

Crisis Management & Business Continuity

What would be the consequences of influenza pandemic for an international airport like Frankfurt, Germany and what planned actions could ameliorate these?

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(Modified by Dr. Gaber, 20.07.2012)

“The pandemic clock is ticking, we just don’t know what time it is”

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Abstract

An influenza pandemic outbreak is an immanent global risk and can heavily affect airport operations and business. Risks and consequences of an influenza pandemic have to be identified and analysed in order to be prepared for such an eventuality. Appropriate counter measures are suggested in this work to ameliorate the impact on Fraport and to secure business continuity during and after such a crisis. Based on the research results for this assignment the need for a comprehensive and coordinated action plan to secure business continuity at Frankfurt Airport is evident. Guided by recommendations given by e.g. ACI, WHO, ICAO, SOPs have been implemented in close cooperation with the local and federal PHA (public health agency).

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Preamble

According to the WHO, influenza pandemic occurs with the appearance of a new influenza virus against which none of us has any immunity. A pandemic will affect a large number of people, with numerous cases of illness and deaths expected. According to the Hessisches Ärzteblatt and to Meltzer et al., a risk analysis for Germany reveals that influenza pandemic could infect between 15% and 50% of the German population.

A pandemic could last several days or even months¹ as past occurrences demonstrated. However, no one can predict when the next outbreak is going to happen.

A pandemic will considerably impact an affected country both in medical and economic respects. Since a pandemic will heavily impact daily life, overwhelm all kind of business, and consequently national and global economies, it is vital for companies to address this problem proactively and to prepare for such a case.

Introduction

Fraport AG operates Frankfurt Airport (FRA), one of the biggest airports in Europe and Lufthansa's main hub. According to Fraport's Annual Report (2011), around 76,000 people working at over 500 different organisations make Frankfurt Airport the largest employment location in Germany. Around 148,300 passengers fly daily via FRA to over 281 destinations in 109 countries worldwide.²

Thus, at least 215,000 persons per day would directly be threatened by any pandemic outbreak at FRA. The number of people travelling and working there makes FRA very prone and vulnerable to the outbreak of infectious diseases. Because of the enormous passenger

¹ South Korea's Institute of Health (NIH) announces after 114 days after officially sounding the alarm the end of all measures against SARS.

² Fraport's own data; Presentation Fraport at a glance, Investor Relations, www.fraport.de

flow rate and the constant circulation of visitors (over 18,630 per day)³, FRA - like other hubs as Paris (CDG) and London (LHR) - will be one of the critical action points for the containment of a pandemic. This assignment focuses on consequences and risks to Fraport's business and operations in case of any pandemic and suggests suitable counter measures to avoid disruptions in operations and to secure business continuity.

Present situation

According to Fraport's own data for 2011, 56,443,657 passengers used the airport that year, 54% of them being transfer passengers. Besides, FRA is approached by 167 high speed and 218 regional trains daily.⁴ This means within a small area and within a short fraction of time many people have direct contact with each other. These same people depart afterwards to all parts of the globe, being so a potential multiplier for infectious diseases.

FRA is also characterised by complex networks of experts, businesses, organisations, governmental institutions and authorities (e.g. ICAO, WHO, IATA, ACI, BMG, BMVBS), as well as airlines, each of them with own interests to be considered. This makes the airport management a complex issue. Only through a close interaction and cross-linking of the responsible key players, the effective implementation of counteractive measures during a crisis can be granted. Hence, involved parties have to proactively and preventively agree on a main course of action to save precious time and increase actions' effectiveness.

As there is no typical course of a pandemic, the WHO has defined a six-phase scale as a system for immediately informing the world about a pandemic's seriousness and the respective need to progressively launch more intense preparedness activities.⁵ This scale could help companies to initiate counter measures on business level according to the seriousness of the situation.

³ www.Frankfurt-airport-city.fraport.de

⁴ www.frankfurt-airport-city.fraport.de

Since airlines could easily bypass any major airports through their international network, it is provided by ICAO⁶ that "... In accordance with the International Health Regulations of the World Health Organization, Contracting States should not interrupt air transport for health reasons..." as presently only major airports have the needed infrastructure and medical services to contain pandemics. There, protective measures against the spread of the disease can be implemented. Consequently, FRA should preventively develop and establish SOP's to be able to continue operating under exceptional circumstances.

Preparing for pandemics and securing business continuity

To secure business continuity it is indispensable to have a deep knowledge on all processes and interrelations as well as to identify key risks to the continuity of operations. Factors such as human resources, business processes and functions, infrastructure, stakeholders, and communications have to be addressed. Respective risks, their consequences and likelihood of occurrence have also to be determined in order to be able to prioritise possible actions.

A structured risk assessment is needed to protect critical functions as well as to develop a crisis recovery and a business continuity plan to survive in the market during critical times.

Identification of potential risks related to an influenza pandemic

Any pandemic is per se one of the greatest threats to aviation business. Business success depends on both a strong demand and sound economic structure. In case of a pandemic, the whole industry would be affected by issues like passenger numbers decline or lack of human resources. Frankfurt Airport would be especially affected by operations and supply disruptions, such as restricted access to buildings, reduced operational capacity, loss of work force or IT-systems and telecommunications, and so on.

⁵ WHO - http://www.who.int/csr/disease/avian_influenza/phase/en/print.html

⁶ Annex 9, Chapter 2, paragraph 2.4

The following figures visualize the dimensions of an interruption of operations at FRA: One minute of traffic standstill costs up to 6,088 € to Fraport.⁷ Within one hour 4 long, 27 medium and 8 short-haul aircrafts would not take-off. At the same time, 12 long, 20 medium and 9 short-haul airplanes would not land. Consequently, ca. 9,960 transfer passengers would have to stay at FRA. Simultaneously 8,766 origin passengers would not reach their final destinations. As far as possible, alternative means of transport would have to be provided to transport passengers and cargo to their respective destinations. Additional 27 high-speed trains as well as many busses and trucks would be needed to transport stranded passengers and cargo. This constitutes an almost irresolvable logistical challenge. Simultaneously, as around 80 aircrafts would not be available at their scheduled airports, the international flight network would be seriously affected within less than 24 hours, due to the tight interlocking of airlines' network around the world.

As crisis dimensions and consequences cannot be exactly predicted, Fraport has to be prepared for operations under unusual circumstances. Yet, the safety aspect should never be neglected. By the latest, when the minimum safety standards are infringed, operations at FRA should be suspended, even meaning tremendous financial losses.

Taking into account the regulatory framework and present situation at FRA, the following risks and consequences have been identified:

Human resources

Employees may stay away from the workplace for days or even weeks, due to their own illness, illness of family members, public health guidance or even out of fear of infection. Mortality rate in dependence of the pandemic's intensity may further impact on staff. That means, that any business continuity plan has to take into account a considerable loss of personnel and consider procedures to keep business running with a decimated number of em-

⁷ Based on the analysis and data of Fraport's Safety Manager

employees. It is essential to consider different percentages of absenteeism, especially during a pandemic's peak time of about 2 weeks. However, it has to be kept in mind that the personnel consequences of the pandemic will last for many weeks.

Alongside with the absence of employees, it has to be considered, that the remaining staff will be working under unusual conditions and be subjected to increased stress levels.

Medicine

Medical risks and implications are directly correlated with the pandemic's severity. Issues to be considered are for example the disease is not contained in the country of origin, a possible mutation of a virus into a more aggressive one, late development of vaccinations or medicine. The preservation of employee's health and the respective costs has to be prioritised.

Risks also result from medical staff availability. The existing airport medical staff cannot handle a pandemic and all the prevention measures alone. In case of a pandemic outbreak, it is vital to mobilise and assign additional trained medical staff and equipment to the airport. Also to be considered, are the consequences and an unspecified amount of additional costs related to necessary medical procedures as quarantine, decontamination and disinfection procedures, allocation of rooms for passengers and patients during the crisis, vaccination etc....

Finances

Financial risks and implications are crucial considerations in business continuity plans as they are decisive for a company's survival or downfall. At the same time, they are the most predictable ones and can be best prevented or mitigated through planning or scenario analysis. It has to be considered establishing a provision for such cases.

A main financial risk is the loss of revenue in consequence of traffic volume reduction. The intensity of traffic decline directly correlates with the region's level of concernment. As demand and passenger numbers decline, airlines will start cutting down services, further reducing airport's revenues.

Pandemic handling costs and additional operational costs will further impact business revenues. Additional staff, loss of productivity due to employees' absenteeism, costs for alternative passenger transport in order to keep a minimum of people inside the premises to avoid further contamination, catering, beds, and interpreter, are only a few examples of additional costs that have to be considered in a business continuity plan.

Opportunity costs⁸ and the postponement of investments have also to be considered, especially as the duration and dimension of the crisis are unclear.

Logistics

An airport cannot maintain business running without a working logistic chain for e.g. fuel, food, spare equipment etc... As a pandemic will not solely affect the airport, it is likely that the airport will be confronted with supply shortages. In turn, operations disruptions at FRA will affect other companies' logistic chains.

Politics

Some superordinate measures to contain a pandemic could represent severe risks for business. Imposed superordinate regulations may limit the airport's decision autonomy.

Countries may consider the closure of their borders as an effective way of containing the pandemic's expansion. However, people see borders closure as a clear indicator of a crisis' seriousness. Business and tourist travelers start avoiding more and more destinations, while

people living in affected areas will avoid going out, spending money, and working in crowded offices. There will be a noticeable shift in consumer preferences away from exposed sectors. This could accelerate a downward spiral for businesses start losing money. This could lead in last consequence to the rise of unemployment rate, worsening the already stressed economic situation. The downward spiral could even lead to a currency devaluation of the affected countries.

Public relations

The handling of a crisis may heavily affect a company's image. As soon as the media get involved, rumours will arise. Regulatory authorities and ordinary people will demand regular updates and clarifications of the situation. The inappropriate handling of inquiries and media could lead to negative publicity. Customers' confidence in the company may be unsettled through negative coverage.

Too few employees and managers are trained to deal with the media. Untuned and spontaneous comments as well as inexperienced handling of the press may have serious consequences for business.

Operations

Risks related to premise's availability may emerge. During a pandemic many rooms, gates, and corridors will have to be rededicated to other functions as e.g. quarantine rooms, command centre or storage rooms. Passenger ways may be obstructed, gates may be unavailable and food and beverage may not be available as usual. In consequence of these unusual conditions, passengers may not be able to reach their airplanes in time.

⁸ Costs for planned - but not used - resources

Faced with exceptional circumstances, passengers may become irritated or even aggressive. Factors like passengers resisting to examinations, passenger not finding their airplane or crying children will increase passengers' stress, probably leading to disturbances.

The availability of aircraft parking positions may become a bottleneck. Aircrafts turnaround times may have to be increased in consequence of additional security procedures, safety issues, and medical measures, leading to increased unpunctuality. In addition, with declining market demand, numerous aircrafts will have to be grounded at the hubs of the respective airline, aggravating the scarcity of airside capacity.

Deficit in specialized staff as follow-mes, push-backs, apron controllers and other relevant functions could endanger safety and operations. Threats for safety are manifold and each of them could lead to large-scale accidents, even jeopardising lives. Moreover, an accident would worsen an already difficult situation and immediately lead to an indefinitely suspension of operations.

Others

Peoples' need for information will lead to many calls and inquiries. It is likely that the need for electronic communications will increase, e.g. phone calls, email, and Internet. Communication systems and company call centres may be overloaded within short time. However, communication systems are indispensable for airport's operations.

The ultimate repercussions of a pandemic are not predicable neither are their risks or consequences. Experience with the outbreak of other diseases like SARS in 2003 suggests that local or sectoral impact in the most affected countries could be significant. It is important to note, that the intensity of consequences and business disruptions will worsen the longer the crisis persists and the more the scale of the pandemic increases.

Planned actions to ameliorate risks

The listed threats could be mitigated through well-planned actions and counter measures. All measures to handle and minimize the pandemic's consequences should be described in a Business Continuity Plan (BCP). A BCP is a comprehensive document designed to keep business running despite severe restrictions. A successful business continuity strategy has to be built up on basis of different scenarios. A BCP should provide a course of action, but at the same time be so flexible to be adapted to unforeseen events and intensity of occurrences. It should provide guidance and the necessary support to all those who would be potentially involved in a recovery situation, it should help to maintain operative business running and help to meet customers' expectations.

To mitigate a pandemic's consequences and to ensure business continuity, the following measures are suggested:

Human resources

A backup system for essential functions and redundancy for key management should be implemented. Back-up personnel for key positions should be identified and Fraport should be prepared for critical knowledge management when traditional handing-over procedures cannot be arranged due to the sudden absence of assigned persons.

A liberal staff policy for example non-punitive, liberal leave, staff compensation etc... to mitigate absenteeism should be adopted. Measures should be identified and planned to augment the remaining workforce's productivity and capability. Issues such as vacancies cancellations, overtime authorisation, temporary workers, reactivation of retirees and cross-training of the existing workforce with special attention to redundant staffing of critical business operations should be analysed in terms of feasibility. Possibilities such as outsourcing or contracting out of activities should be proved wherever possible.

The compulsory office attendance could be eased by allowing telecommuting for as many staff as possible and introducing flexible working times in order to maintain as many persons as possible working, and simultaneously avoid disease's spread. Communications and information technology infrastructures should be enhanced and policy relaxed to support employee's teleworking and remote client access by e.g. providing connectivity facilities, laptops, fax machines, and video conferencing. Electronic document distribution secures the flow of information. Reducing meetings to a minimum and substitute travel by teleconferencing would further help securing information flow and simultaneously avoid staff contamination.

Counter measures should be inversed in case traffic figures fall stronger than absenteeism level. This could lead to abundance of labour. Counter measures should be adapted in accordance with the situation and legal framework by e.g. reducing working hours, using up vacancies and overtime, short-time work and so on.

As Fraport has many international subsidiaries, an action plan for staff that recently stayed in an affected area and an evacuation plan for expatriates should be developed. Employees ordered back from international subsidiaries could ameliorate the staff shortage at home.

Alongside with employees' absenteeism, it should be considered, that people working under such conditions are subject to high stress levels. Non-intrusive emotional and social support for front line workers is indispensable. Workforce should be educated and prepared for such a situation to reduce the impact of the unusual situation.

Medicine

Additional costs for supplementary medical staff and equipment should be beard by Public Health Institutions. However, this cannot be taken for granted. Arrangements over cost assumption should be agreed upon among all involved institutions in advance to a pandemic.

Slowing down the pandemic's spread and thus, gaining time to implement and strengthen counter measures as augmenting vaccine's supplies could also mitigate consequences. Medical services should ensure the health of staff and passengers by distributing respiratory masks, limiting disease spread in workplaces, ensuring the strict observations of hygiene regulations, working areas disinfection, etc....

Employees should be monitored for illness signs. Illness cases should be reported to the health or safety manager. Ill staff should be sent home immediately and kept away from other staff. It is also medical services' task to teach employees how to behave in such cases and to increase awareness for preventing influenza spread.

From a medical point of view, it is important to stock equipment dedicated for combating any kind of pandemic e.g. masks, disinfection material, vaccine or anti-virus prophylaxis. Especially, as it cannot be expected that a vaccine would be available fast, since production procedures require lead time (up to seven months)⁹ to deliver the first dosage.

Finances

One of airlines' first measures to reduce overcapacity and minimize economic impact would be the suspension of flights with low load factor. Measures like discount on landing fees, rebate on rentals, marketing support, and price differentiation should be proved as they could motivate airlines to continue operating at FRA. Additionally, the airport should think

⁹ According to Dr. Med. Gaber, Medical Adviser WHO, VP Human Resources Fraport AG (2009)

about offering different products and services adapted to their clients' needs during the crisis.

Unexpected costs could be minimized through binding agreements or contracts with all airport's stakeholders such as airport operator, ministry of social affairs, health authorities, police, and airlines. These financial arrangements should be agreed on in forefront of a crisis in order to avoid time consuming frictions and discussions during the critical phase. Fraport should review business insurance policies to determine what coverage may be necessary to mitigate a pandemic's country-specific impact. If the coverage is insufficient, further arrangements as accruals or additional insurance contracts have to be considered.

Fraport should also be prepared for the possibility of currency devaluation. Analogue to airlines, the airport could hedge against currency's fluctuations or even against inflation. Hedging prices would secure low prices for e.g. fuel, water, energy or any kind of contract on demand.

Furthermore, all investment programmes should be scrutinized and prioritized. Non-essential investment activities should be delayed to minimize losses or capital commitment.

Logistics

It is necessary to identify essential employees, processes, critical paths, and other inputs required to maintain business operations. There is need to implement measures to protect the supply chain and operations' logistics during a pandemic. Particularly in case of "just-in-time" delivery for e.g. fuel supply. To minimize those risks, Fraport should prove the possibility of securing storage capacity at other locations and agree on contracts predefined fixed rates.

Business functions that could be transferred to other facilities to minimize infection rate should be identified. The possibility of securing/providing back-up offices for all functions that are not needed at the airport should be proved.

Politics

One of the main issues on political level should be preventing human cases caused by a virus that has not yet established efficient human-to-human transmission. This could be achieved through coordination of global activities to avoid a pandemic's emergence. Avoiding a pandemic is the best way to eliminate risks and consequences related to it. Prevention is surely more cost effective than cure or any counter measure to mitigate the consequences of a pandemic.

However, once there is a pandemic all efforts should be focused on fast and all-embracing support to the affected countries to contain the disease. None should ever assume that this problem might remain a local issue.

Any kind of discrimination of any airport or airline by any competent authority or institution should be avoided. All stakeholders should work together in the combat against the pandemic, according to the motto of Dr. Med. Gaber, Medical Adviser at WHO, VP Human Resources Fraport AG (2009) "Think global, act local". Standardised procedures and guidelines from ACI, ICAO, CDC, or WHO should be mandatory to all airports.

To avoid resistance from more affected or less solvent airports, politics should define clear responsibilities and agreements on costs assumptions or reimbursement on expenses. Airports without funds to implement measures to contain a pandemic represent a global risk. A chain to combat pandemics can only be as strong as its weakest link.

Public relations

Public relation (PR) during a crisis is an important and delicate matter. All actions and the organization's attitude with relation to the crisis are observed, commented, and evaluated in the newspapers. Public relations could influence opinions, affect the course of action, and therefore, decide about the future of business.

It is advisable to work on good publicity already in advance to a pandemic's outbreak.

Fraport should keep stakeholders informed about lessons learned from past experiences e.g. SARS in 2003 and implement preventive measures, e.g. take part of ICAO's anti-SARS airport evaluation program and get institutional endorsement that FRA is safe.

It is important to demonstrate a proactive attitude in close cooperation with the local and federal PHA (public health agency) during a crisis. For Fraport the safety of travelers and customers is of utmost importance. Therefore, Fraport communicates directly to travelers, travel agents and stakeholders e.g. by producing brochures with facts about the disease, in-flight videos to be shown in the aircrafts before landing, organizing brief diplomatic corps' visits to the airport to see counter measures in progress, arranging visits by high-profile personalities to endorse the anti-pandemic measures.

To increase the confidence of stakeholders in the anti-epidemic measures, evidence that top management are personally willing to work side by side with front line staff should be arranged and publicized to demonstrate their confidence in the organisations' pandemic preparedness. Fraport's ERIC¹⁰ should also to be activated to deal with all individual and off press conference inquiries.

The right balance between timely and frequent risk communication has to be struck. Risk should be placed the proper context to not frighten people. It should also be ensured that the

latest information is available to staff and that they are not only informed by the media.

Inaccurate media reports on occurrences should be tracked and official replies or corrections should be issued through the press.

Operations

When suggesting solutions to operational risks it is important to keep in mind that the airport depends on seamless operations. To ensure seamless passenger flow, despite of the exceptional situation, it should be ensured that mobile information services are placed at critical points. To avoid disturbances in the terminals the number of security personal should be increased. It is important to convey a feeling of security and to intervene immediately in any critical situation. The distribution of food and beverage as well as little toys for kids through employees could ease the situation.

To secure operations continuity, especially on the apron area, operations should be scaled down at different absenteeism levels, and critical parameters at witch operations should be suspended should be defined. It is essential to identify further circumstances and criteria under which business may be forced to be scaled down or even being suspended. Congestions on apron due to scarcity of apron personnel could be minimized with ATC's support.

Others

Flexible planning strategies in dependence of the crisis' dimension should be adopted.

Business recovery and continuity plans should also be broken down into short, medium, and long term measures and the corresponding actions will be specified respectively. These plans should be tested from time to time through practices. These emergency exercises should be analysed and the respective plans should be amended according to the lessons learned from these analysis.

¹⁰ Fraport's Emergency Response and Information Centre

If the airport has already experienced some kind of crisis, these situations should be analysed and the lessons learned should be integrated in the plans. Plans should be kept updated and adapted to changes in the organizations structure and culture. In addition, the plans should be an integral part of a functioning management system. Besides cooperating with other airports, Fraport should work together with their suppliers and clients to ensure that all counter measures and pandemic plans work together.

In summary, there are many unknowns related to pandemics. There are very few observations in history to draw on. There is a great deal of uncertainty about how individuals and markets will respond to a pandemic. Nevertheless, the above listed suggestions and ideas have to be further analysed, elaborated, developed, and integrated into a concerted overarching BCM. However, the result should never become a rigid framework, but rather an action guideline. All actions have to be discussed and planed in detail as soon as possible, so to be well-prepared and be able to secure business continuity in case of an influenza pandemic.

Conclusion

The research has shown that many national and international institutions are aware of the dangers related to a pandemic. The rapid spread of SARS in 2003 alarmed all WHO member states and created international awareness. Even though many regulations were imposed on international level by institutions like WHO, ICAO, IATA, and ACI, their implementation is carried out very hesitantly by the WHO member states.

Fraport - in its own responsibility as an international airport - has implemented a detailed emergency plan to deal with incoming sick passengers in close cooperation with all involved institutions. Fraport is aware that planning and preparing for business continuity in case of a crisis is vital for business.

Since consequences, risks and counter measures mentioned above are not a complete overview of a pandemic's impact, these items have to be further analysed and evaluated in more detail. The results have to be gathered and translated into a structured and overarching BCP to secure operations and business continuity during and after a crisis.

However, the creation of such a plan depends on the allocation of resources and funds. Furthermore, this plan has to be regularly practiced and the respective results of an exercise's analysis have to be integrated into the BCP in an interactive process. Exercises also increase employee's awareness to such issues.

Fraport's management has to be aware that the only way to mitigate the impact for business is the implementation of a comprehensive and overarching business continuity plan in accordance with national and international partners like WHO, ICAO, IATA and ACI.

Only as a team, Fraport will be able to handle such a huge medical issue and mitigate the economic impact on our local community.

Glossary

- Hub:** Is an airport that an airline uses as a transfer point to get passengers to their intended destination. It is part of a hub and spoke model, where travellers moving between airports not served by direct flights change planes en route to their destinations.
- Pandemic:** An epidemic (a sudden outbreak) that becomes very widespread and affects a whole region, a continent, or the world. An epidemic by contrast affects more than the expected number of cases of disease occurring in a community or region during a given period of time. A sudden severe outbreak within a region or a group as, for example, AIDS in Africa or AIDS in intravenous drug users.
- The word "pandemic" comes from the Greek "pan-", "all" + "demos", "people or population" = "pandemos" = "all the people." A pandemic affects all (nearly all) of the people.
- Transit passengers:** Transit passengers are passengers, who interrupt their travel by air in Frankfurt and proceed with the same aircraft as upon arrival.
- Transfer passengers:** Transfer passengers are passengers, who interrupt their travel by air in Frankfurt and proceed by aircraft with a different flight number on the same day of arrival. The airport departure and the destination must not be the same.
- Disaster recovery:** An action plan to recover critical operations directly after a disaster
- Business continuity:** A company's ability to recover and restore critical operations within a predetermined time after a business interruption in order to secure its position in the market

Acronyms

ACI:	Airports Council International
ADV:	[GER] German Airports Association
ATC:	Air Traffic Control
BCP:	Business Continuity Plan
BMG:	[GER] Federal Ministry of Health
BMVBS:	Federal Ministry of Transport, Building and Urban Affairs
CAPSCA:	Cooperative Arrangement for the Prevention of Spread of Communicable Disease through Air Travel
CDC:	Center for Disease Control
CDG:	Three letter code (IATA) for the airport Paris - Charles des Gaulle
EAGOSH:	European Aviation Group for occupational Safety and Health
ERIC:	Emergency Response and Information Center
FRA:	Three letter code (IATA) for the airport Frankfurt
GER:	German abbreviation
HGöGD:	[GER] Hessisches Gesetz über den öffentlichen Gesundheitsdienst
IATA:	International Air Transport Association
ICAO:	International Civil Aviation Organization
IGV:	[GER] Internationale Gesundheitsvorschriften
IHR:	International Health Regulations
LHR:	Three letter code (IATA) for the airport London – Heathrow
PR:	Public Relations
WHO:	World Health Organization

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Further links:

EAGOSH: <URL:<http://www.eagosh.org>>

Fraport: <URL:<http://www.frankfurt-airport-city.fraport.de>>

Medical Dictionary:<URL:<http://www.medterms.com>>

Annex

Current phase of pandemic alert – Current phase of alert in the WHO global influenza preparedness plan

Inter-pandemic phase	Low risk of human cases	1
New virus in animals, no human cases	Higher risk of human cases	2
Pandemic alert	No or very limited human-to-human transmission	3
New virus causes human cases	Evidence of increased human-to-human transmission	4
	Evidence of significant human-to-human transmission	5
Pandemic	Efficient and sustained human-to-human transmission	6

Source: http://www.who.int/csr/disease/avian_influenza/phase/en/print.html