RESOURCES

KEY PANDEMIC WEBSITES

H2P (Humanitarian Pandemic Preparedness). **H2P Pandemic Preparedness Website.** http://pandemicpreparedness.org (accessed September 23, 2009).

Since 2007, USAID has funded several agencies (International Federation of the Red Cross and Red Crescent Societies, AI.COM, CORE Group, InterAction, and the United Nations) to reduce the risk of excess mortality from an influenza pandemic in more than 25 countries. The focus is on humanitarian coordination and community-level preparedness. The H2P Website is a virtual store of pandemic preparedness resources—planning tools, training modules, guidance and policy documents, communication and advocacy tools, and reference materials for areas such as food security and livelihoods—all of which are downloadable free from this Website.
Language: English (Website)
(Downloadable materials in English, Spanish, Thai, and other languages)

PAHO (Pan American Health Organization). **Pandemic influenza.**
English: www.paho.org/english/ad/dpc/cd/flu-pan.htm
Spanish: www.paho.org/spanish/ad/dpc/cd/flu-pan.htm
(both accessed June 25, 2009).

This is PAHO's primary Website for information and guidelines related to pandemic influenza. The homepage links the user to information on the current level of alert, the PAHO regional mandates and resolutions, information for journalists, travel information fact sheets, frequently asked questions, links, and regional preparedness (in the Americas).
Languages: English and Spanish

U.S. Department of Health and Human Services. Interagency Public Affairs Group on Influenza Preparedness and Response. **PandemicFlu.gov.**
English: www.pandemicflu.gov
Spanish: http://espanol.pandemicflu.gov (both accessed June 25, 2009).

This Website provides one-stop access to U.S. Government-wide information on pandemic influenza for many audiences: the general public, health and emergency preparedness professionals, health communicators, policy makers, government and business leaders, school systems, and local communities. The home page includes tabs for planning, preparedness, and response information.
Languages: English and Spanish

WHO (World Health Organization). **Epidemic and Pandemic Alert and Response (EPR) Website**. www.who.int/csr/en/ (accessed June 11, 2009).

This Website provides the latest news and authoritative information on H1N1 influenza and pandemic influenza, health guidance for communities and individuals, and answers to frequently asked questions.
Languages: English, Spanish, and others

HEALTH

Low, D. 2008. ***Pandemic planning: non-pharmaceutical interventions.*** *Respirology* 13(s1): S44-48. www3.interscience.wiley.com/cgi-bin/fulltext/119415224/HTMLSTART (accessed June 24, 2009).

This article identifies and describes the non-pharmaceutical public health interventions that would be most likely to reduce the impact of an influenza pandemic. It also provides background information about the use of non-pharmaceutical interventions in the past, and guidance for how to implement them.
Language: English

Phillips, S.J., and A. Knebel, eds. 2007. ***Mass medical care with scarce resources: A community planning guide.*** Prepared by Health Systems Research, Inc. AHRQ Publication No. 07-0001. Rockville, MD: Agency for Healthcare Research and Quality. www.ahrq.gov/research/mce/mceguide.pdf (accessed June 24, 2009).

The purpose of this extensive guide is to help community planners plan for and respond to a "mass casualty event." The guide describes the circumstances that communities are likely to experience during a mass casualty event; presents approaches and strategies for providing the most appropriate standards of medical care possible under these circumstances; and includes examples of planning strategies used by specific health systems, communities, or U.S. states. The information provided in this guide should help municipal or community leaders incorporate planning for a mass casualty event into the community's overall emergency planning.
Language: English

U.S. Department of Health and Human Services. CDC (Centers for Disease Control and Prevention). 2007. ***Interim pre-pandemic planning guidance: Community strategy for pandemic influenza mitigation in the United States.***
English: www.pandemicflu.gov/plan/community/commitigation.html
Spanish: http://espanol.pandemicflu.gov/pandemicflu/enes/24/_www_pandemicflu_gov/plan/community/commitigation.html
(both accessed June 25, 2009).

This document provides interim planning guidance for communities focusing on several non-medical measures that might be useful during an influenza pandemic to reduce its harm. The document introduces a Pandemic Severity Index to characterize the severity of a pandemic, provides planning recommendations for specific interventions that communities may use to reduce illness and death for a given severity level, and suggests how long these interventions should be used. The appendices provide supplemental guides for pre-pandemic planning assistance designed for various community settings such as schools, universities, childcare programs, businesses, and faith-based and community organizations.
Languages: English, Spanish, and others

WHO. 2008. ***Pandemic influenza preparedness and mitigation in refugee and displaced populations: WHO guidelines for humanitarian agencies.*** 2nd edition. Geneva: WHO. www.who.int/diseasecontrol_emergencies/HSE_EPR_DCE_2008_3rweb.pdf (accessed June 25, 2009).

These practical field-based guidelines are intended for use by humanitarian agencies and ministry of health staff working with refugee and displaced populations at local and national levels. They are intended both for camp settings and for open settings with displaced populations living dispersed among local communities. The document focuses primarily on response during an influenza pandemic, but also provides background information on pandemic influenza, strategies for dealing with each pandemic phase, and pre-pandemic preparedness activities.
Language: English

WHO (World Health Organization). 2008. ***Pandemic influenza prevention and mitigation in low resource communities.*** http://www.who.int/csr/resources/publications/swineflu/PI_summary_low_resource_02_05_2009.pdf

WHO (World Health Organization). 2009. ***Pandemic influenza preparedness and response: a WHO guidance document.*** http://www.who.int/csr/disease/influenza/PIPGuidance09.pdf

FOOD SECURITY AND LIVELIHOODS

CARE. 2002. ***Household livelihood security assessments: A toolkit for practitioners.*** Prepared by TANGO International for CARE USA's Partnership and Household Livelihood Security Unit. Tucson, AZ: TANGO International. www.proventionconsortium.org/themes/default/pdfs/CRA/HLSA2002_meth.pdf (accessed June 25, 2009).

This handbook outlines the background and methodology of household livelihood security assessments and how they can be used in various circumstances. It provides step-by-step guidelines on how to conduct such an assessment, including data collection and analysis.
Language: English

Gentilini, U. 2007. ***Cash and food transfer: A primer.*** Occasional Papers No. 18. Rome: WFP (UN World Food Programme). http://reliefweb.int/rw/lib.nsf/db900sid/JBRN-6YVHT5/$file/WFP-food-Mar07.pdf?openelement (accessed June 25, 2009).

This paper explains the advantages and disadvantages of cash transfers versus food transfers, and provides guidance in how to choose which type of transfer to use in a given situation, when to use both together, and how to implement such transfers.
Language: English

H2P (Humanitarian Pandemic Preparedness Initiative). 2008. ***Food, nutrition, and livelihood preparedness for a pandemic influenza disaster: Guidance for low-income countries.*** Prepared by Steve Hansch and the H2P Food Security Working Group. www.pandemicpreparedness.org/categories/details.aspx?section_id=3 (accessed June 25, 2009). (Scroll down the Web page to locate document title, then click on "Download.")

This document was created by international experts to advise community leaders and planners about the possible consequences of an influenza pandemic on food, nutrition, and livelihoods. Leaders can use the document to learn how to gather information and produce a community-based food security "pandemic preparedness plan," appropriate to the unique types of work, interactions, and foods in their communities. The document provides a menu of possible interventions which may promote food access by all people in the community throughout a pandemic crisis.
Language: English

IFRC (International Federation of Red Cross and Red Crescent Societies). 2007. ***Global food security assessment guidelines.*** Geneva: IFRC. www.ifrc.org/Docs/pubs/disasters/resources/about-disasters/food-security-en.pdf (accessed June 25, 2009).

This guide is a practical tool aimed to assist IFRC staff and volunteers throughout the world in conducting food security assessments. It does not require prior knowledge or experience with food security. It covers the different stages of a food security assessment, and offers techniques and examples for carrying out an assessment. The guide is valid for both rural and urban settings.
Language: English

Soares, F.V., and T. Britto. 2007. ***Confronting capacity constraints on conditional cash transfers in Latin America: the cases of El Salvador and Paraguay.*** Working Paper 38. Brasilia, Brazil: International Poverty Centre, UNDP (United Nations Development Programme).
English: http://www.undp-povertycentre.org/pub/IPCWorkingPaper38.pdf
Spanish: http://www.undp-povertycentre.org/pub/esp/IPCWorkingPaper38.pdf
(both accessed June 25, 2009).

This paper compares the Conditional Cash Transfer experiences of El Salvador and Paraguay. It focuses on how each country's program managed the balance between resolving short-term poverty problems with long-term poverty, and on how the programs were implemented.
Languages: English and Spanish

WFP (World Food Programme). 2009. ***Emergency food security assessment handbook***. 2nd edition. Rome: WFP, Food Security Analysis Service. http://home.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp203244.pdf (accessed June 25, 2009).

This handbook is intended for use in emergency situations or prolonged crises, whether due to sudden natural disaster, drought, disease, economic collapse or conflict, and to address the needs of both resident and displaced persons. It provides the most up-to-date guidance on how to conduct accurate, timely food security assessments, as well as options for responding to both food and livelihood insecurity.
Language: English

CRISIS AND EMERGENCY RISK COMMUNICATIONS

Brennan, B. 2007. ***Crisis and outbreak communication: pandemic flu and other disasters***. PAHO (Pan American Health Organization).
English: http://new.paho.org/hq/images/stories/AD/HSD/CD/INFLUENZA/crisis&outbreakcomm_presentation_bryna_brennan_eng.pdf
Spanish: http://www.paho.org/spanish/ad/Resources_PAHO_Docs_Sp.htm (look for title "Comunicación de riesgos y brotes") (both accessed June 15, 2009).

This PowerPoint presentation provides a very useful overview of the principles of crisis and emergency risk communications as they apply to a pandemic outbreak. The presentation covers the following topics: crisis and outbreak communication; differences between risk communication and crisis communication, WHO outbreak communication guidelines, communication strategies and planning, specific guidance for communicating at the various stages of a pandemic, presenting information to the public, and working with the media.
Languages: English and Spanish

Covello, V.T., D.B. McCallum, and M.T. Pavlova, eds. 1989. ***Effective risk communication: the role and responsibility of government and non-government organizations.*** Contemporary Issues in Risk Analysis, vol. 4. New York: Plenum.

This book, edited by leading risk and crisis communication experts, presents the results of a U.S. Government conference on risk communication held in 1987. It presents risk communication guidelines and principles for all levels of government (though these principles are applicable to non-government organizations as well) and provides examples and case studies of risk communication programs in the United States. Of particular interest are the following chapters: "Communicating with the public on health risks," "Helping the public make health risk decisions," and "Encouraging effective risk communication in government: suggestions for agency management."
Language: English

PAHO and CDC (U.S. Centers for Disease Control and Prevention). ***Self-instruction course: risk communication.*** www.cepis.ops-oms.org/tutorial6/ (accessed February 9, 2009).

This online, interactive self-instruction course teaches practical methods for communicating health risks in Latin America and the Caribbean. The course covers the elements of risk communication, as well as strategies and effective procedures for conducting such communication. Users can follow the course at their own pace in the time they have available. After completing all the modules, users have the option of taking an examination; those who pass the exam will receive a certificate verifying completion of the course.
Languages: English, Portuguese, and Spanish

Susskind, L., and P. Field. 1996. ***Dealing with an angry public: the mutual gains approach to resolving disputes.*** New York: The Free Press.

This book, written by experts in the area of conflict resolution, presents a non-confrontational way of interacting with an angry public. The authors offer suggestions for addressing the public during difficult situations, such as when people are unhappy about a new government policy, when disasters occur, or when mistakes have been made that negatively impact the public. The "mutual gains approach," also known as the "win-win approach," includes the following key points: be open with the public; act in a trustworthy fashion; select a capable spokesperson; and know that government and business should, can, and do cooperate. The book includes several specific examples of successful public communication campaigns and provides strategies for improving those that prove to be unsuccessful.

Language: English

U.S. Department of Health and Human Services. 2002. ***Communicating in a crisis: Risk communication guidelines for public officials.*** www.riskcommunication.samhsa.gov/RiskComm.pdf (accessed January 21, 2009).

This guide is a resource for public officials and health communicators on the basics of effective communications and working with the news media. It describes basic skills and techniques needed for clear, effective communication and information dissemination. It provides a brief orientation to how the media works, and to the public as the message recipient; techniques for working with the media to convey information and deliver messages before, during, and after a public health crisis; a guide to media relations and public communications; and strategies for addressing likely challenges and opportunities.

Language: English

U.S. Department of Health and Human Services. ATSDR (Agency for Toxic Substances and Disease Registry). Revised 1994. ***A Primer on health risk communication: Principles and practices.*** www.atsdr.cdc.gov/risk/riskprimer/index.html (accessed January 12, 2009).

This primer is a very useful introduction to health risk communication. Municipal leaders and communicators can apply these principles and practices to communicating the risk of an influenza pandemic, or other health risks, to their communities. The book is divided into three sections: (1) guiding principles for health risk communication (e.g., myths and actions, seven cardinal rules of risk communication, factors influencing risk perception, interacting with the community, and assessing effectiveness), (2) presenting information at public meetings (e.g., presentation aids, using risk comparisons, a presentation planner, ten deadly sins of communication, answering questions, some do's and don'ts of listening, and managing hostile situations), and (3) working with the media (e.g., the media perspective; preparing a message; before, during, and after an interview; and in a crisis).

Languages: English and Spanish

U.S. Department of Health and Human Services. CDC. 2002. ***Crisis & emergency risk communication: By leaders for leaders,* with accompanying participant manual**. Prepared by B. Reynolds.
Main document: www.bt.cdc.gov/erc/leaders.pdf
Participant manual: www.bt.cdc.gov/erc/part_man.pdf
(both accessed January 21, 2009).

In this document, seven U.S. municipal, state, and national leaders who have employed successful communication strategies during major public safety emergencies offer their experiences and insights for other leaders to learn from. The document covers a broad range of topics: how communicating in a crisis is different, what the public seeks from its leaders, communication failures, communication steps for success, expected behaviors that must be confronted, perceptions of risk, the first message in a crisis, and much more. The second document, a 36-page participant manual, is comprised primarily of PowerPoint slides that can be used in communicating this information to others.
Language: English

U.S. Department of Health and Human Services. CDC and ATSDR. Office of Communication. 1999. ***Simply put: Scientific and technical information: Tips for creating easy-to-read print materials your audience will want to read and use.*** 2nd edition. www.cdc.gov/od/oc/simpput.pdf (accessed June 25, 2009).

This 48-page guide shows how to translate complicated scientific and technical information into material that captures and holds the interest of the intended reader. It provides tips for creating easy-to-read print material (brochures, booklets, pamphlets, etc.) by teaching how to write simply, use language and visuals that the audience can relate to and understand, and organize the information so it is easy to act on and recall.
Language: English

U.S. Department of Health and Human Services. NIH (National Institutes of Health). National Cancer Institute. n.d. ***Making health communication programs work (the pink book).*** Revised edition. www.cancer.gov/pinkbook (accessed February 25, 2009).

This book is a long-trusted friend to many health communicators in the United States and provides a practical approach represented visually as "the communications wheel." The guidance covers planning and implementing health communication initiatives that can be tailored to the user's program size, topic, geographic span, intended audience, or budget. The book provides an overview of health communication; the communication process; planning and strategy development; developing and pre-testing concepts, messages, and materials; implementing the program; assessing effectiveness and making refinements; description of communication research methods; and more.
Language: English

WHO (World Health Organization). 2005. ***Effective media communication during public health emergencies: A WHO handbook.*** By R. N. Hyer and V. T. Covello. Geneva: WHO. www.who.int/csr/resources/publications/WHO%20MEDIA%20HANDBOOK.pdf (accessed January 30, 2009).

This handbook is an excellent reference for the health communicator who is participating in the development of a national, regional, or local preparedness and response plan for an influenza pandemic. It includes a seven-step process for planning and implementing effective media communications. A succinct companion field guide highlights the practical aspects of the seven-step approach, and contains a wall chart of these steps with key information and advice. The handbook, field guide, and wall chart can be downloaded at www.who.int/csr/resources/publications/WHO_CDS_2005_31/en/ (accessed February 25, 2009). **Language: English**

Yale, D.R., with A.J. Carothers. 2001. ***The publicity handbook: The inside scoop from more than 100 journalists and PR pros on how to get great publicity coverage—in print, on-line, and on the air.*** 2nd edition. New York: McGraw-Hill.

This handy book covers all aspects of working with the media and getting good media coverage, including: writing for the media, preparing broadcast publicity, working with broadcasters, responding to media inquiries, and working with online (internet) media. Each section includes an extensive checklist, and the book also includes an indispensable directory of sources and services available to those working with the media—databases, media directories, Websites, and more. **Language: English**

DISASTER MANAGEMENT

FEMA (U.S. Federal Emergency Management Agency). 2006. ***Pandemic influenza continuity of operations (COOP) annex template instructions.*** www.fema.gov/pdf/government/coop/influenza_coop_annex.pdf (accessed June 25, 2009).

This guide provides instructions for developing a Pandemic Influenza Continuity of Operations (COOP) plan, as well as sample text that organizations can adapt to their specific needs. These instructions accompany an electronic template, *Continuity of Operations (COOP) Plan Template,* which may be downloaded at www.fema.gov/government/coop/index.shtm (under the heading "DHS COOP"). **Language: English**

Morgan, O., M. Tidball-Binz, and D. Van Alphen, eds. 2006. ***Management of dead bodies after disasters: A field manual for first responders.*** Washington, DC: PAHO (Pan American Health Organization), WHO (World Health Organization), ICRC (International Committee of the Red Cross), and IFRC (International Federation of Red Cross and Red Crescent Societies).
English: www.paho.org/English/DD/PED/DeadBodiesFieldManual.htm
Spanish: www.paho.org/spanish/dd/ped/DeadBodiesFieldManual.htm
(both accessed June 24, 2009).

This manual aims to promote the proper and dignified management of dead bodies, and to maximize their identification. It provides practical, simple instructions for local organizations, municipal employees, and/or volunteers who may be responsible for managing dead bodies in disaster situations. The manual is organized in an easy-to-use format, with one chapter for each key task, so that local coordinators can copy and distribute the relevant chapters to individuals responsible for those tasks. (In addition, the manual includes chapters on information management and on communications and the media, which could be useful to communications support teams.)
Languages: English and Spanish

New Zealand. Ministry of Economic Development. ***Influenza pandemic planning information for business continuity*** **(Website).** www.med.govt.nz/templates/ContentTopicSummary_14451.aspx (accessed June 25, 2009).

This Website is designed to assist business continuity planning for influenza pandemics. The information is divided into two sections: (1) a downloadable *Business Continuity Planning Guide,* which contains information designed for general use by businesses and other organizations and (2) a Pandemic Planning Information Kit tailored for infrastructure providers in the energy, communications, transport, water, and waste sectors. This contains a version of the Planning Guide and some associated documents to assist in planning.
Language: English

PAHO and WHO. 2004. ***Management of dead bodies in disaster situations***. Disaster Manuals and Guideline Series, no. 5. Washington, DC: PAHO.
English: www.paho.org/English/DD/PED/ManejoCadaveres.htm
Spanish: www.paho.org/spanish/dd/ped/ManejoCadaveres.htm
(both accessed June 25, 2009).

This manual analyzes the government's role in coordinating and carrying out the processes of managing dead bodies, which is a fundamental part of disaster response. It provides the technical information needed to support government authorities in the proper management of dead bodies. The manual should be useful for local authorities who are responsible for ensuring that bodies are treated in a dignified manner and that the human rights of those affected by disasters are respected. The document is currently being revised. An updated edition should be available at the Website soon.
Languages: English and Spanish

U.S. Department of Health and Human Services. CDC (Centers for Disease Control and Prevention). 2005. ***Business pandemic influenza planning checklist***. http://pandemicflu.gov/plan/workplaceplanning/businesschecklist.html (accessed June 25, 2009).

This checklist identifies important, specific activities large businesses can do now to prepare for a possible influenza pandemic, many of which will also help you in other emergencies. The checklist includes actions in the following categories: planning for the impact of the pandemic on your business, employees, and customers; establishing policies to be implemented during a pandemic; allocating resources to protect employees and customers; communicating to and educating employees; and coordinating with external organizations to help your community. **Languages: English and Spanish**

U.S. Department of Homeland Security. 2006. ***Pandemic influenza preparedness, response, and recovery: Guide for critical infrastructure and key resources.*** www.pandemicflu.gov/plan/pdf/cikrpandemicinfluenzaguide.pdf (accessed June 25, 2009).

The pandemic influenza preparedness, response, and recovery guide serves as a tool for businesses to develop continuity of operations plans specifically for catastrophic health emergencies such as pandemic influenza. **Language: English**