

New Brunswick Provincial Pandemic Coordination Plan

Revised March 2020



New Brunswick Provincial Pandemic Coordination Plan

Province of New Brunswick
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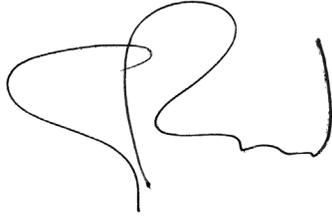
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Gérald Richard, Deputy Minister
Department of Health

A handwritten signature in black ink, written in a cursive style that reads "Mike Comeau".

Michael Comeau, Q.C., Deputy Minister
Department of Public Safety

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Introduction

Purpose

The New Brunswick Provincial Pandemic Coordination Plan (PPCP) describes an overview of the province's coordinated approach for responding to public health events that are pandemic in nature. Pandemic response requires a coordinated whole-of-society approach to anticipate and respond to the broader societal impacts and potential consequences of a pandemic. The coordinated provincial emergency health response for a pandemic will be led by the Department of Health and the Office of the Chief Medical Officer of Health (OCMOH), where OCMOH is the lead responsible for the public health actions required for outbreak management. Response to all impacts outside the health-care sector will be coordinated by the New Brunswick Emergency Measures Organization (NBEMO).

The plan is intended to serve as a resource for provincial health and emergency management authorities explaining the coordination between plans and response agencies. This is a companion document to the various emergency and pandemic planning documents in use in New Brunswick. During a pandemic, the health sector is guided by the Federal/Provincial/Territorial (F/P/T) Pandemic Plan for Biological Events and individual health sector planning annexes. The provincial emergency management structure is guided by the Province of New Brunswick Emergency Measures Plan (Provincial All-Hazards Plan) as well as other plans. A list of documents can be found in Appendix B.

The plan for responding to a pandemic health event requires coordinated response by departments, internal and external communications and provincial government business continuity. The cooperation and collaboration of relevant provincial government departments and stakeholders is central to any plan to respond to significant events, including health pandemics.

Background

A pandemic is an outbreak of infection that spreads rapidly and affects many people in a given area or population at the same time, that occurs world wide, crossing international boundaries. For example, pandemics can happen when a new virus emerges to infect people and can spread easily from person to person. Because there is little to no pre-existing immunity against the new virus, it spreads worldwide.

They can adversely affect human health in a variety of ways, ranging from relatively mild allergic reactions to serious medical conditions and even death.

Slowing the spread of the infection can reduce the number of people who become sick at once; this will in turn improve the response of the health-care system including public health and hospitals. This can be achieved through a combination of public health measures and actions that individuals and communities can take to prevent infections, save lives and minimize impact. When we experience a pandemic, it is important that we change our behaviours including personal hygiene measures, like frequent hand-washing, covering our coughs and practising social distancing.

Scope

This plan is meant to address public health events that are biological in nature and require a public health response at the provincial level, as well as a whole-of-society approach to ensuring continuity in the provision of essential services and critical infrastructure. Any public health event will be health system-wide and will require coordination between public health and health-care delivery, emergency management and other sectors.

- The main effort of response will be by the health sector. As pandemics tend to occur in several waves, there will be a greater need for medical supplies and services.
- A pandemic, by definition, will be widespread, potentially affecting all segments of society. With fewer people in the work place, there is the possibility of a general degradation of services and facilities relied on by the general population.
- Absenteeism of necessary workers in essential functions and critical infrastructure is likely.
- Shortages of antiviral-antibiotic drugs and personal protective equipment could occur, impacting both the public at large and health-care workers.
- A vaccine will likely not be available during the first wave of illness, therefore potentially further impacting the availability of health-care workers.

In general:

- Cases of the virus will not be localized to individual regions or communities but could be widespread throughout the province.
- Essential services in communities could be impacted due to high rates of illness.
- Preventative vaccines may not be available at the beginning of a pandemic and pharmacological treatments may be in short supply. Priority groups will most likely be identified to receive anti-viral drugs and vaccines that are in short supply.
- The prevailing assumption is that over a period of time, workers will require time off due to illness or to care for loved ones.
- Public health measures to decrease the risk of exposure to the virus may be instituted by the Department of Health. Such measures may include restriction of public gatherings and school closures.

Public health events can be intentional in nature (e.g., bioterrorism), which require a law enforcement/security response in addition to a public health response. This type of response does not fall within the scope of this plan but may be considered for future updates.

Legislation

This plan has been prepared to support:

The *New Brunswick Emergency Measures Act* and its Emergency Planning for the Continuity of the Government of New Brunswick Regulation; the *Public Health Act* and its Reporting and Diseases Regulation; and International Health Regulations (IHR) (2005).

Plan Administration and Activation

This plan has been developed based on the current Province of New Brunswick Emergency Measures Plan, NB Pandemic Influenza Plan for the Health Sector Annexes, as well as the organizational and legislative frameworks of the day. It is an evergreen document that will be amended as the situation changes and future planning efforts increase our resilience.

This plan will be activated as determined through consultation between the deputy ministers of Health and Public Safety, the director of NBEMO, and the director of Health Emergency Management.

Context

Guiding Principles

The Province of New Brunswick will follow the guiding principles for pandemic preparedness and response activities and decision-making as described in the F/P/T Public Health Response Plan for Biological Events. These guiding principles include:

- **Efficiency** – The response must be efficient. This requires utilizing emergency management principles such as issue triage and management by objectives. For example, the response must include clear requests for appropriate deliverables, delegation of tasks and responsibilities, and strong adherence to meeting management principles in order to ensure every responder's time is used efficiently. In addition, expert groups or standing committees that regularly meet (i.e., when a response is not underway) could be leveraged during a response. There also needs to be awareness of what other groups are doing, issues that overlap and expectations for products (including timelines, focus and target audience) so the response can proceed efficiently.
- **Timeliness** – During a response it is important that deliverables are produced, approved and distributed in a timely manner in order to facilitate optimal use and maintain credibility and public confidence. Health professionals and the public will seek and use information developed outside of Canada for other populations if Canadian response actions are not timely.
- **Transparency** – Participants in the response need to be able to see how their deliverables are being received, assessed and possibly amended by decision-makers in order to have confidence in the value of their work. For example, if recommendations are not accepted or deliverables are amended, the rationale for these decisions should be provided as feedback to the originators of the work.
- **Commitment** – There needs to be a commitment to functioning differently during an emergency response (i.e., not just doing the same thing faster), specifically by embracing emergency management principles. Commitments regarding surge capacity and/or mutual aid also need to be considered and respected.
- **Engagement** – In addition to increasing awareness of the roles and responsibilities of various groups within the response governance structure, the overall objectives of this response plan will be enhanced by improving engagement between working groups; external-to-government subject matter experts; and amongst public health, health care delivery and emergency management authorities.
- **Representativeness** – All provinces, territories and federal authorities will be involved in the decision-making process for issues that have significant resource or policy implications for their jurisdiction. Similarly, all provinces, territories and federal authorities will have the opportunity to participate in the approval process for deliverables (e.g., recommendations, protocols) that are expected to be followed and utilized in their respective jurisdictions during the public health response.

Additional guiding principles derived from a review of best practices include the following:

- **Health equity** – Response activities should be implemented in a manner that facilitates health equity. Health equity means that all people can reach their full health potential and should not be disadvantaged from attaining it because of their race, ethnicity, religion, gender, age, social class, socioeconomic status or other socially determined circumstance. The World Health Organization (WHO) defines social determinants of health as the circumstances in which people are born, develop, live and age, and the systems put in place to deal with illness.
- **Flexibility** – During a response, actions taken should be tailored to the situation and subject to change as new information becomes available. F/P/T governments are expected to work collaboratively to facilitate a consistent response to F/P/T public health response objectives; however, it is recognized that at any point during the response the objectives may vary from jurisdiction to jurisdiction within Canada depending on the local impact of the public health event and risk assessments. Flexibility is required to adapt the response to the evolving public health event.
- **Effectiveness** – The potential effectiveness of a response action needs to be considered prior to implementation. Effectiveness is considered to be the extent to which a specific intervention, procedure, regimen or service, when deployed in the field, does what it is intended to do for a defined population.
- **Ethical decision-making** – Ethical principles and societal values should be explicit and embedded in all decision-making, including the processes used to reach decisions. It is especially important to ensure that all actions respect ethical guidelines tailored to the concerns of public health, while respecting the rights of individuals as much as possible.
- **Evidence-informed decision-making** – Decisions should be based on the best available evidence to the extent to which this is possible. It is recognized that other factors also enter into decision-making, such as legal and institutional constraints, values, costs and availability of resources.

Concept of Operations

Goal

As a pandemic outbreak is likely to be widespread, a provincial whole-of-society response must be anticipated to maintain the continuity of government and other critical services and infrastructure impacted by the pandemic.

As the impacts of a pandemic develop, the coordinated provincial emergency health response will be led by the Department of Health. NBEMO will support and co-ordinate the whole-of-society response of all impacts outside the health-care sector. All levels of government, private sector partners and other non-governmental organizations will have a role to play in such operations.

The overall goal of the pandemic response is to:

- minimize and prevent serious illness and overall deaths;
- prevent serious illnesses;
- minimize societal impacts; and
- minimize economic disruption.

In every emergency, response rests initially and ultimately with the individual. To that end, considerable on-going efforts are made to inform and educate New Brunswickers on the importance of personal preparedness to deal with the immediate impacts of major events. In addition, as mandated by the *New Brunswick Emergency Measures Act*, communities are also required to prepare emergency plans.

Pandemic outbreaks, like other major events, require a whole-of-society response. Organizations, including provincial government departments and agencies, must prepare specific contingency plans to ensure continuity of government operations, and to coordinate such plans with other departments and agencies as appropriate and necessary in accordance with the *Emergency Measures Act*, its regulations, The All-Hazards Plan and other contingency plans as necessary.

Provincial Coordination

A concept of operations describes the various organizations involved in an event and the relationship between them. Timely activation of the various Emergency Operation Centres (EOC) for each sector is critical to ensure that assessments and actions are coordinated within each sector and further coordinated to ensure the whole-of-society approach to pandemic planning and response.

During a pandemic, there are multiple EOCs that meet regularly throughout the event to ensure timely communication and coordinated response efforts. In New Brunswick, the various EOCs report through a structure to the Provincial Emergency Operations Centre (PEOC). These centres liaise according to a streamlined process and within the F/P/T governance structure (Emergency Management Framework for Canada) to coordinate efforts.

The requirement for establishing functional and operational interfaces between the various EOCs will be dependent on the scale of the emergency.

PEOC (Provincial Emergency Operations Centre)

The New Brunswick Emergency Measures Organization (NBEMO) is responsible for the overall management of emergencies affecting the province, and for coordinating provincial resources in support of emergency response activities. NBEMO is also responsible for coordinating the acquisition of federal resources, and resources from other provinces and/or US states.

When a substantial provincial involvement is indicated or when there is a need to coordinate the provincial response, the Provincial Emergency Action Committee (PEAC) will be activated.

The PEAC, chaired by the director of NBEMO, or his/her representative, is comprised of representatives of those provincial departments detailed in Regulation 84-7 under the *Emergency Measures Act*.

The precise departmental representation in the PEAC will depend on the nature and scope of the event. It may also include federal or other agency representatives as necessary.

PEAC departmental representatives will staff the departmental desks in the Provincial Emergency Operations Centre (PEOC). They will provide their department's input to the committee and will keep their department informed of developments. All departments, including those which normally do not provide representatives on the PEAC, may be called upon for advice or resources.

As the situation develops, the PEOC will maintain close communication with regional EOCs (REOC). Each REOC is expected to keep NBEMO informed of developments within their jurisdiction which might require coordinated assistance.

There will not necessarily be a declaration of emergency during a pandemic outbreak. Taking their lead from NBEMO, departments of the provincial government will make decisions about implementing their emergency plans as necessary to manage any direct or indirect impacts of the pandemic, or as directed by the PEOC.

When the Minister of Public Safety does declare a State of Emergency, NBEMO will direct its energies and resources to support the declaration and any accompanying orders.

NBHEOC (New Brunswick Health Emergency Operations Centre)

The NBHEOC provides the streamlined process for various partners to work together in response to an event. NBHEOC members represent all units with the Department of Health, the Office of the Chief Medical Officer of Health (OCMOH) and integrates the two Regional Health Authorities (RHAs), Service New Brunswick Health Services (SNBHS) and Extra Mural and Ambulance New Brunswick (EM/ANB).

The health system's emergency function remains the same regardless of the nature and severity of the emergency. That function is the provision of timely and effective emergency care to victims while maintaining essential health-care services for all New Brunswickers. The response to an emergency that impacts the health system, including increased demands on the system or direct threats to the system, will normally require a ground up approach. The emergency will be handled at the lowest level possible with support, as required, from the RHAs, EM/ANB, SNBHS, the Department of Health, as well as the provincial and/or the federal government. The Department of Health could activate all or part of the health system in response to slowly emerging wide-spread threats (e.g., communicable disease) or in response to requests for resources from the federal government, other provinces or the United States.

The health system will activate staff and mobilize resources to the level required to respond to the emergency, while ensuring that essential services are maintained outside the affected area. When required, the NBHEOC will oversee the strategic coordination of all health system resources and their utilization.

For health system-wide impacts, the authority for the overall management of emergency events including control of the health system's resources, will be exercised by the NBHEOC, with strategic management oversight from the NBHEOC Emergency Executive Management Committee.

To maximize the limited resources of New Brunswick's health system and to provide a consistent level of care regardless of the situation, it is essential that emergency management operations be completely integrated at the strategic levels (operational and executive).

The Department of Health EOC continually monitors the incidence of disease outbreaks and will advise the PEOC and the regional and community-level health sector so they can activate as necessary.

The OCMOH has a specific role in pandemic response to ensure Public Health authorities conduct and manage responses to public health events via:

- monitoring and surveillance activities,
- risk assessment,
- public health measures (e.g., public education, case and contact management, trace-back/trace-forward, travel/border measures, vector control, mitigation of risk from animals, etc.),
- laboratory networks,
- connections with a clinical research network and other health care delivery partners,
- vaccine (and other medical countermeasures) programs,
- the provision of specific health services and evidence-informed recommendations,
- engagement with key stakeholders (e.g., occupational health authorities, health care institutions, law enforcement), and
- risk communications.

Federal, Provincial and Territorial Governance

For an effective national response to a pandemic, it is important that the federal, provincial and territorial partners coordinate effectively. The Province of New Brunswick works within the structure described in the F/P/T Public Health Response Plan for Biological Events as well as the Government of Canada Response Plan (Version 3.1) with the Director of NBEMO acting as the Senior Official Responsible for Emergency Management (SOREM). Additionally, representatives of Public Safety Canada participate in the PEAC committee.

Activation Levels

The activation of the EOCs will be in response to developing situations within their respective jurisdictions, or on the direction of the director of NBEMO, the deputy director, or their designate. The decision to activate EOCs will also be influenced by possible health or societal impacts or the threat of degradation of critical services.

All provincial emergency response organizations maintain a 24/7 duty officer capability and can recall staff on short notice through an effective notification system. The EOCs will adopt one of three levels of activation, as appropriate to the developing situation based on their own activation criteria as defined in the sector-specific emergency management plans and notify NBEMO.

In general, these are:

- Level 1 – Enhanced Monitoring
- Level 2 – Partial Activation
- Level 3 – Full Activation

The level of response depends on the nature of the situation and the level of threat. At the onset of operations, the director of NBEMO will determine the level of response necessary, implement the applicable emergency plans, activate operations centres and notify its members, which may be assembled in whole or in part, to coordinate the response.

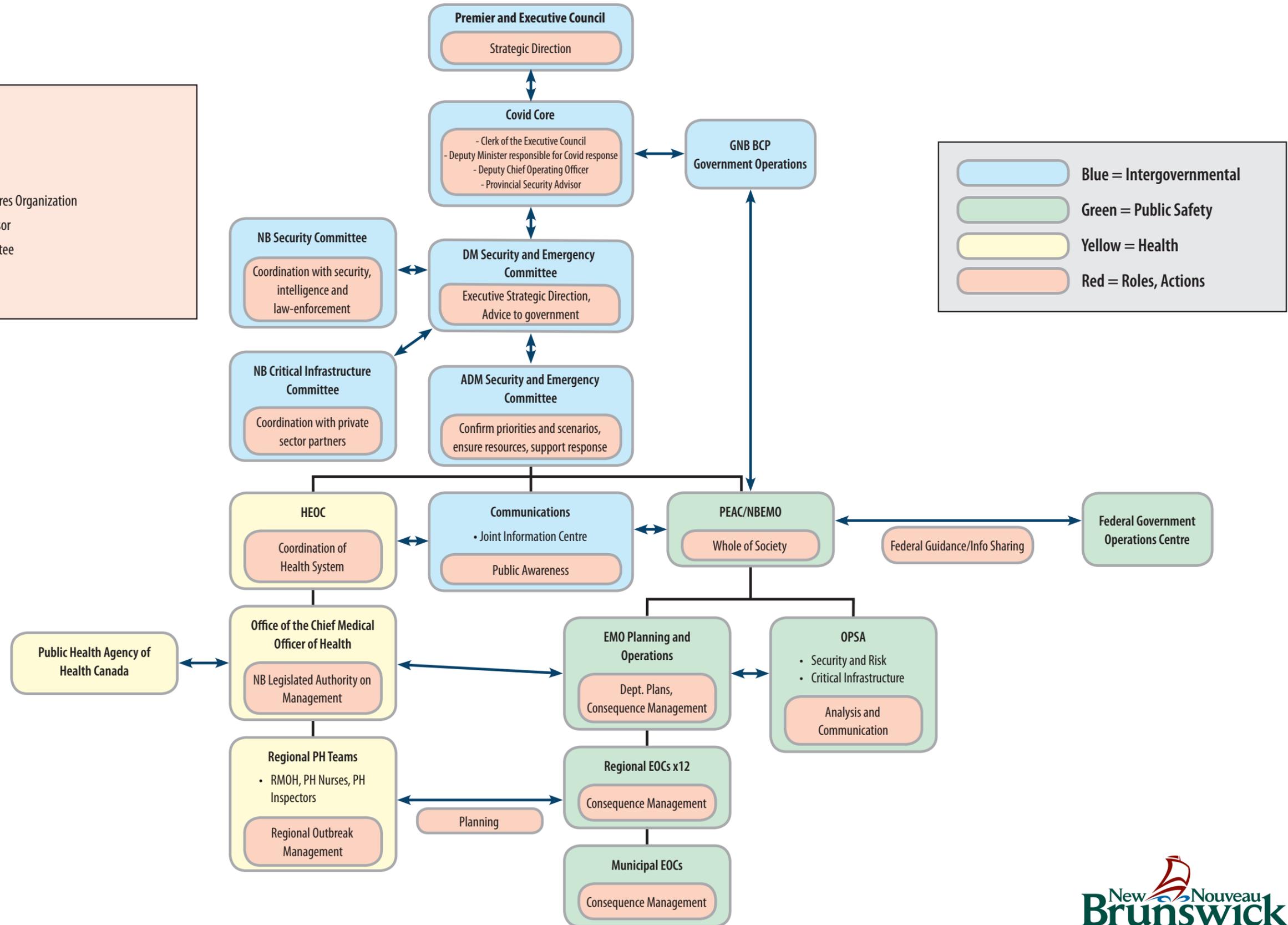
During a pandemic, NBHEOC and PEOC will provide briefings and advice, and make recommendations to executive management on pandemic issues.

Organizational Chart

The following organizational chart describes the connections between the Provincial Emergency Operations Centre and the health sector. This structure is implemented as required to manage the provincial coordination, communication and policy needs of a pandemic resting outside of the health sector.

Organizational Chart

- BCP**- Business Continuity Plan
- EOC**- Emergency Operations Center
- HEOC**- Health Emergency Operation Center
- ISC**- Indigenous Services Canada
- NBEMO**- New Brunswick Emergency Measures Organization
- OPSA**- Office of the Provincial Security Advisor
- PEAC**- Provincial Emergency Action Committee
- RHA**- Regional Health Authority
- RMOH**- Regional Medical Officer of Health



Committees

Multi-sector committees can be formed as required to ensure a whole-of-society approach. These committees will work in support of needs identified by the Deputy Ministers' Security and Emergency Committee and the Assistant Deputy Ministers' Security and Emergency Committee. Additional committees may be formed at the discretion of the director of NBEMO.

Communications

Internal Communications

Communications with members of the New Brunswick civil service are prepared by Finance and Treasury Board (FTB).

During a major event, FTB works to coordinate the necessary internal communications involving the civil service. The GNB intranet site, which is accessible by the civil service, can be used to post situation-specific communications for the information of staff.

Other methods can be used to communicate information to members.

External Communications

Communications employees with the Department of Health will be the lead on all external pandemic-related communications to the public.

Incoming media inquiries will be triaged to determine if they require response by the Department of Health or another department.

The Chief Medical Officer of Health will be the official spokesperson.

Executive Council Office (ECO) Corporate Communications will be responsible for implementing the Emergency Public Information Plan to support the provincial emergency management structure once activated, including the Joint Information Centre.

Once activated, the Joint Information Centre will coordinate the development and approval of all pandemic-related internal and external communications materials.

GNB Business Continuity Internal Operations

This central operation provides strategic support and direction to all Part I departments as well as those in Parts II, III and IV during the pandemic, to ensure the continuity of provincial government critical operations, crisis response and recovery.

Branch Objectives

Administration and Logistics:

- Provides the resources and strategic guidance, authorizations and specific decision-making support. This support may be provided to a department or agency in Parts I, II and/or IV.
- Ensures that essential services are maintained, including where possible, in the areas impacted by the health emergency.
- Focuses on procurement, finance, information technology, facilities and access.

Information and Analytics:

- Collects, maintains, secures and analyzes all information required to manage the continued operations of GNB through a pandemic response.

Operations:

- Identifies, assesses and provides solutions to ensure critical enterprise and departmental functions continue with minimal to no disruption.
- Ensures the effective operation of government. The scope includes the people, processes, systems, facilities, technologies, networks, assets and services essential to the health, safety, security or economic well-being of New Brunswickers.
- Liaises with departmental business continuity senior leaders, human resources client services and other key contacts to address current and emerging issues.

Planning and Recovery:

- Supports the Operations Unit by exploring potential solutions to complex pressures, anticipates upcoming areas which may require further consideration and positions the organization to accelerate the restoration of all services to the public.

Department and Agency Roles and Responsibilities

NBEMO will:

- Be the Provincial lead on all matters concerning emergency measures coordination relative to the provincial *Emergency Measures Act* and All-Hazards plan.
- Coordinate the provincial response to a pandemic outbreak through the PEOC.
- Deploy a Liaison Officer to the NBHEOC.
- Provide advice and direction to Regional Emergency Operation Centres (REOC) and municipalities as necessary.
- Provide recommendations to government regarding declaration of emergency.
- Coordinate requests for assistance and the provision of additional logistics support to REOCs and municipalities.
- Coordinate with other organizations such as the Red Cross and the Government of Canada.
- Administer the *Emergency Measures Act* and its regulations.
- Consolidate and assess risk information.
- Consolidate advice to executives.
- Prepare and distribute government situation reports.
- Be the primary contact with the International Emergency Management Group (IEMG) coordinating mutual aid between the six New England States, the four Atlantic Provinces and Quebec.
- Provide coordination and control of asset agencies within the parameters of a declared State of Emergency.

The Department of Health will:

- Oversee strategic operational coordination of health system resources and response actions in collaboration with RHA, EM/ANB and SNB (Health Services) to:
 - » ensure the delivery of essential medical services and continuity of health care services to the community-at-large for the duration of the emergency.
 - » establish and maintain a decision support system to estimate the impact of the event on the health system and inform decision-making.
 - » ensure alignment with the Provincial EOC, other government departments, and public and private health partners where required.
- Act as the primary department for the liaison with Health Canada, the Public Health Agency of Canada, other provincial health authorities and IEMG Health Officials for consultation and assistance.
- Coordinate public information and education campaigns to facilitate infection control and to limit transmission.
- Communicate relevant information and updates to provincial government and non-government stakeholders.
- Maintain provincial surveillance activities.
- Set policy, provide guidelines and advice to Regional Health Authorities.
- Formulate and coordinate mass vaccination programs and other public health measures to decrease risk from emergencies resulting from communicable disease.
- In collaboration with Regional Health Authorities, coordinate the provision of Critical Incident Stress Management (CISM) and psychosocial support to disaster victims and emergency workers.

- In collaboration with Regional Health Authorities, Ambulance NB, Service NB (Health Services) and other healthcare providers, coordinate access to and deployment of health resources (personnel, supplies and equipment) as required by the emergency.

As further described below, other provincial government departments will:

- Support the Department of Health and NBEMO in their responses.
- Complete a business continuity plan to ensure continuity of service delivery of all critical services and business lines, taking into consideration anticipated absenteeism rates.
- Provide designated departmental representation to the Provincial Emergency Action Committee as required.
- Comply with Department of Health and other Government of New Brunswick directives regarding health emergency measures.
- Implement Department of Health and OHR mandated protective measures in the workplace to control infectious disease, and provide related staff training to all departmental employees.

Aboriginal Affairs will:

- Work with First Nation Chiefs, Aboriginal organizations and Indigenous Services Canada to ensure information transmission is timely and accurate.
- Engage with First Nations communities as a liaison when there is a gap in the relationship with any response agencies (provincial or federal).
- Triage and direct First Nation communities and Aboriginal organizations to relevant departmental resources as needed.

Agriculture, Aquaculture and Fisheries will:

- Assign senior representatives to the Assistant Deputy Ministers' Security and Emergency Committee.
- Ensure readiness of NBEMO-designated subject matter experts.
- Ensure continuity of essential functions including provision of veterinary field and lab emergency services.
- Ensure aquatic animals are fed and infrastructure continues to function at the New Brunswick Aquarium and Marine Centre.
- Continue to offer critical services at the Potato Plant Propagation Centre.
- Gather feedback from stakeholders and monitor impacts of the pandemic on industry.
- Coordinate with central government and Crown corporations to provide advice to impacted agriculture, aquaculture and fisheries stakeholders.
- Communicate through industry associations.
- Participate in regional planning as required.

Economic Development and Small Business & Opportunities New Brunswick will:

- In conjunction with the Department of Finance and Treasury Board, assess economic impacts related to a pandemic emergency and provide advice to government on actions required to mitigate impacts and support recovery.
- Support business confidence by working in collaboration with federal and local economic development partners to share resources and information.
- Support the small business sector in adapting to pandemic-related impacts, by working in close cooperation with the Departments of Post-secondary Education Training and Labour, Agriculture, Aquaculture and Fisheries, Natural Resources and Energy Development, Regional Development Corporation and Tourism, Heritage and Culture, the federal government and the private sector such as financial institutions/associations such as the CFIB to ensure complementary support.

- Coordinate the provision of information to the New Brunswick business sector and stakeholders to bolster business confidence.
- Work in collaboration with government departments to identify gaps and promote responsiveness to the needs of business.

Education and Early Childhood Development will:

- Ensure the health and safety of students and staff.
- Support the child care sector to ensure continuity of services for essential workers across New Brunswick, as outlined by the Executive Council Office.
- Align with the provincial business continuity plan, ensuring adequate staffing, and designated emergency response representatives.
- Support central government communications to provide consistent, ongoing messaging relevant for staff, the public education system, the early learning and child care sector and families through distribution channels.
- In the event of an emergency, incident or disaster, school districts are responsible for the health and safety of their staff and students at all school district facilities. School districts have their own critical services identified.
- Provide coordination and control of assets within the parameters of a declared State of Emergency.
- Provide personnel throughout the duration of a State of Emergency to NB EMO to coordinate all departmental requirements as necessary.
- Be prepared, on order, to begin restoration of all educational aspects throughout the Province during the recovery phase.

Environment and Local Government will:

- Ensure an emergency response capability is assured in the event of environmental incidents/accidents.
- Maintain flood forecasting.
- Be prepared to work in conjunction with the Department of Health and other agencies as necessary to provide information (i.e., sites, service providers) on the disposal of contaminated material.
- Support NBEMO and other government departments/agencies in the conduct of disaster operations in Local Service Districts.
- Be prepared to support the Provincial Emergency Operations Centre and Regional Emergency Operations Centres as required in response to provincial and local circumstances.
- Maintain operation of ELG drinking water and wastewater systems.
- Maintain financial administration of Local Service Districts, the monthly net budget payments to local governments, and, depending on timing, preparation of annual budgets (Sept-Feb).
- Ensure fire service and garbage collection service delivery in Local Service Districts.
- Provide coordination and control of Departmental assets within the parameters of a declared State of Emergency.
- Provide personnel throughout the duration of a State of Emergency to NBEMO in order to coordinate all environment and local government aspects as necessary.

Intergovernmental Affairs will:

- Cooperate with other departments and agencies, ensure and manage fluid communications with the federal, provincial, state and territorial governments.
- Coordinate on such matters or decisions as they pertain to any developments that may impact on New Brunswick citizens from a government perspective. In communicating New Brunswick's

position to other governments, the department will ensure that the province's collective voice is heard before decisions are made at a national level.

- Implement contingency and continuity plans to ensure that critical services are provided to government with respect to advice on inter-Canadian and international matters. This ranges from advice on international trade, international crossings, economic priorities and agreements.
- Continue to provide services to the Government of New Brunswick with respect to policy, advice and negotiations.
- Provide advice and support on issues facing the international francophone community, the Canadian francophone community, and official languages through La Francophonie branches.

Justice and Office of the Attorney General will:

- Support the goal of slowing or preventing the spread of a virus, while ensuring justice processes are maintained at a sufficient level to ensure fundamental principles of justice are supported.
- Ensure the critical functionality of the courts remains accessible under exceptional circumstances.
- Provide advice to government on the initiatives being undertaken to deal with the pandemic while drafting legislation and regulations necessary to support these initiatives.
- Provide personnel throughout the duration of a State of Emergency to NB EMO in order to coordinate all departmental aspects as necessary.

Natural Resources and Energy Development will:

- Be prepared to provide resources to PEOC for disaster operations.
- Deal with regional operations emergencies regarding humane animal issues on an on-call basis.
- Maintain tree nursery infrastructure and take measures to ensure the crop at the nursery remains healthy.
- Continue infrastructure operations at the Musquash Dam.
- Ensure NB Power is an active part of the response and planning and ensure it puts measures in place that are consistent with government objectives.
- Liaise with industry to ensure the continuity of energy supply during a prolonged response.
- Provide personnel throughout the duration of a State of Emergency to NB EMO in order to coordinate all departmental aspects as necessary.

Post-secondary Education, Training and Labour will:

- Provide a liaison with public post-secondary institutions to support the provincial response.
- Maintain minimal staffing to support internal human resources services (including leaves and payroll); student loans; employment standards for employees and employers; and funding for partners, service providers and clients who are receiving grants for training.
- Ensure that any staff not associated with these areas, and who are not sick or caring for others, would be available for redeployment to other areas of government where additional support is needed.
- Ensure public post-secondary institutions are following public health guidelines and instructions set out by local health authorities, emergency management and public health officials.
- Close all non-critical areas of the department, such as libraries.

Public Safety will:

- NBEMO REMCs work in conjunction with their Regional Medical Officers of Health to establish COVID-19 Regional Planning and Advisory Group Meetings around the Province and conducting teleconferences.
- NB Critical Infrastructure Program (NB CIP) will continue to monitor and provide relevant updates to NBEMO and its partners, as well as assess actual and potential impacts to critical infrastructure.

- Assist Government of New Brunswick departments execute business continuity plans.
- Provide common messaging to community Directors of Emergency Management.
- Continue supporting NB Health in dealing with increased requests for information.
- Provide integrated communications and support a common operating picture across the government of New Brunswick and with external stakeholders.
- Ensure cross-government coordination as the situation develops.
- Ensure continued delivery of critical functions in support of the Public Safety mandate as specified in departmental Business Continuity plan, including NBEMO, 911 service, Correctional Services, Coroner Services, Office of the Fire Marshal, Community Services, Technical Inspection Services, and the Inspection and Enforcement Branch.
- *Ensure the Office of the Fire Marshal will:*
 - » be the lead on all matters concerning first response and fire relative to the Provincial *Emergency Measures Act* and All-Hazards Plan during a declared state of emergency.
 - » Provide coordination and control of assets within the parameters of a declared State of Emergency.
 - » Provide personnel to NBEMO throughout the duration of a State of Emergency in order to coordinate all first response and fire-related activities, as necessary.
- *Ensure DPS's Inspection and Enforcement Branch:*
 - » Provides coordination and control of assets within the parameters of a declared State of Emergency.
 - » Provides personnel throughout the duration of a State of Emergency to NB EMO in order to coordinate all departmental aspects as necessary.
 - » Is prepared on order to provide all necessary services as required to aid the Province during the recovery phase.
- *Ensure the Office of the Provincial Security Advisor will:*
 - » Be the Provincial lead on all matters concerning Critical Infrastructure.
 - » Provide integral support to NBEMO as per the *Emergency Measures Act* and All-Hazards Plan.
 - » Provide continued liaison and coordination with CI owner/operators.
 - » Provide advice on supply chain issues, ICT integrity, security issues.
- *Ensure DPS' Correctional Services Branch:*
 - » Provides a safe institutional environment considering the overall health and safety of staff and the prisoner population in our provincial facilities.
 - » Provides for the community supervision of offenders who have been released under the Temporary Absence Program.

Regional Development Corporation will:

- Monitor RDC project claim requirements.
- Work in collaboration with government departments to identify gaps and promote responsiveness to the needs of communities and business.

Service New Brunswick will:

- Provide coordination and control of assets within the parameters of a declared State of Emergency.
- Provide personnel throughout the duration of a State of Emergency to NB EMO in order to coordinate all departmental aspects as necessary.

- Be prepared on order to provide all necessary services as required to aid the Province during the recovery phase.
- Provide NBEMO Disaster Financial Assistance staff with workspaces and necessary infrastructure to conduct the DFA program.
- Verify availability of mandated functions and departmental services provision.

Social Development will:

- Ensure continued care for vulnerable, high-risk populations and individuals/families receiving benefits.
- Continue to provide the following essential services:
 - » Child and youth services programs (such as intake services, child protection, and After Hours Emergency Social Services);
 - » Housing programs (such as the homelessness program and public housing);
 - » Social assistance programs (such as the Extended Benefits Program, Transitional Assistance Program, and Special Needs Benefits);
 - » Long-term care programs (such as adult protection, adult residential facilities, and the Disability Support Program); and
 - » Nursing home services.
- Ensure the continuation of essential social programs and assistance as required in the rehabilitation of pandemic victims.
- Maintain established relationships with NGOs and community partners to promote information sharing, ensure services continue to be provided, and coordinate support as required.
- Provide coordination and control of services within the parameters of a declared State of Emergency.
- Provide personnel throughout the duration of a State of Emergency to NBEMO in order to coordinate all social development requirements as necessary.
- Be prepared on order to begin restoration of all social development aspects throughout the Province during the recovery phase.

Tourism, Heritage and Culture will:

- Be responsible for providing the necessary maintenance, safety and security of provincial parks and visitor information centres that fall under the department's mandate. The department will fulfill its obligation to ensure residents and visitors remain safe.
- Work with stakeholders in the tourism, culture, heritage and sports sectors to assess the impact of the crisis on their respective activities.
- Work with stakeholders once the threat of the pandemic has receded to develop the necessary strategies to relaunch all activities in New Brunswick's tourism, arts and culture, sports and recreation sectors, as well as for provincial parks.

Transportation and Infrastructure will:

- Provide head office support.
- Focus on response to health and safety incidents.
- Provide trunked mobile radio communications system.
- Continue to keep up with summer and winter maintenance of the highway network.
- Respond to incidents on highways and bridges as needed.
- Maintain and test the 11 water supply systems operated by the department.

- Operate river and coastal ferry services.
- Assess continued operation and maintenance of GNB-owned buildings.
- Planning and execution of the transportation and buildings capital projects.
- Provide fuel services, repair and maintenance of GNB fleet vehicles.
- Issue permits for overweight and over-dimension trucks.
- Continue to work collaboratively with the federal government, municipalities and other industry partners in support of a safe and efficient transportation network throughout the province.
- Provide personnel to NBEMO throughout the duration of a State of Emergency in order to coordinate all transportation and infrastructure aspects as necessary.

NB Power will:

- Be the provincial lead on all matters concerning power within the province.
- Provide coordination and control of assets within the parameters of a declared State of Emergency.
- Provide personnel throughout the duration of a State of Emergency to NB EMO in order to coordinate all departmental aspects as necessary.
- Be prepared, on order, to provide all necessary services as required to aid the Province during the recovery phase.

Red Cross will:

- Provide coordination and control of organizational services within the parameters of a declared State of Emergency.
- Provide personnel throughout the duration of a State of Emergency to NBEMO in order to coordinate all organizational aid requirements as necessary.
- Be prepared on order to provide all necessary services as required to aid the Province during the recovery phase.

RCMP will:

- Continue to provide services in accordance with a declared State of Emergency as per the Provincial *Emergency Measures Act* and All-Hazards Plan.

Public Safety Canada will:

- Provide federal liaison to the province on all matters federal in aid of the Province of New Brunswick.
- Provide coordination and control of federal assets within the parameters of a declared State of Emergency.
- Provide personnel throughout the duration of a State of Emergency to NBEMO in order to coordinate all federal department aspects as necessary.
- Be prepared on order to provide federal aid as required to aid the Province during the recovery phase.
- Assist in facilitating the demobilization of federal resources deployed in conjunction with the Canadian Coast Guard, the Department of Fisheries and Oceans, Transport Canada, and any other Federal departments as necessary.

Appendix A: Acronyms

ADM - Assistant Deputy minister
DH - Department of Health
ECO - Executive Council Office
EM/ANB - Extra Mural and Ambulance New Brunswick
EOC - Emergency Operations Centres
F/P/T - Federal/Provincial/Territorial
FTB - Finance and Treasury Board
IHR - International Health Regulations
NBEMO - New Brunswick Emergency Measures Organization
OCMOH - Office of the Chief Medical Officer of Health
PEAC - Provincial Emergency Action Committee
PEOC - Provincial Emergency Operations Centre
PHEIC - Public health emergencies of international concern
PPCP - Provincial Pandemic Coordination Plan
PPE - Personal Protective Equipment
REOC - Regional Emergency Operation Centres
RHA - Regional Health Authorities
SNBHS - Service New Brunswick Health Services
WHO - World Health Organization

Appendix B: List of sector specific pandemic plans

All documents are evergreen and are updated regularly:

- Province of New Brunswick Emergency Measures Plan (provincial All-Hazards Plan)
- New Brunswick Emergency Measures Contingency Plan for Health-Related Communicable Diseases
- Pandemic Influenza Planning Guide for Municipalities

NB Health Emergency Management Plan

NB Pandemic Influenza Plan for the Health Sector Annexes

- Public Health Annex – Public Health Measures
- Alternate Care Sites Annex
- Care of the Deceased Annex
- Clinical Care Optimizing Surge Capacity Annex
- Ethics Annex
- Human Resources Part 1 and Part 3 Annex
- NB Emergency Stockpiling Annex
- NB Plan Flu to Clinical Care Annex and Addendums
- NB Pan Flu Communications and Marketing Annex
- Plan Flu Lab Annex
- Public Health Annex
- Infection Prevention and Control Annex

Additional Planning Documents

H1N1 Pediatric Working Group Recommendations

Appendix C: Guidance Documents

Guidance documents have been prepared for:

- Borders
- Employees
- First Responders
- Health Care Professionals
- Infection Prevention and Control
- Laboratory
- Long-term care facilities
- Regional Health Authorities
- Schools, Colleges and Universities
- Surveillance

Appendix D: References

1. Federal/Provincial/Territorial Public Health Response Plan for Biological Events, 2018
2. British Columbia Pandemic Provincial Coordination Plan, Refreshed February 2020
3. Canadian Pandemic Influenza Preparedness: Planning Guidance for the Health Sector, 2018