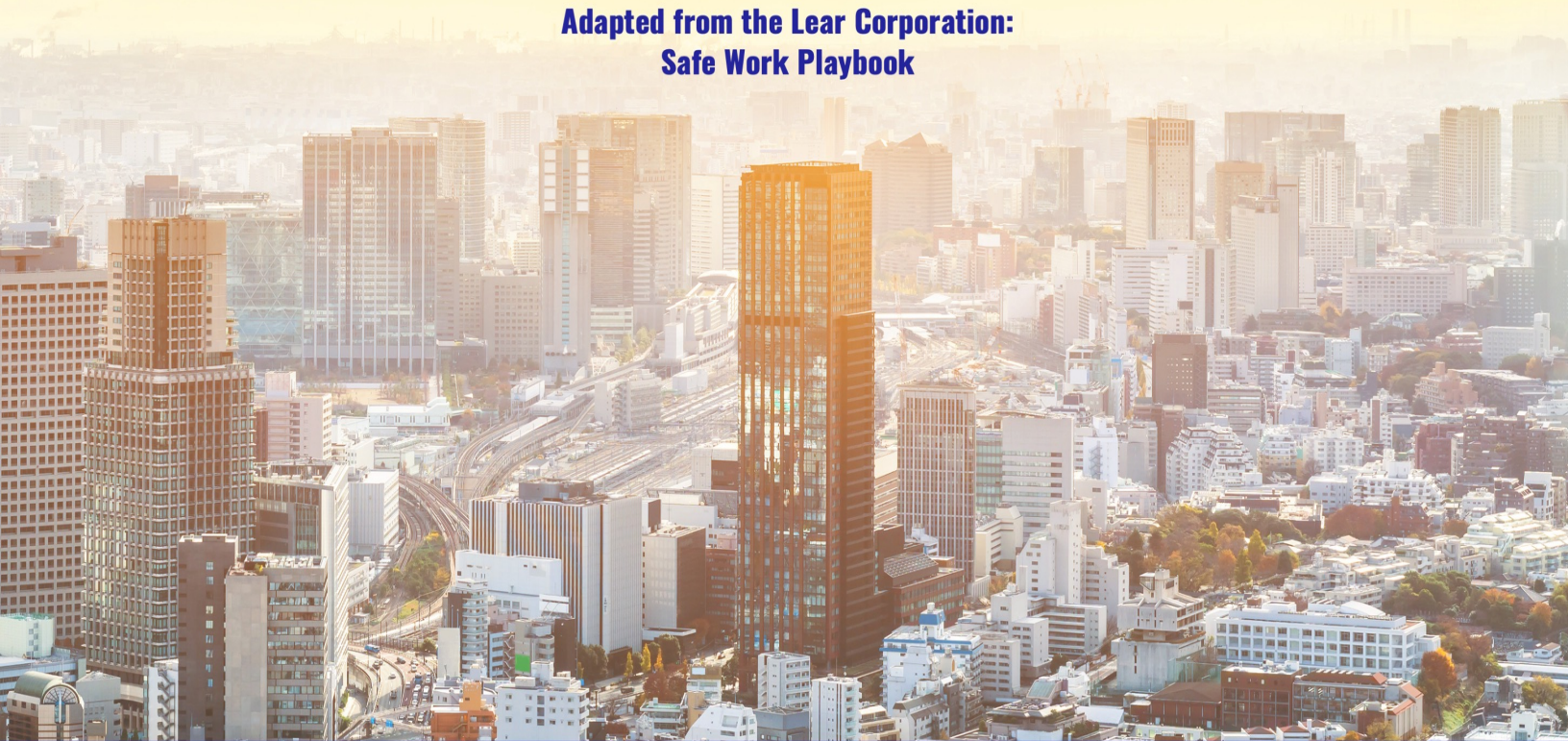




Re-Opening Safely Summarised

**A Guide on How to Use
the Re-Opening Safely Playbook**

**Adapted from the Lear Corporation:
Safe Work Playbook**



www.reopeningsafely.ca

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CONTENTS

DISCLAIMER	- 3 -
HOW TO USE THE RE-OPENING SAFELY PLAYBOOK: A SUMMARISED GUIDE.....	- 4 -
RE-OPENING SAFELY – THE FRAMEWORK	- 5 -
OVERVIEW OF ALL TOPICS AND ALL TASKS	- 6 -
KEY ELEMENT 1 - SETTING UP A PANDEMIC RESPONSE TEAM	- 7 -
KEY ELEMENT 2 - CLEANING & DISINFECTION PROTOCOLS, PPE	- 8 -
KEY ELEMENT 3 - PHYSICAL DISTANCING STRATEGIES IN THE WORKPLACE.....	- 9 -
KEY ELEMENT 4 - IMPLEMENTING NEW STRUCTURES IN THE WORKPLACE	- 10 -
KEY ELEMENT 5 - DAILY SELF-SCREENING, ON-SITE HEALTH SCREENING, SCREENING OF VISITORS/CONTRACTORS	- 11 -
KEY ELEMENT 6 - PROTOCOLS FOR ISOLATING EMPLOYEES WHO BECOME ILL IN THE WORKPLACE	- 12 -
PRE-RETURN TO WORK GOALS	- 13 -
OTHER CONSIDERATIONS - IDEAS NOT ADDRESSED IN THE PLAYBOOK THAT NEED TO BE CONSIDERED	- 14 -
KEY ELEMENTS TIMELINE	- 15 -
THE FIRST 10 DAYS.....	- 15 -
THE FIRST 30 DAYS.....	- 15 -
THE NEXT 90 DAYS AND BEYOND	- 15 -
A DAY IN THE LIFE	- 16 -

DISCLAIMER

The content of this Re-Opening Safely Playbook Summarised document (hereinafter referred to as the “Playbook”) is provided for general information purposes. The content should not be considered as legal, consulting or any other professional advice. This Playbook is to be understood as a guideline on what to consider when Re-Opening a workplace during the COVID-19 pandemic. The health and safety of workers is our number one priority and our hope in sharing this information is that it may be of assistance to our collective colleagues and partner businesses.

Please be advised that some or all of the information contained in this document may not be applicable to some businesses or workplaces. We strongly recommend that before implementing any of the ideas contained herein you carefully evaluate and consult with outside legal counsel familiar with your organization’s particular factual situation regarding the legality, applicability and potential efficacy of this information in your place of business before making any decisions.

Akash Kapoor Advisors Inc. assumes no responsibility or liability for any errors or omissions in the content of the Playbook and for any unwanted or unintended consequences arising out of or related to the adoption, or decision not to adopt, any of the practices or procedures contained in the Playbook.

This Playbook is to be used as a corporate and recommended practice guideline and aligns with the applicable authorities such as the Public Health Agency of Canada and the World Health Organization (WHO) recommendations to the greatest extent possible.

The Playbook is a working document and will be updated on a best efforts basis from time to time to reflect changes in directives and to include new recommended practices as they become available given the fluidity of this situation. While we have made every attempt to ensure the information contained in the Playbook has been obtained from reliable sources, all information in the Playbook is provided “as is,” with no guarantee of completeness, accuracy, timeliness or of the results obtained from the use of this information, and without warranty of any kind, express or implied, including, but not limited to warranties of performance, merchantability and fitness for a particular purpose.

This Playbook provides general recommendations for use in most workplaces. Due to circumstances that may be unique to a particular workplace, there may be some situations in which a workplace will require accommodation(s) to implement the recommendations of the Playbook. Such accommodations may need to be authorised by management or the organization’s Health and Safety committee if applicable.

HOW TO USE THE RE-OPENING SAFELY PLAYBOOK: A SUMMARISED GUIDE

The safety and well-being of our staff, clients and communities we are a part of is paramount in our approach to Re-Opening Safely. This Summary and the Playbook are intended to provide general guidance, operational protocols and suggestions for reinforcing safe practices for all employees on the Company Sites, and suggestions for the responsibilities and needs of the Company to adhere to the protocols and guidance provided herein.

The Re-Opening Safely Playbook is a comprehensive guide to many of the key considerations, tactics and operational specifics that are to be considered to safely Re-Open your business. It is, however, a lot of information to absorb. Our hope with this Summary is to try and highlight:

- The main ideas from the Key elements we have identified and how the subsections fall within those key elements
- The major decision points that are provided throughout the Playbook
- Key ideas that should be considered outside of the key elements, and
- A suggested timeline where all of these key ideas can be considered

This document provides a summarised path to using the full Playbook and the intention is that it will help in the navigation of the full Re-Opening Safely Playbook. This is, however, a condensed document that is only designed to introduce the key elements, decision points and considerations in Re-Opening Safely. For the most comprehensive view and for more details and additional planning, please refer to the full Re-Opening Safely Playbook.

What is included?

The Framework provides the overarching strategic view of considering Re-Opening in the midst of a pandemic scenario. The Key Elements summarise the overarching operating themes that we try to consider in Re-Opening Safely, while the Pre-Return to Work Goals provide the considerations to complete prior to even opening.

- The Framework – The 3 Major Strategic Pieces for a company to Re-Open and how the Playbook addresses them
- Overview of All Sections and All Tasks in the Playbook
- Key Elements – The 6 Major Operational Pieces are summarised in the subsequent pages. These integrate all the major elements of the Overview of All the Sections and Tasks in the Playbook:
 - Setting up a Pandemic Response Team
 - Cleaning and Disinfection Protocols, Personal Protective Equipment
 - Physical Distancing Strategies in the Workplace
 - Implementing New Structures in the Workplace
 - Daily Self-Screening, On-Site Health Screening, Screening of Visitors/Contractors
 - Protocols for Isolating Employees who become ill in the Workplace
- Pre-Return to Work Goals
 - Establish a sanitary baseline in the office and other Sites **BEFORE** they re-open
 - If your business has remained open during this time, begin by resetting the baseline
 - Prepare for what happens if/when an active employee/visitor/contractor tests positive for COVID-19?
 - Pandemic Response Team has been established and prepped
 - Determine the Site's various Capacity limits and how the requirements for adherence to Physical Distancing protocols and employee safety will be achieved (Remote work, rotating shifts, virtual meetings, physical markers, decals, signage, compliance, etc.)
 - The Company should provide the included surveys to employees prior to returning to work
- Other Considerations for Executive Leadership and PRT, not in the Playbook
- Timelines – The First 10 Days, The First 30 Days and The Next 90 Days and Beyond
- A Day in the Life – Personas

RE-OPENING SAFELY – THE FRAMEWORK

In considering the broad framework of Re-Opening in the midst of a pandemic scenario, we considered 3 major themes:

1. Governance & Risk
2. People Health & Safety
3. Workplace Preparation & Management

The Key Stakeholders and drivers of those thematic pieces are the “WHO” in the descriptions below.

The sub-elements within each of the 3 major themes, we believe, represent all of the considerations needed to assess a Re-Opening protocol. We are clear that not all topics can be addressed in documents of this nature.

We shade in **BLUE** the elements directly addressed in the Playbook. The elements shaded in **BLACK** are briefly identified, however the Executive Leadership must consider and incorporate their decisions on those items in enacting the Playbook prior to its execution.

Governance and Risk –

WHO: Executive, PRT, Legal, Board

- COVID-19 Pandemic Response Team
- Return to Work Approach
- Government (Local, National) guidelines, Local Health guidelines
- Governance requirements
- Insurance and Legal review
- Employment Standards/Employment Law review
- Risk Analysis - Mitigation Plan

Keys – Playbook, Pandemic Response Team, Legal and regulatory reviews, ESA standards, Insurance reviews, Board governance

People Health and Safety –

WHO: Employees/Visitors/Contractors

- Employee ability and readiness to return to physical workspace – Surveys
- Employee remote/Virtual work – Employee needs
- Travel guidelines
- PPE
- Employee Training and Certification
- Employee Health and Wellness
- Physical Distancing guidelines
- On-Site protocols – Screening, symptoms, testing, self-isolation, contact tracing, positive case protocol

Keys – Control Access to Site/Screening protocols, Physical Distancing protocols, PPE protocols, Office Sanitization and Hygiene protocols, Employee Travel Protocol, Isolation and Self-Quarantine protocols

Workplace Preparation and Management –

WHO: Unit Managers, Leaders

- Workplace design, security (common spaces, office design, movement and flow, signage)
- In-house and Remote Technological readiness
- Cleaning, Disinfecting and Sanitization protocols
- Workforce Management, Workplace Flow (scheduling, staggered start/stop, etc.)
- Visitors/Contractor Access
- On-Site protocols – Screening, symptoms, testing, self-isolation, contact tracing, positive case protocol

Keys – Physical structure changes required, Pre-Return to Work protocols, Control Access to Site/Screening protocols, Physical Distancing protocols, PPE protocols, Office Sanitization and Hygiene protocols, Isolation and Self-Quarantine protocols

OVERVIEW OF TOPICS AND TASKS

Topic	Tasks
Pandemic Response Team (PRT)	<ul style="list-style-type: none"> Set up the Pandemic Response Team (PRT) Have a plan in place to adopt this corporate framework and develop Site-specific protocols
Preventative Material Inventory	<ul style="list-style-type: none"> Confirm operations has an adequate supply of Disinfectant Supplies and has the minimum quantity on-Site with the amounts on order with lead time Confirm stock of PPE and has the minimum quantity on-Site and on re-order with lead time along with required users of such materials Have touch-less thermometers on-Site for employee screening
Personal Protective Equipment	<ul style="list-style-type: none"> Review and understand protocol for PPE Responsibility for ensuring there are adequate supplies, there are multiple supplier contacts and appropriate lead times for ordered materials
Disinfection Measures	<ul style="list-style-type: none"> Disinfect Sites prior to anyone returning to work Replace HVAC air filters or clean/disinfect Implement the General Disinfection Procedures
Deep-Cleaning and Disinfection Protocol	<ul style="list-style-type: none"> Review, understand and prepare for the triggering of the Deep-Cleaning and Disinfection Protocol: identify an external company, coordination and supervision of cleaning process, PPE requirements and disposal
Inbound Packages	<ul style="list-style-type: none"> Manage incoming packages/supplies in accordance with Playbook standards
Audit Checklist	<ul style="list-style-type: none"> Implement Audit Communicate results and follow-up on any non-conformities
Isolation Protocol & Coordinator Training	<ul style="list-style-type: none"> Review and understand protocol Isolation Coordinator (volunteer) identified and trained Protocol in place to isolate employees if symptomatic on-Site Print out forms and protocol to be available as needed
Physical Distancing Protocol	<ul style="list-style-type: none"> Review and understand protocol Complete and continue to adhere to the Physical Distancing including any considerations on external items Implement and adhere to physical/visual markers
Daily Self-Screening and On-Site Health Screening Protocol	<ul style="list-style-type: none"> Daily Self-Screening protocol is distributed to all employees for voluntary, home self-screening HR team prepared to receive inquiries or reports of symptomatic employees prior to shift/start of work Ensure protocol for pre-shift screening prior to office or Site entry Ensure barriers are in place to prevent anyone from missing screening protocol Review and understand "Overview of Health Screening Procedure"
Employee Travel Protocol	<ul style="list-style-type: none"> Review and understand protocol — monitoring updated travel information Assess need for business travel — cancel/postpone all non-essential travel Before, While and After Travelling procedure for all travelling employees Create an active database to log all employee travel
Self-Quarantining and Return to Work Protocol	<ul style="list-style-type: none"> Review and understand protocol and adjust as necessary for local, legal and cultural environment
Visitors & Contractors Self-Screening	<ul style="list-style-type: none"> Plan in place for screening Visitors and Contractors — visitor restrictions, directions for visitors/contractors Visitors & Contractor Self-Screening Checklist printed and available as needed
Employee Training	<p>Host Pre-Return to Work Trainings:</p> <ul style="list-style-type: none"> Review of Safe Work Playbook with FT, Salaried and PT employees Training for Health Screeners & Isolation Coordinators Training for Disinfection Team & HR Team <p>Host First Day Trainings/Orientation:</p> <ul style="list-style-type: none"> Localize Playbook presentation & materials to be consistent with type of facility, geography Host first-day training orientation for all staff Ensure all Employees have read, understood and acknowledged the materials provided. Acknowledgement, initial training & sign-off of having read and understood all documentation received must be completed, received, compiled prior to Return to Work
Health & Wellness: Signage	<ul style="list-style-type: none"> Self-Screening Checklist Create and Print Facility Signage and Post On-Site Consider physical markers (floor tape/paint)

KEY ELEMENT 1 - SETTING UP A PANDEMIC RESPONSE TEAM

KEY DECISION POINTS:

- ☐ Set-up the Pandemic Response Team
- ☐ Appoint and train appropriate Leaders for the Pandemic Response Team
- ☐ Assign Leaders Site Responsibilities
- ☐ Have all the sections and topics been addressed by the Pandemic Response Team and the issues, modifications and any other considerations been addressed, audited, signed off and brought to the Executive for final approval and sign-off?

Setting up a PRT:

- A cross-functional team formed to lead and execute the 6 key elements established in the Playbook
- For further information on these roles and their responsibilities, **please reference page 12-13 of the Re-Opening Safely Playbook**

Important Considerations

- Prior to the selection of PRT members
- Consider the potential size of this team which will be dependant on the size of your office
- One person can potentially occupy various roles or roles can be divided between various people
- Suggestions for Staffing the PRT
- We recognize that in considering the need to staff a Pandemic Response Team, different size businesses will have varied labour capacities and constraints. The following are suggestions on the types of profiles the roles may entail, whether staffing the PRT with internal staff or hiring externally. Smaller entities may wish to combine multiple roles into one labour resource due to staffing limitations.

	If Staffed Internally	If Staffed Externally
Site Manager	COO, Office Manager, HR Lead	Team Lead, experience with direct reports, project management, multi-Site exposure
Employee Access Control Leader	Front Desk to support Site Manager	Front Desk, Office Support experience
Virus Prevention and Protocols Leader	First-Aid accredited Staff Leader, H/R, Nurse or Medical Practitioner	Chief Medical Officer, Nurse Practitioner, First-Aid Training
Sanitation and Disinfection Leader	Sanitization Staff to support Site Manager	Sanitation Team building experience, management of multiple Site protocols
Communication and Training Leader	Communication Team, H/R, Training Team	Communication background, experience building Training programs
PPE and Materials Leader	Procurement/Operations Team	Procurement experience

Objectives — What needs to be done:

- ☐ Has the Pandemic Response Team been Set-up?
 - Meaning assigning staff, choosing suitable volunteer(s) for each role or hiring externally
 - Site Manager, Employee Access Control Leader, Virus Prevention and Protocols Leader, Sanitization and Disinfection Leader, Communication and Training Leader and a Personal Protective Equipment and Materials Leader
- ☐ Have all members of the PRT been properly trained and understand the full responsibility of each role?
 - Meaning they are willing to dedicate time and effort to enforcing their responsibilities
- ☐ Has a plan to adopt the protocols included in the Playbook across Sites been established?
- ☐ Have Site-specific protocols been developed?
 - There must be a plan in place for the Integration of all Building Protocols; a discussion between stakeholders (Building managers, Landlords, property managers) to coordinate any/all activities for the Site is necessary

KEY ELEMENT 2 - CLEANING & DISINFECTION PROTOCOLS, PPE

KEY DECISION POINTS:

Labour resources for Sanitization and Disinfection - Who will clean? Will dedicated resources be hired, will individuals be responsible for their own protocol, will there be rotating volunteer responsibilities?

Determine the Company's position on Masks and other PPE for employees – medical, non-medical, self-supplied, company-supplied?

Have PPE and Disinfectant supply inventories been completed? Have the order and re-order protocols been put in place and vetted for potential supply disruption? Have additional redundancies been considered and implemented? Have the specific specifications for all supplies and PPE been agreed too and encoded for all Sites?

The goal is to establish a sanitary baseline in the office and other Sites **BEFORE** the Sites re-open

For further information on these roles and their responsibilities, **please reference pages 14-23 of the Re-Opening Safely Playbook**

Important Considerations

- Ongoing protocols will be addressed, trained for and assigned. Site-specific circumstances must be taken into consideration for the sanitization and disinfection protocols on-Site
- Foreign Items and Lunch Bags in the Office
- Address tight control on access (entrance and exit) to facilities during the deep-cleaning protocols

Objectives — What needs to be done:

- Have Sites been disinfected prior to return to work?
 - For those already at work — Schedule and complete a deep-clean
- Have all HVAC air filters been replaced?
 - Alternatively, clean and disinfect if advised by contractor
- Have the General Disinfection Measures been implemented?
 - Routine, frequency and protection measures are outlined in the Playbook
- Have the weekly checklists been reviewed and introduced?
- Have all PRT member and employees reviewed, understood and prepared for the Deep-Cleaning and Disinfection Protocol should it be triggered?
- Has an external company been identified and approved that can carry out the deep cleaning activity?
 - Is there a back-up plan in place if the contracted company is unavailable? Redundancies around key contractors with multiple vendors, suppliers must be considered and contracted for

KEY ELEMENT 3 - PHYSICAL DISTANCING STRATEGIES IN THE WORKPLACE

KEY DECISION POINTS:

- Capacity of Physical Spaces – For example, Site capacity, number of chairs per room, people in rooms, restroom and lunchroom capacity

Physical Distancing is a simple yet very effective mechanism to prevent potential infection, that relies on physical distance between each other

- For further information on Physical Distancing protocol, **please reference pages 27-30 of the Re-Opening Safely Playbook**

Important Considerations

- Should security be stationed near entry doors at opening and closing office hours?
- How should waiting lines be accommodated during inclement weather?
- How and when should PPE be handed out?
- Do you have the ability to prop doors open at start/end times and during shift change to minimize door handle touching or to install toe kicks on the doors?
- How to disinfect time clocks each time it is touched by an employee? For example: Station an employee to observe the time clock at a safe 2 meters distance to disinfect the computer clock if it is inadvertently touched to avoid holding up the line
- Is it practical and effective to do away with punching in and out for a few weeks and pay employees an automatic 40 hours and reconcile the time post?
- Remote work may be assigned when possible or when mandated by the government to keep the operation efficient and communications flowing

Objectives — What needs to be done:

- Review and Understand the Physical Distancing Protocol
- Complete and Continue to adhere to the Physical Distancing guidelines
- Considerations – No external food, protocols for bringing food, external device management, supply purchasing, staggered start times and finish times etc.
- Physical and Visual Markers On-Site to assist with adherence to Protocols
 - Lines and markers — may come in the form of tape, decals or paint
- Office work should be organized to ensure Physical Distancing: a physical separation of 2 meters minimum between employees — Avoid face-to-face desk layouts
 - Dividers in place when people are working within 2 meters (6 feet) of one another
- Provide alternative measures to mitigate their exposure, such as: Face masks, Face shields, Body orientation, or Physical barriers installed where practical
- Meeting rooms should be organized to hold only the number of chairs compliant with the appropriate spacing
- Increase cleaning intervals to ensure a clean environment at all times

Physical Distancing Strategies:

- Staying 2 meters (6 feet) apart from other employees
- Eliminating contact with others, such as handshakes, or embracing
- Avoid anyone who appears to be sick, including symptoms outlined in the Self-Screening Tool
- Avoid touching surfaces that have been touched by others, where feasible
- No meetings of greater than 5 persons to occur until further notice (5 persons only if the space capacity requirements are not exceeded and Physical Distancing protocols can be met)
- Employees must avoid touching their faces and must wash their hands thoroughly with soap and water
- Only a pre-determined number of employees should be in any single physical meeting per capacity designations, permitting a physical distance between each of at least 2 meters (6 feet)
- Encourage self-cleaning of work-spaces multiple times during the shift

For further information on Physical Distancing in specific areas and their requirements, **please reference pages 27-30 of the Re-Opening Safely Playbook**



KEY ELEMENT 4 - IMPLEMENTING NEW STRUCTURES IN THE WORKPLACE

KEY DECISION POINTS:

- ☐ Below are the considerations for Physical Changes to the Sites
- ☐ Professional Health Care Worker – should a dedicated resource be hired, brought in house? Who can fill the role at the Company Sites in lieu of an on-Site reference?
- ☐ Are there Physical Changes required at Sites? Have they been executed to? Has the signage and floor markers been distributed and put into the appropriate locations on-Site for maximum visibility and effectiveness?
- ☐ Have Site specific needs been addressed and modified for use in the Playbook?

Each Site location must assess Physical Changes required to maintain protocols of safety, physical distancing, and disinfection/cleanliness.

These include, but are not limited to:

- Client Intake
- Client Return
- Client interaction
- Physical Barriers for Client interaction with staff
- Physical Changes for internal Distancing Protocols on-Site
- Physical area for Isolation protocols and quarantine
- Physical Changes to common Bathrooms, kitchen facilities
- Inventory Supply intake and storage
- HVAC/Ventilation system maintenance and compliance to protocol
- Door, cupboard, handle maintenance, and disinfection
- PPE disposal (storage in-between, handling, etc.)
- Common use items throughout facilities
- Use of common elements (Fridge, Lockers, Cupboards, Coffee Machines, and other Appliances)
- Refresher of Medical Equipment Storage, Disposal in light of current COVID-19 protocols
- Entering, exiting protocols, and material/Contracting required
- Physical Signage

Each Office location must assess Physical Changes required to maintain protocols of safety, physical distancing and disinfection/cleanliness. These include, but are not limited to:

- Visitor/Client interaction
- Physical Changes for internal Distancing Protocols
- Physical area for Isolation protocols and quarantine
- Physical Changes to common Bathrooms, kitchen facilities
- Inventory Supply intake and storage
- HVAC/Ventilation system maintenance and compliance to protocol
- Door, cupboard, handle maintenance, and disinfection – how to and what to do?
- PPE disposal (storage in-between, handling, etc.)
- Common use items throughout facilities
- Use of common elements (Fridge, Lockers, Cupboards, Coffee Machines, and other Appliances)
- Entering, exiting protocols and material/Contracting required
- Physical Signage

KEY ELEMENT 5 - DAILY SELF-SCREENING, ON-SITE HEALTH SCREENING, SCREENING OF VISITORS/CONTRACTORS

KEY DECISION POINTS:

- ☐ Medical certificates – will they be required for return to work protocols?
- ☐ Public Transportation – What are the protocols for employees arriving through public transportation?
- ☐ On-Site screening protocols must be discussed, decided and assigned

The **Daily Self-Screening, on-Site Screening and Visitor/Contractor Screening Protocols** are in place to prevent sick or symptomatic employees and visitors/contractors from leaving their homes, entering the building and decrease the likelihood of spreading the infection at work

- ☐ For further information on Daily Self-Screening and on-Site Health Screening Protocol, **please reference pages 31-32 and 36-37 of the Re-Opening Safely Playbook**

Important Considerations

- If an employee is deemed symptomatic upon reporting to work or is deemed symptomatic during the employee's shift or after the employee has spent any time in the Facility, reference the **Isolation Protocol** on page 12

If the employee is confirmed positive for COVID-19 by a medical professional, reference the **Self-Quarantine and Return to Work Protocol (page 35 of the Re-Opening Safely Playbook)**

For further information on health screening information and forms, **please reference pages 31-32, 36-37 and 46-53 of the Re-Opening Safely Playbook**

Objectives — What needs to be done:

- ☐ Provide all employees with a Self-Screening document and links to Public Health Agency of Canada Site for on-line Self-Screening Tool
- ☐ Provide all employees with potential alternative care suggestions, if feasible and available in region. Also consider if expanded benefits could be viable to assist with access to care. For example:
 - Personal care example: **Babylon by TELUS Health**. For more information see - <https://www.telus.com/en/on/health/personal/babylon?linktype=ge-meganav>
 - Employee benefit plan example: **Akira by TELUS Health**. For more information, see - <https://www.telus.com/en/health/organizations/group-health-benefits/employers/akira>
- ☐ Prepare the Human Resources Team to receive inquiries or reports of symptomatic employees prior to shift
- ☐ Temperature reading (decided Site by Site, by PRT with oversight from Executive Team)
- ☐ Observation for overt symptoms
- ☐ Verbal/non-verbal confirmation of daily self-screening
- ☐ The Employee Access Control Leader, with support of the PRT, will organize the process, and select additional team members to help
- ☐ **Reference the Self-Quarantine and Return to Work Protocol (page 35 of Re-Opening Safely Playbook)** for employees that are confirmed positive for COVID-19 by a medical professional
- ☐ Preparing and implementing visitor restrictions
- ☐ Host Directions for Visitors and Contractors

KEY ELEMENT 6 - PROTOCOLS FOR ISOLATING EMPLOYEES WHO BECOME ILL IN THE WORKPLACE

KEY DECISION POINTS:

- ☐ Has the Company contracted third-party resources for the Deep-Cleaning Protocol upon triggering?

The Isolation Protocol is for employees who become ill at work:

- Employees are advised that if a person feels ill, or if someone observes that another employee is exhibiting symptoms of COVID-19 at work, to contact an Isolation Coordinator
- For further information on **Isolation Protocol**, please reference **page 24-25 of the Re-Opening Safely Playbook**

Important Considerations

Where possible, the Isolation Room should be an exterior room (building or tent structure)

- If unavailable, an enclosed area away from the general population can be used
- Co-ordinate with Building Management, Property Manager and/or Landlord as appropriate

Objectives — What needs to be done:

- ☐ Review and Understand the Protocol
- ☐ Identify and Train a volunteer Isolation Coordinator
- ☐ Establish a protocol to isolate employees if they are symptomatic on-Site. This includes:
 - Isolation Room — to isolate the employee (DO NOT use the Infirmary or Sick Room)
 - PPE
 - Communication with Health Authorities and transportation based on their instructions
 - Disinfection of the room
 - Print out forms and protocol to be available as needed
- ☐ Review and modify, as suited for your Site, the Procedure outlined on page 25 of the Re-Opening Safely Playbook

PRE-RETURN TO WORK GOALS

KEY DECISION POINTS:

- ☐ Decide and Hire external company for Deep-Cleaning prior to Re-Opening
- ☐ In order to avoid peak travel times/periods, how will flexibility in shift timing be assessed?
- ☐ Are there back-up plans for disruption in essential on-Site staff due to potential COVID-19 related absence or other absence?
- ☐ How will employee schedules be adjusted to accommodate the guidance and protocols in the Playbook?
 - Remote work, staggered shifts and rotating office use must be scheduled and decided
- ☐ Site Leaders have co-ordinated with Building managers and Landlords to ensure the Guidance and Protocols for the Site are consistent and delineation of responsibility clear and documented

Important Considerations

All key decision points have been reviewed and considered **prior** to the Site Re-Opening

- These decision points pertain directly to the execution and enforcement of the guidance and protocols in the Playbook. They will directly impact the safety of all employees and will result in a smoother transition into new protocols and improve the flow of operation

Objectives — What needs to be done:

- ☐ Establish a sanitary baseline in the office and Sites **BEFORE** they Re-Open
 - The Head Office and the Sites should be 100% disinfected prior to anyone returning to work
 - Address tight control on access (entrance and exit) to facilities during the Deep-Cleaning Protocols
 - Ongoing protocols will be addressed, trained for and assigned

If your business has remained open during this time:

Begin by resetting the baseline

- Consider authorizing a Deep Clean during an off day
 - Consider staggering shifts to avoid physical overlap between employees
 - Consider implementing and using the Employee Protocols in the Playbook at these Sites also
-
- ☐ Prepare for if/when an active employee/visitor/contractor tests positive for COVID-19?
 - If an active employee/visitor/contractor tests positive for COVID-19 they are to be isolated immediately
 - ☐ Pandemic Response Team has been established and prepped
 - ☐ Determine the Site's various Capacity limits and how will the requirements for adherence to Physical Distancing Protocols and employee safety be achieved?
 - Remote work, rotating shifts, virtual meetings, physical markers, decals, signage, compliance, etc.

OTHER CONSIDERATIONS - IDEAS NOT ADDRESSED IN THE PLAYBOOK THAT NEED TO BE CONSIDERED

The Re-Opening Safely Playbook is to be used as a Corporate and Recommended Practice Guideline and it does not cover all topics related to the Business Operations of the Company and its Sites. Management must still be aware of these important topics and discuss and consider them as part of the Business operations **prior to Re-Opening any Site**, as they will pertain directly to the safety of all employees and will result in a smoother transition into new protocol and improve the flow of operation.

- Enforcement – what to do in instances of non-compliance with guidelines and protocols
- Specific Employment Standards – local jurisdictional standards, specific laws regarding employment and human resource management
- Specific vendors for materials and inventory, as well as cleaning, considered in the Playbook
- Individual Company and department processes
- Remote, staggered and virtual work scheduling and considerations (see below)
- Building, Landlord or Property Manager Protocols and Guidelines – Coordination and compliance with building Guidelines and Protocols is imperative to create a consistent, seamless and safe environment for all employees
- Legal and Insurance reviews with appropriate Stakeholders
- Governance reviews with Board and appropriate Stakeholders

LABOUR – REMOTE & VIRTUAL WORK CONSIDERATIONS

The most important and vital component of the Playbook is the safety and well-being of our staff, clients and communities we are a part of. We do discuss labour needs and work flows throughout the document, however the employees and labour force are the most vital part of the Company and it is essential to highlight the potential concepts and ideas that Management and the Leadership must discuss, decide on and execute to as part of the Guidelines and Protocols envisioned in the this Playbook. These are points for discussion and should be considered in the decision and implementation throughout this process.

Remote Work & Virtual Environments

Where possible, the use of Remote Work and Virtual environments is encouraged. The Physical Distancing requirements, the fluidity and divergence of local guideline and the ultimate safety of the employees (travel, high touch points, proximity to potentially asymptomatic colleagues) suggest that the continuation of Remote work and virtual environments is recommended and preferred where possible.

- Management should discuss who is essential on-Site and whom is non-essential on-Site*
- All non-essential employees should be prioritized for remote work

***Essential vs Non-Essential** - in this context, refers to the absolute physical need to be on the physical Site for logistical purposes. For example: if an employee does not have access to a particular technology required to fulfill duties and obligations, or if manual labour on-Site is required or any other reason that the duties and obligations of the particular role cannot be fulfilled through a Virtual or Remote protocol, then they will be considered Essential to be present on-Site.

- Virtual environments for remote workers should be solidified and contracts negotiated
- Virtual environments for on-Site workers should also be encouraged in order to adhere to the Physical Distancing guidelines and protocols in the Playbook
- Management and HR, along with Site Leaders, must consider and discuss scheduling, potential rotation of on-Site employees and the physical considerations of staggering employees seated in proximity to each other in the seat configuration on-Site
- Management and HR, along with Site Leaders must consider and discuss workflow in this hybrid environment, employee engagement strategies and enough flexibility to encourage new ideas and strategies to maintain and enhance the Company culture
- Policies to engage in virtual 1 on 1 sessions to provide direct feedback, coaching and maintain connection must be considered and implemented
- Policies to maintain performance expectations and reviews must be enforced
- Maintain clear communication lines and respect in all communications. Discuss transparency as a key trait to maintain camaraderie, foster loyalty and maintain accountability in communication
- Discuss what happens if an employee refuses to work citing COVID-19 and safety and have clear and consistent communications prepared to address concerns and questions
- Management must consider the potential of labour continuity and disruption due to potential illness or absenteeism

KEY ELEMENTS TIMELINE

The First 10 Days

Key Elements

The first 10 days provide the foundation for the execution of the Playbook.

Prior to the First 10 days, the **Pre-Return to Work Goals (see Page 13)** must be achieved and executed. All of the Key Elements highlighted above must have been:

- Implemented
- Communicated to employees
- Read, understood and acknowledged by all employees. The acknowledgement, initial training and sign-off of having read and understood all documentation received must be completed, received and compiled prior to Return to Work

Baseline

After a baseline is set for Sites that are Re-Opening through a deep-cleaning and virtual/on-line training materials for all employees, the opening of the office and the next 10 days are for setting the tone and monitoring compliance to the Protocols presented.

Training

All returning employees must attend the mandatory Day 1 training and re-review the Training materials.

Set-up, Monitoring, Compliance, Modifications

The PRT, Site Leaders and Executive must ensure the protocols are set-up, monitor compliance and discuss any changes and modifications to make the guidelines and protocols more effective for the safety of the employees.

Employee Survey - Feedback

Employee surveys will gauge important initial feedback that can guide the PRT and Executive assessment of the Guidelines and Protocols in the Playbook.

The First 30 Days

Key Elements

The first 30 days provide insight into the execution of the Playbook and setting the tone, monitoring compliance and assessing the effectiveness of the protocols on-Site.

Mid-term

After a baseline is set for Sites that are Re-Opening through a deep-cleaning and virtual/on-line training materials for all employees, the opening of the office and the next 30 days are for setting the tone and monitoring compliance to the Protocols presented.

Training – Continuous Review

All new employees must attend the mandatory Day 1 training and re-review the Training materials that were sent prior to their start date. Regular training updates must be provided to ensure all employees are kept current with modifications to the Playbook and changes to the timing and outlook for the provisions in the Playbook.

Monitoring, Compliance, Modifications

The PRT, Site Leaders and Executive must continue to ensure and monitor compliance to the Guidelines and Protocols in the Playbook and discuss any changes and modifications to make the guidelines and protocols more effective for the safety of the employees.

Employee Survey - Feedback

Employee surveys will continue to gauge important feedback from the field.

The Next 90 Days and Beyond

Key Elements

The next 90 days and beyond provides the rationale for systematic and long-term changes to the business from the Pandemic.

Long-term: Re-assess the External Environment (Continue every 30 days thereafter)

As execution and monitoring to the Protocols and Guidelines in the Playbook continues, the longer-term outlook must provide for monitoring of local regulation, changes to the pandemic response and the business strategy.

On-going Monitoring, Compliance, Modifications (Continue every 30 days thereafter)

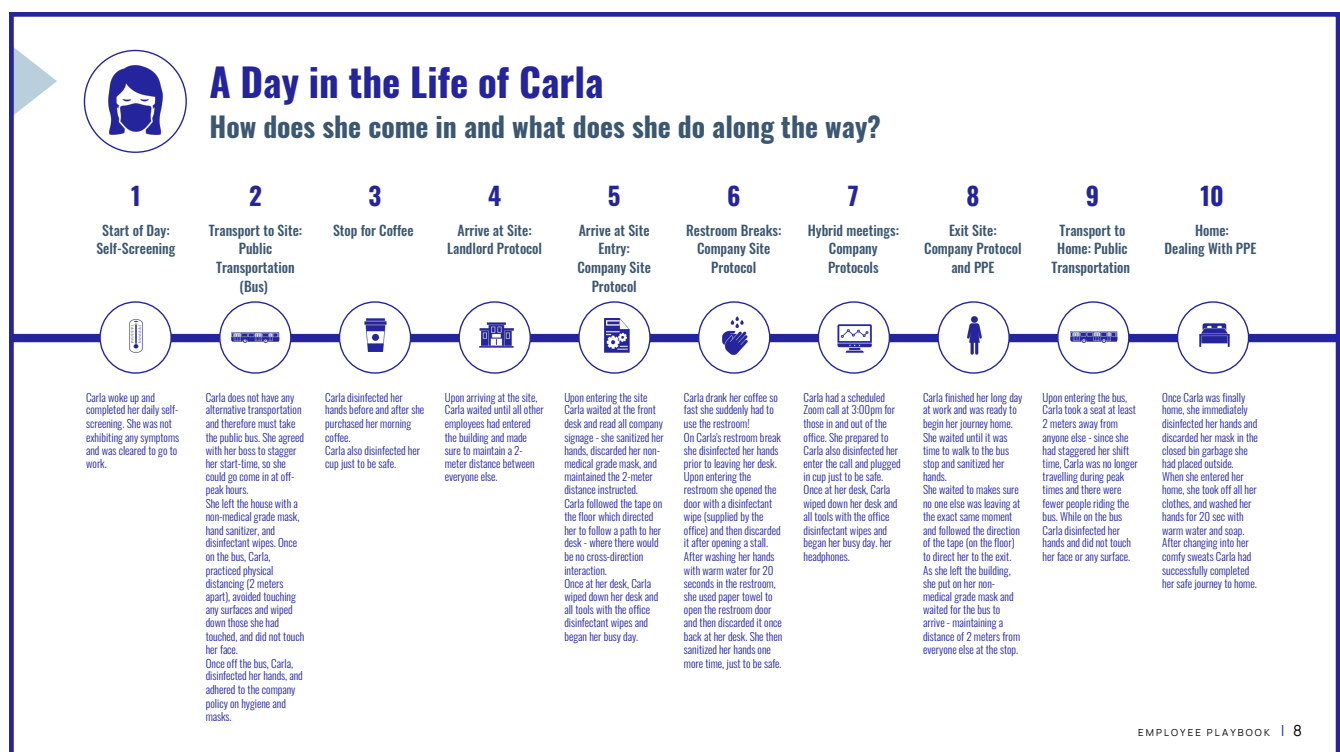
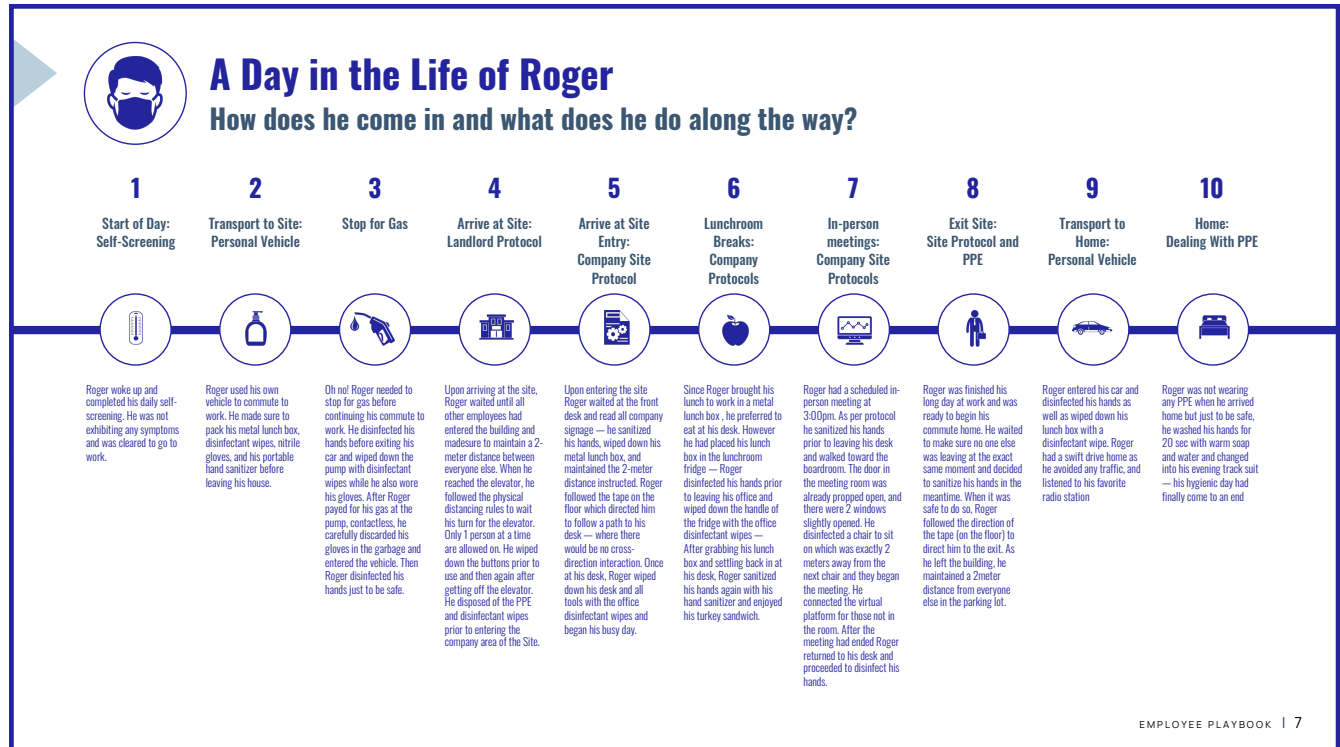
As in the first 30 days, The PRT, Site Leaders and Executive must continue to ensure and monitor compliance to the Guidelines and Protocols in the Playbook and discuss any changes and modifications to make the guidelines and protocols more effective for the safety of the employees, taking into the account the External environment.

Employee Survey – Feedback (Continue every 30 days thereafter)

Employee surveys continue to gauge important feedback that can guide the PRT and Executive Teams in their analysis of all aspects of the business as it relates to Pandemic Planning, Analysis and Execution.

A DAY IN THE LIFE

These Day in the Life personas are examples only and provide the broad context around the kinds of decisions and actions required throughout a typical day. They are intended to look at the perspective of the personas that are routinely coming into a Company Site on an average day. They will clearly be having many iterations and different kinds of interactions not captured here; however, the level of care and mindfulness around staying safe, adhering to Company protocols and understanding local regulations at common touch points will require vigilance.



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FURTHER INFORMATION



Public Health Agency of Canada
<https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html>



World Health Organization (WHO)
<https://www.who.int/emergencies/diseases/novel-coronavirus-2019>



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