



The Flu Pandemic Game

A business continuity training resource
for healthcare and related organisations.

Resource pack

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Foreword

The Flu Pandemic Game was originally developed by Camden Primary Care Trust using NHS resources, in partnership with Camden Council.

It was designed as a training resource for their own staff and to help managers of local businesses and voluntary organisations develop their own business continuity plans.

This version has been adapted by the Department of Health for use by healthcare and related organisations.

The Flu Pandemic Game may be copied, adapted and used by any UK organisation for business continuity training or business continuity planning purposes.

The Flu Pandemic Game may not be offered for sale or trade in whole or in part. It may not be copied into another document either in whole or in part unless a condition containing this condition is imposed on any subsequent user.

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Background information

What is the Flu Pandemic Game?

The Flu Pandemic Game is a business continuity game for 3 to 60 players. The aim of the game is to help players appreciate the impact of a possible influenza pandemic on their own businesses. The Game simulates the effects of a flu pandemic on staffing in an imaginary group of small businesses.

The Game can be adapted easily to make it specific to your own organisation. You can use it to raise general awareness of business continuity planning, to help your organisation or teams within your organisation identify business continuity issues for their own planning, or as a simulation exercise to test how your business continuity plan would work in practice.

Who can play the Flu Pandemic Game?

Anyone can play – you don't need any special prior knowledge or expertise. Players play the game in groups of between three and six so people with disabilities or learning difficulties can be supported.

What do you need to play?

- 3 to 12 players (teams may be formed if there are more participants)
- The Flu Pandemic Game resource pack
- dice – at least one per team and preferably one per person
- pens or pencils

How long does the game take?

With a typical group of players the game usually lasts between 45 minutes and 1 hour, but most players appreciate having an additional half hour for discussion afterwards.

Facilitator's guide

How to play The Flu Pandemic Game

The Flu Pandemic Game resource pack contains materials to simulate the effects of an influenza pandemic on the following 12 imaginary local organisations or businesses:

- Battle Bridge Vehicle Services
- Priory Software Solutions
- Cornish Town Post Office
- Tyrol Cottage Nursery and Playgroup *
- Cornish Town Road Station
- Istanbul Supermarket
- Preacher's Oak House *
- High View Medical Centre *
- Central Point Ambulances *
- Heathside Ward *
- Primax Business Support Ltd
- Mental Health Community Care team *

* Healthcare and related service providers

During the game each team of players will model the effects of the pandemic on one of these businesses.

Step 1: Prepare for the game

Before playing the game you will need to:

- ensure you have a copy of the Facilitator's Guide
- put the Business Details Sheet and an Absence Chart for each business into a separate folder or envelope. You may find the game easier to play if you enlarge the Absence Charts to A3
- obtain the appropriate number of dice (at least one per team but preferably one per player).

Step 2: Decide how many teams will be playing

Each team should comprise at least 3 but not more than 6 players.

Step 3: Decide which businesses you will use in your game

If there are 36 or more players in your group you can use all the businesses. If there are fewer players you simply choose the businesses you want to include and leave the others out.

Step 4: Allocate a business to each team

- Give each team their folder and dice and ask them to familiarise themselves with their business
- ask the team to insert their Business's employee details into the top line of the Absence Chart
- each of the employees named on the Absence Chart must be 'played' by one of the players. In the second row, write the name of the player who will 'play' that person
- choose someone in each team to complete the Absence Chart during the Game.

You are now ready to start the Game.

Step 5: Play the first round

Each round of the game covers one week of the pandemic.

At the start of each round, the Facilitator reads out the criterion for infection for that week from the Sickness Probabilities Rate sheet (ie Round One represents Week One; a player throws the dice 4 times for each employee for whom s/he is responsible and if s/he throws 4 sixes then that employee has caught flu).

Each team member throws the dice for each of her/his Employees to determine whether that Employee has caught pandemic flu during Week 1 of the pandemic.

If an Employee catches the flu, the person completing the Absence Sheet marks that person absent for that week and the next 2 weeks. After 3 weeks that Employee is returned to the Game BUT the player looking after that Employee does not throw the dice for them again because they are now immune from pandemic flu. However, they could still be affected by the Chance Cards which the Facilitator reads out at the end of Rounds 6,7,8,9,10,11(see below).

Step 6: Subsequent rounds

The probability of catching pandemic flu changes as the pandemic proceeds. At the start of each round, the Facilitator reads out the criterion for infection for that week from the Sickness Probabilities Rate Sheet before the team members take it in turns to throw the dice for their Employees.

Chance Cards

The Chance Cards are played at the end of Rounds 6, 7, 8, 9, 10 and 11 of the Game and introduce contingencies which affect ALL the businesses in the Game. If an employee is removed from the Game by the effect of a Chance Card this should be marked on the Absence Chart by a different colour or symbol (e.g. a tick instead of a cross) so that it can be distinguished from absence due to illness.

When all 15 rounds of the Game have been played each team should have completed an Absence Chart for their business covering the 15 weeks of the pandemic.

Review of the Absence Charts after each round

After each round players should consider the following points:

- How severely was their business affected?
- Would they have been likely to have to close the business?
- Would any key functions of the business have been lost or suspended and for how long?
- Who were their businesses' key employees?
- How might their business have protected itself better against closure or suspension of activities?
- If their business closed or suspended its functions, how would this have impacted on the other businesses in the Game?

It is also useful to hold a general discussion about the effects of the Chance Cards, which may be found more disruptive than the effects of the pandemic itself.

Adapting the Flu Pandemic Game to your own organisation

We recommend that players playing the game for the first time use the imaginary businesses provided. After their first game, you may wish to adapt the Game to your own organisation. This can be done very simply in the following way:

- make up Business Details Sheets for your own organisation, or teams/departments within your own organisation, using actual job titles and actual numbers of staff
- play the game using your own Business Details Sheets
- see what might happen during a pandemic in your own organisation!

Warning

Some people may find it disturbing to play the game using the details of their own organisation. The game is a simulation and has no effect at all on subsequent events, but it can seem a little like fortune telling. We recommend that:

- job titles are used rather than actual names
- where possible, a Facilitator with substantial experience of delivering training on sensitive topics (e.g. Child Protection, Equal Opportunities) facilitates the session
- the game is played twice – the outcome will be different each time and this can be reassuring for participants.

Technical information

The Flu Pandemic Game is based on the best information available in March 2009 from the UK Department of Health, the World Health Organisation and other official sources. When the next influenza pandemic occurs it might turn out that some of this information was incorrect. Neither the Department of Health nor Camden PCT accepts any liability for the correctness of the modelling assumptions underlying the Flu Pandemic Game or for any loss or damage resulting from the use of the Game however caused.

This game is devised to simulate the random infection amongst a group of people during an outbreak of pandemic influenza. The probabilities used are drawn from the Local Planning Profile created by the Department of Health and uses their 'worst case' scenario of 50% of the population becoming infected during the course of the pandemic. Simulations of the predicted rate of new cases based on this assumption using dice can only be approximate. The predicted attack rates and the attack rates simulated using dice are given in the Resource Pack.

The Flu Pandemic Game differs from the modelling assumptions recommended for planning in the following three ways:

- the Flu Pandemic Game assumes return to work 3 weeks after contracting the disease. National modelling is currently based on the assumption of 5-8 days absence from work. The Camden inter-agency influenza pandemic planning group considers the longer period of absence for recovery to be more realistic given the known severely debilitating effect of an attack of normal seasonal influenza.
- the Flu Pandemic Game assumes the probability of re-infection after an attack of pandemic influenza to be zero. In practice the probability of re-infection is likely to depend on how quickly and in what manner the pandemic virus mutates. The probability of re-infection after recovery is unlikely to be zero but nevertheless is likely to be significantly reduced. The possibility of re-infection has not been included in the Flu Pandemic Game because simulating a greatly reduced but non-zero probability of re-infection makes a dice game unwieldy and too long.
- the Flu Pandemic Game assumes a zero mortality rate. The 'Worst realistic case' modelling scenario assumes a mortality rate of 0.37% based on the 1918/19 pandemic. The possibility of mortality has not been included in the Flu Pandemic Game because simulating such a small probability makes the Game unwieldy and too long.

Further information about pandemic influenza and the recommended modelling assumptions for pandemic planning can be found on the Department of Health website at www.dh.gov.uk/pandemicflu

Absence Chart

Name of business: _____

| Name of Employee: | | | | | | | | | | | | | | Total absent |
|-------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--------------|
| Played by: | | | | | | | | | | | | | | |
| Week 1 | | | | | | | | | | | | | | |
| Week 2 | | | | | | | | | | | | | | |
| Week 3 | | | | | | | | | | | | | | |
| Week 4 | | | | | | | | | | | | | | |
| Week 5 | | | | | | | | | | | | | | |
| Week 6 | | | | | | | | | | | | | | |
| Week 7 | | | | | | | | | | | | | | |
| Week 8 | | | | | | | | | | | | | | |
| Week 9 | | | | | | | | | | | | | | |
| Week 10 | | | | | | | | | | | | | | |
| Week 11 | | | | | | | | | | | | | | |
| Week 12 | | | | | | | | | | | | | | |
| Week 13 | | | | | | | | | | | | | | |
| Week 14 | | | | | | | | | | | | | | |
| Week 15 | | | | | | | | | | | | | | |

Sickness probability rates

(50% overall attack rate – this is the ‘worst case’ planning scenario)

| Week of pandemic | Probability of new case (%) | Throws of dice per Employee: | Employee gets flu if you throw: | Model probability (%) |
|------------------|-----------------------------|------------------------------|---|-----------------------|
| Week 1 | 0.07 | 4 | 4 sixes | 0.08 |
| Week 2 | 0.10 | 4 | 4 sixes | 0.08 |
| Week 3 | 0.73 | 4 | The spots add up to six | 0.77 |
| Week 4 | 3.56 | 3 | All fives or sixes | 3.70 |
| Week 5 | 12.99 | 4 | 2 or more sixes | 13.19 |
| Week 6 | 12.99 | 4 | 2 or more sixes | 13.19 |
| Week 7 | 7.65 | 3 | 2 or more sixes | 7.41 |
| Week 8 | 4.64 | 3 | The spots add up to six | 4.63 |
| Week 9 | 3.29 | 3 | All fives or sixes | 3.70 |
| Week 10 | 1.86 | 4 | The first 3 throws add up to 9, then you throw a six | 1.85 |
| Week 11 | 0.6 | 4 | The first two throws add up to 11, the next two add up to 9 | 0.62 |
| Week 12 | 0.79 | 4 | The spots add up to 6 | 0.77 |
| Week 13 | 0.46 | 3 | 3 sixes | 0.46 |
| Week 14 | 0.15 | 4 | 3 sixes, then a five or a six | 0.15 |
| Week 15 | 0.16 | 4 | 3 sixes then a five or a six | 0.15 |
| Totals: | 50% | | | 50.77 |

Business details sheet 1: Battle Bridge Vehicle Services

| Name of business | Nature of business | Main business activities | Key linkages |
|--------------------------------|--------------------|---|--|
| Battle Bridge Vehicle Services | Garage | Servicing delivery vehicles for local businesses MOT tests Emergency towing and repairs | Major contracts to service and repair vehicles for Istanbul Supermarket, Central Point Ambulances and Tyrol Cottage Nursery and Playgroup (vehicle for children with disabilities) |

| | Name | Sex | Responsibilities |
|----|---------|--------|---|
| 1 | Nick | Male | Manager, premises key-holder, cheque signatory, liaises with customers, timetables and allocates work to staff |
| 2 | Celine | Female | Administrator, runs accounts and payroll, |
| 3 | Jim | Male | Assistant Manager, premises key-holder, cheque signatory, supervises staff, liaises with customers, orders stock |
| 4 | Ron | Male | Chief Mechanic. Premises key holder. Services vehicles, supervises other mechanics, orders stock. Qualified to conduct MOT tests. |
| 5 | Dean | Male | Mechanic. Services and repairs vehicles. Qualified to conduct MOT tests. |
| 6 | Craig | Male | Mechanic. Services and repairs vehicles. Qualified to conduct MOT tests. |
| 7 | Wayne | Male | Mechanic. Services and repairs vehicles. |
| 8 | Leroy | Male | Mechanic. Services and repairs vehicles. |
| 9 | Nathan | Male | Mechanic. Services and repairs vehicles. |
| 10 | Timothy | Male | Trainee mechanic. Services vehicles under supervision. |
| 11 | Bhavik | Male | Trainee mechanic. Carries out simple servicing under supervision. |
| 12 | Linda | Female | Administrator/Receptionist. Takes telephone bookings from customers, deals with stock orders and suppliers. |

Business details sheet 2: Priory Software Solutions

| Name of business | Nature of business | Main business activities | Key linkages |
|---------------------------|--------------------|---|--|
| Priory Software Solutions | IT company | Designs, installs and maintains IT systems for small to medium sized businesses | Maintains payroll systems for Battle Bridge Vehicle Services and High View Medical Centre Maintains stock control and ordering systems for Heathside Ward and Preacher's Oak House. |

| | Name | Sex | Responsibilities |
|----|----------|--------|--|
| 1 | Alison | Female | Partner. Premises key-holder and cheque signatory. Maintaining services to existing clients. Allocates work to company employees. |
| 2 | Julia | Female | Partner. Premises key-holder and cheque signatory. Oversees company finances and office functions. |
| 3 | Ian | Male | Partner. Premises key-holder and cheque signatory. Responsible for advertising, promotion of company to new clients and bidding for contracts. |
| 4 | Reshma | Female | Receptionist/PA. Premises key-holder. Runs office. |
| 5 | Sundra | Female | Accountant. Manages all financial aspects of company, including payroll and client accounts. |
| 6 | Nushrat | Female | Software Specialist. Designs IT systems for clients. |
| 7 | George | Male | Software Specialist. Designs IT systems for clients. |
| 8 | Edward | Male | System installation specialist. Installs new systems and assists with preparation and presentation of contract bids. |
| 9 | William | Male | System maintenance specialist. Services clients' systems. |
| 10 | Hari | Male | Helpline advisor/System maintenance specialist. Provides client support by email and telephone. Services clients' systems. |
| 11 | Oleyinka | Male | Helpline advisor/System maintenance specialist. Provides client support by email and telephone. Services clients' systems. |
| 12 | Kathryn | Female | Website designer. Responsible for company's own website. Designs and maintains websites (including e-sales) for clients. |

Business details sheet 3: Cornish Town Post Office

| Name of business | Nature of business | Main business activities | Key linkages |
|--------------------------|--------------------|---|---|
| Cornish Town Post Office | Post Office branch | Post Office services including banking, pensions and benefits payments, mail services, passport applications, vehicle tax | Banking services (including cash withdrawal for casual worker payroll) to Istanbul Supermarket, Central Point Ambulances and Tyrol Cottage Nursery and Playgroup Parcels and mail franking for Heathside Ward, Priory Software Solutions and Primax Business Support Post office services to all local businesses and residents |

| | Name | Sex | Responsibilities |
|----|--------------|--------|---|
| 1 | Tim | Male | Post Master. Overall responsibility for running of business. Premises and safe key-holder. Stock control. |
| 2 | Denise | Female | Assistant Post Mistress. Supervises staff and allocates work. |
| 3 | Bipinchandra | Male | Clerk. Responsible for weekly balance. Safe key-holder. |
| 4 | Alom | Male | Clerk |
| 5 | Chris | Male | Clerk |
| 6 | Jasmine | Female | Clerk (part-time) |
| 7 | Louise | Female | Clerk (part-time) |
| 8 | Gillian | Female | Clerk (part-time) |
| 9 | Wai-Fong | Female | Clerk (part-time) |
| 10 | Suzian | Female | Clerk (part-time) |
| 11 | Vivienne | Female | Post Office Shop. Not trained for PO counter work. |
| 12 | Reneé | Female | Post Office Shop. Not trained for PO counter work. |

Business details sheet 4: Tyrol Cottage Nursery & Playgroup

| Name of business | Nature of business | Main business activities | Key linkages |
|-------------------------------------|--------------------|---|---|
| Tyrol Cottage Nursery and Playgroup | Nursery | Provides day-care for 40 children aged 0-3, including 10 assisted places for children with physical disabilities. There are strict legal requirements on child/staff ratios for childcare provision. | Provides day-care for children of employees of Cornish Town Road Station, Preacher's Oak House, Priory Software Solutions, and Heathside Ward. Contract with Central Point Ambulances for ambulance service for children with disabilities. |

| | Name | Sex | Responsibilities |
|----|------------|--------|--|
| 1 | Lorna | Female | Manager. Runs office, accounts, payroll, stock ordering. Liaison with parents. |
| 2 | Vanessa | Female | Supervisor: Babies (0-6 months) |
| 3 | Afrah | Female | Supervisor: (6 months – 18 months) |
| 4 | Christiana | Female | Supervisor: (18 months – 3 years) |
| 5 | Ola | Female | Childcare worker (babies) |
| 6 | Jamila | Female | Childcare worker (babies) |
| 7 | Jenny | Female | Childcare worker |
| 8 | Leeanne | Female | Childcare worker |
| 9 | Rachel | Female | Office Assistant |
| 10 | Natasha | Female | Cook and cleaner. |
| 11 | Doris | Female | Childcare worker (children with disabilities) |
| 12 | Gareth | Male | Childcare worker (children with disabilities) |

Business details sheet 5: Cornish Town Road Station

| Name of business | Nature of business | Main business activities | Key linkages |
|---------------------------|---------------------|---|---|
| Cornish Town Road Station | Underground station | Part of London Underground Network. Station is open 19 hrs per day, with staff on a 3-shift system. | Employees of Primax Business Support, High View Medical Centre, Priory Software Solutions, Cornish Town Post Office, Tyrol Cottage Nursery and Playgroup, Preacher's Oak House, Primax Business Support and Heathside Ward use this station to get to work. Customers of all local businesses use this station. |

| | Name | Sex | Responsibilities |
|----|----------|--------|----------------------------------|
| 1 | Kingsley | Male | Manager. Safe key holder. |
| 2 | Naomi | Female | Deputy Manager. Safe key holder. |
| 3 | Emmanuel | Male | Booking office Clerk |
| 4 | Ishmael | Male | Booking office Clerk |
| 5 | Matthew | Male | Booking office Clerk |
| 6 | Felicia | Female | Booking office Clerk |
| 7 | Joseph | Male | Security. Premises key holder. |
| 8 | Fola | Female | Security. Premises key holder. |
| 9 | Felix | Male | Security. Premises key holder. |
| 10 | Hasib | Male | Cleaner and Customer Assistant |
| 11 | Peter | Male | Cleaner and Customer Assistant |
| 12 | John | Male | Cleaner and Customer Assistant |

Business details sheet 6: Istanbul Supermarket

| Name of business | Nature of business | Main business activities | Key linkages |
|----------------------|--------------------|--|--|
| Istanbul Supermarket | Supermarket | Sells groceries to local residents Delivers sandwiches to local offices at lunchtimes (telephone ordering service) Sells and delivers groceries to local business premises | Weekly contracts to provide and deliver cleaning materials and household goods to Heathside Ward, Preacher's Oak House and Cornish Town Post Office. Contract to deliver business lunches to Priory Software Solutions. Main point of supply for staff of Battle Bridge Vehicle Services, Central Point Ambulances and Cornish Town Road Station and residents of Heathside Ward |

| | Name | Sex | Responsibilities |
|----|----------|------|---|
| 1 | Hassan | Male | Manager. Stock control, staff supervision, buying. Premises key holder. Safe key holder. |
| 2 | Habib | Male | Assistant manager. Accounts and payroll. Safe key holder. In charge of customer deliveries. Van driver. |
| 3 | Ali | Male | Sales assistant. Checkout. |
| 4 | Runel | Male | Sales assistant. Checkout. |
| 5 | Shelim | Male | Sales assistant. Checkout. |
| 6 | Aydin | Male | Assistant. Makes up sandwich lunch orders for delivery. Part time |
| 7 | Mobarak | Male | Assistant Makes up grocery orders for delivery. Stocks shelves. |
| 8 | Irshad | Male | Security, cleaning and maintenance. |
| 9 | Kemal | Male | Security, cleaning and maintenance. |
| 10 | Muhibor | Male | Sales assistant. Checkout. |
| 11 | Murat | Male | Van driver for stock collection and customer deliveries. |
| 12 | Mohammed | Male | Van driver for early morning trips to markets. Part time (early mornings only) |

Business details sheet 7: Preacher's Oak House

| Name of business | Nature of business | Main business activities | Key linkages |
|----------------------|--------------------|---|--|
| Preacher's Oak House | Care Home | Houses 60 elderly people who are unable to live alone and require basic nursing care. Home is staffed 24/7. There are legal requirements for resident/staff ratios. | Houses elderly relatives of employees of Istanbul Supermarket, Central Point Ambulances and Cornish Town Road Station. Contract with Central Point Ambulances. |

| | Name | Sex | Responsibilities |
|----|-----------|--------|--|
| 1 | Ruby | Female | Manager. Liaison with Council, residents' families, parent company. Premises key-holder and safe key-holder. Cheque signatory. |
| 2 | Johanna | Female | Assistant Manager. Supervises staff and organises shift rotas. Premises key-holder. Cheque signatory. |
| 3 | Rita | Female | Accounts. Payroll, purchasing, collection of fees, reconciliation, banking. |
| 4 | Sharon | Female | Care Worker |
| 5 | Babatunde | Female | Care Worker |
| 6 | Adeyemi | Female | Care Worker (Nights) |
| 7 | Lorna | Female | Care Worker (Nights) |
| 8 | Justine | Female | Chef |
| 9 | Catherine | Female | Assistant Chef |
| 10 | Erica | Female | Kitchen Assistant |
| 11 | Helen | Female | Cleaner |
| 12 | Olive | Female | Cleaner |

Business details sheet 8: High View Medical Centre

| Name of business | Nature of business | Main business activities | Key linkages |
|--------------------------|--------------------|---|---|
| High View Medical Centre | GP practice | General practitioners for local community | Referrals to NHS services including Heathside Ward, Mental Health Community Care Team. Payroll and other systems (including inventory) maintained by Priory Software Solutions. |

| | Name | Sex | Responsibilities |
|----|---------|--------|--|
| 1 | Clive | Male | Practice Head. Doctor. |
| 2 | Simon | Male | Practice Doctor |
| 3 | Abigail | Female | Practice Doctor |
| 4 | Jessica | Female | Practice Doctor, specialism in child care |
| 5 | Gavin | Male | Practice Nurse. Qualified phlebotomist |
| 6 | Claire | Female | Receptionist. Mans front desk and answers patient calls |
| 7 | Lucy | Female | Cleaner. Cleans premises; responsible for safe disposal of medical waste |
| 8 | Jason | Male | Office Manager. Manages staff, premises, legal and IT issues. Main premises key holder |
| 9 | Amanda | Female | PA/Secretary. Provides secretarial support to doctors and Office Manager |
| 10 | Linda | Female | Receptionist/Secretary. Mans front desk at peak times. Supports the pharmacist in stock control and ordering |
| 11 | Zoe | Female | Practice Nurse. |
| 12 | Gustav | Male | Pharmacist. Manages in-house dispensary. |

Business details sheet 9: Centre point Ambulances

| Name of business | Nature of business | Main business activities | Key linkages |
|--------------------------|--------------------|--|---|
| Central Point Ambulances | Ambulance service | Non-emergency transport of patients Delivery of urgent medical supplies | Provides ambulance services to local NHS and private healthcare providers including Tyrol Cottage, Heathside Ward. Vehicle maintenance by Battle Bridge garage. |

| | Name | Sex | Responsibilities |
|----|-----------|--------|---|
| 1 | Chris | Male | Manager. Recruits staff. Purchases supplies. Premises key holder. Cheque signatory. |
| 2 | Fahreed | Male | Ambulance Driver |
| 3 | Joseph | Male | Ambulance Driver |
| 4 | Alan | Male | Ambulance Driver |
| 5 | Tony | Male | Paramedic |
| 6 | Nelson | Male | Paramedic |
| 7 | Darren | Male | Paramedic |
| 8 | Stephanie | Female | Paramedic |
| 9 | Keith | Male | Paramedic |
| 10 | Robyn | Female | Motorcycle courier rider |
| 11 | David | Male | Controller. Co-ordinates scheduling and allocates work to drivers. |
| 12 | Karen | Female | Controller. Co-ordinates scheduling and allocates work to drivers. |

Business details sheet 10: Heathside Ward

| Name of business | Nature of business | Main business activities | Key linkages |
|------------------|--------------------|--|--|
| Heathside Ward | Specialist ward | 12 bed specialist facility for childhood cancer patients | Transport services provided by Central Point Ambulances. HR and payroll services provided by Primax. |

| | Name | Sex | Responsibilities |
|----|-----------|--------|---|
| 1 | Margaret | Female | Clinician. |
| 2 | Stella | Female | Clinician. |
| 3 | Claudette | Female | Ward Nurse |
| 4 | Bill | Male | Ward Nurse |
| 5 | Dave | Male | Security/Reception (out of hours) |
| 6 | Martin | Male | Security, portering. |
| 7 | Quentin | Male | Palliative Care Worker |
| 8 | Dawn | Female | Catering Manager and Dietician |
| 9 | Joel | Male | Cook |
| 10 | Regina | Female | Administrative Assistant |
| 11 | Dennis | Male | Cleaner |
| 12 | John | Male | Retired local vicar. Acts as Ward Chaplain. |

Business details sheet 11: Primax Business Support Ltd. (PBS)

| Name of business | Nature of business | Main business activities | Key linkages |
|-----------------------------------|--|--|---|
| Primax Business Support Ltd (PBS) | Outsourced facilities management company | Providing HR, finance and IT support to healthcare organizations | Provides payroll, HR and IT support to Mental Health Community Care team, Central Point Ambulances and Heathside Ward |

| | Name | Sex | Responsibilities |
|----|--------------|--------|---|
| 1 | Jayne | Female | Managing Director; Account Manager for NHS relationship |
| 2 | Bruce | Male | Client HR Facilities Manager |
| 3 | Jacintha | Female | Financial Administrator. Runs client BACS payroll systems |
| 4 | Joanna | Female | PA and secretary to senior PBS staff |
| 5 | Terry | Male | Client Procurement Manager. Facilitates procurement services (IT, catering, etc) |
| 6 | Marie-Louise | Female | Receptionist. Mans front desk and answers client calls. Key holder for office |
| 7 | Ludmilla | Female | Cleaner. Cleans PBS premises; responsible for safe disposal of medical waste |
| 8 | Matthew | Male | Client Estates Manager. Responsible for day-to-day management of premises for clients |
| 9 | Jaclyn | Female | Administrative Assistant. Provides book-keeping and general admin support |
| 10 | Deborah | Female | Lawyer and qualified Company Secretary. Provides property management services to clients. |
| 11 | Winston | Male | Client IT support line manager. |
| 12 | Sebastian | Male | Client IT support line worker. |

Business details sheet 12: Mental Health Community Care Team

| Name of business | Nature of business | Main business activities | Key linkages |
|-----------------------------------|-----------------------------|--|--|
| Mental Health Community Care Team | Mental healthcare provision | Psychiatric and therapeutic support for mental healthcare patients | Uses Central Point Ambulance services. HR and payroll contract with Primax |

| | Name | Sex | Responsibilities |
|----|------------|--------|---|
| 1 | Daniel | Male | Psychiatrist. Team manager |
| 2 | Mohammed | Male | Consultant |
| 3 | Warren | Male | Senior House Officer (Supports the psychiatrist and consultant) |
| 4 | Emma | Female | Community Psychiatric Nurse |
| 5 | Sonja | Female | Community Psychiatric Nurse |
| 6 | Stewart | Male | Clinical Psychologist |
| 7 | Anne | Female | Occupational therapist |
| 8 | Luke | Male | Occupational therapist |
| 9 | Caroline | Female | Speech and Language Therapist |
| 10 | Debbie | Female | Receptionist. |
| 11 | Wilhelmina | Female | Secretary/Admin assistant |
| 12 | Frank | Male | Driver/porter |

Chance cards

Chance Card Round 6

Public transport services are becoming disrupted by staff shortages. For each employee who travels to work by public transport have one throw of the dice: if you throw a one, that employee will be absent from work this week.

Chance Card Round 7

Due to staff shortages, there has been a 50% reduction in all types of supplies routinely delivered to you. How will your organisation respond?

Chance Card Round 8

There is a fuel shortage resulting in a 50% chance that staff that travel to work in their own car are unable to get to work this week. For each employee who travels to work in their own car have one throw of the dice: if you throw an even number that employee will be absent this week.

Chance Card Round 9

Schools have closed: there is a 33% chance that any employee with children can't work for the next 2 weeks. For each employee with school-age children have one throw of the dice: if you throw a one or a two that employee will not be at work this week.

Chance Card Round 10

Public Transport is now severely disrupted. None of the employees who use public transport will be at work this week. Mark them as absent on the Absence Sheet.

Chance Card Round 11

Everyone who is off sick at the moment will be off work for an additional 2 weeks (after their own 3-week illness period) looking after other members of their family. Mark their prolonged absence on the Absence Sheet