and positions, and plan for alternative coverage by cross-training workers (similar to planning for holiday staffing).

✔ Develop a method for monitoring and tracking flu-related worker absences. Understand the usual absenteeism patterns at your organization. Determine what level of absenteeism will disrupt day-to-day operations. If worker absenteeism increases to disruptive levels, some organizations may need to consider temporarily reducing on-site operations and services.

✔ Identify space that can be used to separate sick people (if possible). Designate a space for people who may become sick and cannot leave the organization immediately. If possible, designate a nearby separate bathroom just for sick people. Develop a plan for cleaning the room daily.

✔ Plan ways to increase space between people to at least 3 feet or limit face-to-face contact between people at your organization. Several ways to do this include offering workers the option to telework, creating reduced or staggered work schedules, spacing people farther apart, and postponing non-essential meetings and travel.

✔ Develop a risk-assessment and risk-management process for your organization. Work closely with local public health officials to develop a contingency plan if assessing and managing risks among workers and those receiving services at your organization is needed (for example, conducting daily health screenings for flu-like symptoms during a pandemic).

Note: Your Human Resources Manager may want to review the current Employee Assistance Program (EAP) to ensure workers will have access to needed emotional and mental health services during and after a pandemic.

✔ Review your process for planning events, programs, and services. Identify actions to take if you need to temporarily postpone or cancel events, programs, and services. Consider limiting access to your organization by non-essential visitors.

✔ Plan ways to continue essential services if on-site operations are reduced temporarily. Provide Web- and mobile-based communications and services, if possible. Increase the use of email, conference calls, video conferencing, and web-based seminars.
Communicate about pandemic flu and NPIs

✔ Update your emergency communication plan for distributing timely and accurate information. Identify everyone in your chain of communication (for example, workers and key community partners and stakeholders) and establish systems for sharing information with them. Maintain up-to-date contact information for everyone in the chain of communication. Identify platforms, such as a hotline, automated text messaging, and a website to help disseminate information to those inside and outside your organization.

✔ Identify and address potential language, cultural, and disability barriers associated with communicating pandemic flu information to workers and those you serve. Learn more about reaching people of diverse languages and cultures by visiting: [www.cdc.gov/healthcommunication/Audience/index.html](http://www.cdc.gov/healthcommunication/Audience/index.html). You also can learn more about communicating to workers in a crisis at: [www.ready.gov/business/implementation/crisis](http://www.ready.gov/business/implementation/crisis).

Get input and support for your emergency operations and communication plans

✔ Share your plans with workers and key community partners and stakeholders. Develop training and educational materials about the plans for workers.

✔ Test and update your plans every 12–18 months, or as aspects of your organization change. Start with discussion-based practice sessions, such as tabletop exercises, to identify and address the gaps in your plans.

Translate documents and health materials into languages spoken by members of your community.

Ensuring that messages are simple and clear, and developing a “necessities bank” to provide needed items to individuals who cannot afford them, are strategies to reach vulnerable and hard-to-reach people.

Faith-based and Community Organizations Pandemic Flu-preparedness Checklist

During a Flu Pandemic: Take Action

Did you know a “buddy” system can help ensure vulnerable and hard-to-reach community members stay connected to flu-related news and services?

It is important that your emergency operations planning team meets regularly during a pandemic to accurately assess, manage, and communicate possible risks. Encourage those you serve to seek out a “flu buddy” who will check on and help care for them if they get sick. Early action to slow the spread of flu will help keep workers healthy and help your organization maintain normal operations.

Put your emergency operations and communication plans into action

✔ Stay informed about the local flu situation. Get up-to-date information about local flu activity from public health officials. Be aware of temporary school dismissals in your area because these may affect your workers.

Note: Early in the pandemic, local public health officials may recommend schools be dismissed temporarily to allow time to gather information about how fast and severe the flu virus is spreading in your community. Temporarily dismissing schools also can help slow the spread of flu.

✔ Implement NPI actions to protect your workers and those you serve (see Page 5). Meet with your emergency operations coordinator or planning team to discuss plans for starting NPI actions, such as increasing space to at least 3 feet between people or decreasing the frequency of contact among people. Again, work closely with your local public health department when starting NPIs reserved for flu pandemics. Discuss how these actions will impact your organization.

Note: Using multiple NPIs at the same time is more effective.

✔ Track worker absenteeism related to flu symptoms. Work with local public health officials to determine when to begin tracking and reporting flu-related absenteeism. They may ask you to notify them if absenteeism is higher than normal for your organization. Learn more about flu symptoms at: http://www.cdc.gov/flu/about/disease/symptoms.htm.

✔ Implement your risk-assessment and risk-management plan. Work closely with local public health officials and healthcare partners to conduct health risk assessments at your organization, if warranted by the severity of the pandemic.
Communicate frequently with those in your communication chain

✔ Update key community partners and stakeholders regularly. Share information about how your organization is responding to the pandemic.

✔ Provide flu-prevention supplies and distribute health messages and materials to workers and the community. Continue to promote everyday preventive actions (see Page 5). Ensure that your organization has supplies, such as tissues, trash baskets, disposable facemasks, and at least a 60% alcohol-based hand sanitizer for workers and those you serve. Clean frequently-touched surfaces and objects with regular soap and water or Environmental Protection Agency (EPA)-approved products. Offer resources that provide reliable pandemic flu information. Address the potential fear and anxiety that may result from rumors or misinformation. For pandemic flu health messages and materials, visit: http://www.cdc.gov/nonpharmaceutical-interventions/tools-resources/educational-materials.html. Note: Messages, materials, and resources should be culturally appropriate.

✔ Address the concerns of workers who are at high risk for flu complications. Encourage workers to consult with their healthcare provider about how to protect their health, if they are at high risk for flu complications. Be prepared to address the health concerns and needs of workers who are at high risk (for example, by allowing them to telework, if possible). Learn who may be at high risk for flu complications at http://www.cdc.gov/flu/about/disease/high_risk.htm.

✔ Provide information that explains why and when on-site operations and services may be temporarily reduced or your organization may be closed to non-essential visitors. Some administrators and leaders may choose to alter normal operations due to high worker absenteeism.

✔ Educate workers about how to keep themselves healthy when accompanying someone to a destination away from your facility. For example, teach workers how to keep themselves healthy while traveling with a client to a medical appointment, worship service, or government office by having tissues and alcohol-based hand sanitizer on-hand.
Take administrative action (as needed) to maintain operations

✔ Implement flexible attendance and sick-leave policies (if possible). Continue to encourage workers to stay home if they are sick or caring for a sick household member. Notify workers of when your organization plans to implement pandemic flu leave policies. Provide instructions about how and when to safely return to work.

Note: If a worker gets sick with flu symptoms, they should stay home to lower their chances of spreading illness to others. CDC recommends they stay home for at least 24 hours after their fever is gone without the use of fever-reducing medicines, such as acetaminophen. This will help ensure their fever is truly gone, and they are past the point of being contagious. People with weakened immune systems may need to stay home longer.

✔ Increase space to at least 3 feet and limit face-to-face contact between people in your organization.

✔ Postpone or cancel large meetings or events.
Suspend non-essential business travel, if recommended by public health officials, and postpone events, services, and programs.

✔ Separate those who become sick at your organization from those who are well. Send sick workers home immediately. If someone you serve becomes sick at your organization, separate them from others (particularly from those who are at high risk for flu complications) as soon as possible. Provide them with clean disposable facemasks to wear until they can leave. Work with the local public health department and nearby hospitals to care for those who become sick. If needed, arrange transportation for workers and others who need emergency care. Read more about caring for those sick with the flu at: http://www.cdc.gov/flu/consumer/caring-for-someone.htm.

Note: Providing sick workers with facemasks does not replace the need to encourage them to go home and stay home when they are sick. Facemasks may be in short supply during a flu pandemic.

Determine the need to temporarily reduce on-site operations and services due to high worker absenteeism

✔ Put into action strategies for continuing only essential operations and services.

✔ Update everyone in your communication chain about the operating status of your organization.

Communicate only accurate, up-to-date information.
Rumors and misinformation may contribute to confusion and fear. Address misinformation among workers by staying informed about the flu situation in your local community.

Connect to city and county public health officials
http://www.naccho.org/about/LHD/index.cfm

Connect to state and territorial public health officials
http://www.astho.org/Directory/
After a Flu Pandemic Has Ended: Follow Up

Did you know community-wide pandemic flu planning by organization leaders can help limit the impact to the economy and community?

Remember, a flu pandemic can last for several months. When public health officials determine that a flu pandemic has ended, work with them to identify criteria for phasing out and ending your organization’s NPI actions. The criteria should be based on reduced flu severity or a slowing of the outbreak in your local area. The criteria also should consider how easy or difficult it will be to end each action and return to normal operations.

Evaluate the effectiveness of your emergency operations and communication plans

✔ Discuss and note lessons learned. Gather feedback from workers, those you serve (if possible), and key community partners and stakeholders to improve your plans. Identify any gaps in your plans and any needs you may have for additional resources.

✔ Maintain and expand your emergency planning team. Look for ways to expand community partnerships. Identify agencies or partners needed to help you prepare for pandemic flu, and make an effort to add them to your planning team.

✔ Revisit your risk-assessment and risk-management plan. Determine ways to improve planning and implementation processes. Assess the need to provide post-pandemic medical, mental health, and social services for workers and those you serve.

✔ Update and practice your emergency operations and communication plans every 12–18 months, or as aspects of your organization change. Update your plans based on lessons learned, and replace necessary supplies and equipment.

Congratulations on planning for a flu pandemic

A flu pandemic can occur at any time, and having a plan in place is essential. Your contingency or emergency operations plan for pandemic flu will help protect the health and safety of your workers and the community, while preserving normal operations. Coordinate your planning activities with local public health officials and key community partners and stakeholders to help maintain essential services.

Meet with your emergency operations coordinator or planning team within 30 days after a flu pandemic ends.
Debrief with your team and key community partners and stakeholders while they still remember events.

Community Mitigation Guidelines to Prevent Pandemic Influenza—United States, 2017
http://dx.doi.org/10.15585/mmwr.rr6601a1

Questions?
Help and planning resources are just a click away. Visit www.cdc.gov/npi and www.cdc.gov/flu/pandemic
Readiness Resources

Pandemic Flu Planning Resources

CDC Pandemic Flu Planning Tools and Resources

- Visit [www.cdc.gov/npi](http://www.cdc.gov/npi) for the latest information and resources about nonpharmaceutical interventions (NPIs)
- Learn who may be at high risk for flu complications [http://www.cdc.gov/flu/about/disease/high_risk.htm](http://www.cdc.gov/flu/about/disease/high_risk.htm)
- Read more about the important differences between seasonal flu and pandemic flu [https://www.cdc.gov/flu/pandemic-resources/basics/about.html](https://www.cdc.gov/flu/pandemic-resources/basics/about.html)
- Community Mitigation Guidelines to Prevent Pandemic Influenza - United States, 2017 [http://dx.doi.org/10.15585/mmwr.rr6601a1](http://dx.doi.org/10.15585/mmwr.rr6601a1)
- Visit [http://www.cdc.gov/flu/pandemic-resources/index.htm](http://www.cdc.gov/flu/pandemic-resources/index.htm) for the latest information and resources about pandemic flu
- Reaching People of Diverse Languages and Cultures with Flu Communications [http://www.cdc.gov/healthcommunication/Audience/index.html](http://www.cdc.gov/healthcommunication/Audience/index.html)
- Crisis and Emergency Risk Communication (CERC) [http://emergency.cdc.gov/cerc/index.asp](http://emergency.cdc.gov/cerc/index.asp)
- First Hours: Key Websites and Online Resources [http://emergency.cdc.gov/firsthours/resources/websites.asp](http://emergency.cdc.gov/firsthours/resources/websites.asp)
- Estimate potential days of work loss resulting from pandemic flu at Flu Work Loss 1.0 [http://www.cdc.gov/flu/pandemic-resources/tools/fluworkloss.htm](http://www.cdc.gov/flu/pandemic-resources/tools/fluworkloss.htm)

CDC Pandemic Flu NPI Planning Guides


CDC Checklists


CDC Trainings


Additional Planning Information


Federal Bureau of Prisons Health Services Division Pandemic Influenza Plan [http://www.bop.gov/resources/pdfs/pan_flu_module_1.pdf]


Bloomington Minnesota Pandemic Flu Planning Checklist and Guidance Template [https://www.bloomingtonmn.gov/sites/default/files/media/pandemic_flu_planning_checklist_guidance_template.doc]

Connecting with Public Health Agencies

- Connect to city and county public health officials for local information [http://www.naccho.org/about/LHD/index.cfm]
- Connect to state and territorial public health officials for statewide information [http://www.astho.org/Directory/]

Communicating about Pandemic Flu

  See “Essential Health Literacy Tools” on the right side navigation toolbar
- Developing Materials for Clear Communication [http://www.nih.gov/clearcommunication/]

Seasonal Flu Planning Resources

CDC Seasonal Flu Planning Tools and Resources

- Visit [www.cdc.gov/flu] for the latest information and resources about seasonal flu
- Summary of Weekly Flu View [http://www.cdc.gov/flu/weekly/summary.htm]
- Make it Your Business to Fight the Flu: Promoting the Seasonal Flu Vaccine, a CDC toolkit for businesses and employers [http://www.cdc.gov/flu/pdf/business/Toolkit_Seasonal_Flu_For_Businesses_and_Employers.pdf]

CDC Brochures


CDC Videos

- Do Your Part to Stop the Spread of Seasonal Flu at Home [https://www.youtube.com/watch?v=9APKBBBr18Cc&feature=youtu.be]

CDC Posters

- Don’t Spread Germs at Work (with Message to Employers) [http://www.cdc.gov/nonpharmaceutical-interventions/pdf/dont-spread-germs-work-employers-item2.pdf]
Stay Home If You’re Sick (with Message to Employers)

Additional Planning Information
- Flu Near You https://flunearyou.org/
- CDC Foundation Business Pulse Tools and Resources
  http://www.cdcfoundation.org/businesspulse/flu-prevention
Suggested Citation:

Get Your Community- and Faith-Based Organizations Ready for Pandemic Flu, 2017. Atlanta, GA: Community Interventions for Infection Control Unit, Division of Global Migration and Quarantine, National Center for Emerging and Zoonotic Infectious Diseases, Centers for Disease Control and Prevention, April 2017.