

COVID-19 RESPONSE**Returning to worksite**

Purpose

The purpose of this document is to provide guidance and considerations for entities and locations who need to bring remote workers back into their facilities. Note that this document is not intended to supersede any regional or local requirements or guidance. If local requirements differ from what is provided here, it is expected that you will adhere to the more rigorous of the two guidances.

Scope

The document applies to any location that moved some or all workers offsite during the COVID-19 pandemic.

Determination of When and Who to Return

- A. Remote employees should be brought back into the facility in keeping with the objectives of keeping employees safe and healthy, maintaining continuity of supply and service to the medical community, and doing our part to ensure patients get the care they need. Possible triggers for initiating return to work include:
- Trend in reduction of daily infections in community or region
 - No new cluster outbreaks near the workplace
 - Change in government policy or alert levels
- B. Determine a maximum number of employees you can safely return to site. Considerations should include:
- The available number of onsite parking spaces (it is preferable to avoid shuttling employees from remote lots)
 - Ability to maintain physical distancing in seating arrangements and common areas
- C. Plan for a phased return of employees, in order to better manage and monitor re-entry. Considerations should include:
- How many employees should come back in each phase
 - The length of a given phase (e.g., 1 week, 2 weeks)
 - How to monitor success (safety) of return and adjust as needed (e.g., monitor infection rate, employee anxiety, etc.)

D. Order of returning employees should be based upon criticality.

- In manufacturing and CSD sites, consider prioritizing employees who are most critical to supporting manufacturing and distribution activities.
- Other considerations may include need for access to equipment, need to support strategic goals of company, or need to work in a face-to-face collaborative manner
- Leave vulnerable employee populations and parents with childcare issues remote for as long as possible.
- Consider making contractors the last group to return, due to impact of travel restrictions.

E. Consider having return employees split the week onsite (e.g., employee 1 works M/T; employee 2 works TR/F, with W as a cleaning day)

Logistics and Transportation

- A. In locations with parking, consider whether available space is a limiter and whether there is a need to specify where return employees park or to provide them with permits.
- B. In locations where employees rely on public transportation, consider flexible shifts to allow travel during less busy times.
- C. Monitor local guidance on travel and consider providing updated guidance as circumstances change.
- D. Consider the need for using intracompany planes (where applicable) and work with corporate to determine feasibility.
- E. For sites with remote parking lots, consider when and how to safely restart shuttle service.
- F. Monitor local guidance and consider modifying visitor policies as circumstances change. Note: Visitor policies currently include Cook employees from another site.

Site Governance

- A. Establish protocols and procedures for reintroducing employees into the facility. Recommendations include:
 - Provide reorientation training that covers new expectations on physical distancing, building access, PPE, etc.

- Require employees to complete the visitor questionnaire regarding symptoms, possible exposure, etc.
- Require return employees to check in at reception on first day.
- Provide an area manager or “ambassador” to meet them and walk them through facility changes and new rules.
- Building access is not restored until completion of the protocol.

B. Minimize return employee traffic throughout the facility as much as possible.
Considerations include:

- Restrict access to only certain exterior doors
- Limit access to non-essential parts of the building
- Establish a one-way flow of traffic through hallways and work areas where possible, using directional signs

C. Plan to minimize exposure in the cafeteria. Considerations include:

- Limit return employee access to cafeteria
- Require return employees to eat at their workstations or offsite
- Stagger times for cafeteria to limit numbers
- Offer only grab-and-go items rather than serving lines

D. Ensure that signage is adequate in areas that return workers will inhabit.:

- Review restrooms, conference rooms, break areas, and other common areas for signage needs. Considerations for signage include: Physical distancing reminders, cover your cough reminders, signage to leave doors propped open, instructions to wipe down surfaces before and after use, maximum capacity signs for small spaces (e.g, meeting rooms, elevators, restrooms)
- Add signage to all exterior doors to remind employees that by entering, they are confirming they do not have COVID-related symptoms.
- Ensure that all COVID-related signage has a common look and tone, so employees immediately know that they are being prompted.

E. Establish mechanisms for monitoring and enforcing compliance with new policies. Recommendations include:

- Reinforce that compliance and accountability is everyone's responsibility - i.e., "if you see something, say something."
- Ensure that HR policies encompass violations of physical distancing and any other COVID-related policies
- Use area managers/ambassadors as needed to help coach and reinforce

Health and Safety

A. Ensure return employees are able to maintain physical distancing at their workstations and any common areas. Recommendations include:

- Evaluate distancing between workstations of those employees identified to return, and adjust if needed.
- Consider the use of hot desks (non-assigned desks without personal items or fixed phone lines that can be used on a firstcome, first-serve basis) if applicable.
- Determine maximum capacity of meeting rooms and collaboration spaces, and post occupancy limits.
- Consider removing surplus chairs from meeting rooms, break areas, and any other areas where employees might gather.
- Assign shifts for break areas
- Use floor markers to identify appropriate queuing distances at coffee areas, help desks, vending machines, etc.

B. Establish enhanced cleaning procedures and expectations for areas that return workers will inhabit. Recommendations include:

- Ensure that cleaning supplies are provided at employee workstations, break areas, coffee stations and meeting rooms.
- Require employees to clean their workstations at the beginning and end of every day.
- Post signage in meeting rooms, and break/coffee areas to clean before and after each use.

- C. Establish the ability to perform onsite temperature screenings, in case it should become necessary. Considerations include:
- Determine the type of equipment needed
 - Identify where the screening would occur and who would oversee it
 - Determine what action would be taken if an employee failed the screening
- D. Assess the need for air control changes (e.g., filtration system that filters to the quality of an N95 mask).
- E. Be prepared to provide all onsite employees with masks.
- Consider mandating that masks be worn in any instance where employees must be within 6 feet of each other for a length of time (more than just passing in the hallway).
- F. Assess current procedures for managing employees with COVID symptoms to ensure that they adequately cover return workers and their workspaces. Procedures to assess include:
- Managing an employee who becomes ill onsite
 - Investigation and contact tracing for employees with a positive COVID diagnosis
 - Disinfecting of contaminated areas

Human Resources and Communication

- A. Consider the need to understand how employees have handled remote work, what has gone well, and what has been challenging.
- B. Recognize that employees may be apprehensive or frightened about returning or about having more people in the facility, and tailor leadership and communication to address this concern.
- C. Develop a reorientation training that is required for return employees. Possible topics for training include:
- Physical distancing
 - Cleaning and hand hygiene expectations
 - Restricted areas within the facility

- Reminder to self-monitor and self-report changes to health status
- Protocol to follow if they become ill at work and location of designated sickrooms

D. Develop a communication plan for return workers. Considerations include:

- Reorientation training prior to return (see above)
- Welcome letter upon return, reminder cards at workstation on new expectations
- Check-in at a designated period after return

E. Review existing policies and ensure that they are still applicable and that they accommodate return employees. Policies to consider include:

- Policies on vulnerable patient populations (determine if still applicable, based on community transmission)
- Policies on not coming into the facility if ill
- Policies on COVID-related leaves

D. Evaluate the needs of workers who will remain remote for a period of time. Considerations include:

- What ergonomic accommodations might they need
- What supplies or equipment might they need for longer-term work
- Is it possible to provide from the facility or should it be purchased

Contingency Planning for Re-Surge

A. Maintain a plan for quickly reverting employees back to remote work in the case it is necessary. Elements to consider include:

- Requiring employees to take their laptops home each night
- Maintaining current list of employees who have been returned for ease of notification
- Monitor triggers that might initiate return to remote work, including: Change in local government regulation or alert level, community outbreak near office, unexpected increase in infections within facility