

RETURN TO CAMPUS



GUIDANCE TOOLKIT

Guide to Safely Returning Associates and Students to Campus during COVID-19





TABLE OF CONTENTS

Contents

Introduction	3
General Approach to Re-Opening.....	4
Re-Opening Checklist	5
Students, Associates, and Facility.....	5
Guidelines for Returning Concorde Associates to Campus	8
Project Return FAQ for Associates.....	8
Campus President Letter to Associates.....	12
Attestation for Associates	13
COVID-19 Absence Event Form- Associate Quarantine	14
Telecommuting Policy	15
Guidelines for Returning Students to Campus	19
Project Return for Students.....	19
Campus President Letter to Students	20
Protocol for Students	21
.....	21
Limited Lab Return Guidelines	22
Facility Readiness Guidelines.....	25
Resources.....	26





Introduction

Over the next several weeks and months, as our markets stabilize from the COVID-19 pandemic and stay-at-home restrictions are lifted, Concorde will begin to bring associates and students back to our campuses. This guide is intended to assist your campus in developing a re-opening plan with the health and safety of our associates and students as the top priority. While there are many resources included in the guide, ultimately the final plan and execution is the responsibility of campus leadership.

The guide is organized into three sections:

1. **Associate Readiness Guidelines** – communication templates, associate FAQ, mitigating anxiety resources
2. **Student Readiness Guidelines** – communication templates and guidelines, lab readiness, access control, PPE and social distancing guidelines, how-to videos,
3. **Facilities Readiness Guidelines** – cleaning protocols, facility social distancing plans, building reception, signage and floor stickers, bathroom guidelines

You will naturally find some overlap and repetition in each of these sections as the topics and themes blend together. The purpose of this guide is to give you the resources you need to complete the **Re-Opening Readiness Checklist** beginning on the following page. Your first step should be to read the guide in its entirety, then begin to complete the checklist. You'll find that some items are already done as a result of operating with limited staffing. Once you have completed every item on the Checklist and received RVPO approval, you are ready to bring students back to campus consistently, beginning in small groups.

Taking the appropriate amount of time to develop your personalized campus re-opening plan is a critical step to ensuring the safety and comfort of our students and associates, shaping public perception of Concorde, and limiting our liability. **Do not rush this process.** In addition to this guide, please reach out to any member of the CSC for assistance at any time. Happy planning!

“Give me six hours to chop down a tree and I will spend the first four sharpening the axe.” – Abraham Lincoln





General Approach to Re-Opening

Your approach to re-opening the campus should be thought of in stages, from where we are now until we are fully operational again. This will take weeks or even months depending on your market and the local ordinances. **Concorde will comply with all state/local health and safety orders.**

Here are the Stages of Re-Opening:

STAGES OF RE-OPENING			
Stage 1	Stage 2	Stage 3	Stage 4
<ul style="list-style-type: none"> Limited staff to maintain essential operations No students on campus, or by appointment only Planning and preparation for re-opening 	<ul style="list-style-type: none"> Triggered by modification to health order More staff return to work, likely on modified or flexible schedules Students return to do labs on a limited basis Admissions and FA meetings remain virtual (employees may be on campus) 	<ul style="list-style-type: none"> Mandatory return to work, with any modified schedules dictated by supervisor Lab rotations intensify In-person admissions and FA meetings may resume on a limited basis 	<ul style="list-style-type: none"> Campus returns to "new normal" operation

Stage 1: This is where we are now. Associates can choose to work on campus on a voluntary basis, and staffing is limited to maintaining essential operations. Campus leadership is developing plans to move to Stage 2 once a state or local order changes.

Stage 2: Once a state or local order changes to allow businesses to re-open, the campus will set an official re-open date. Staffing levels will increase. Depending on the physical space of the campus, modified/hybrid schedules will be planned to allow for fewer people in the building to maintain appropriate social distancing. (For example, Admissions reps, GES, or FA could work three days per week on campus and two at home.) We will be flexible with associates that are uncomfortable coming back to work or have personal or family health concerns about COVID-19. As soon as Stage 2 begins, CP must communicate the start date for Stage 3 (*suggestion is two weeks from when the order changes*).

Stage 3: This will start at the date communicated by CP above. At this point all associates will be required to work the schedule outlined by their supervisor. Campus leadership determine if laid off employees are reinstated or reduced in force. Modified/hybrid schedules may still be in place, but they will be driven by campus leadership and not dictated by the employee. In-person admissions and FA meetings may resume on a limited basis.

Stage 4: This will be the "new normal". Classes will be offered in the steady state, which will likely be blended assuming all approvals have been received. In-person admissions and FA appointments fully resume in-person.





Re-Opening Checklist

Students, Associates, and Facility

#	STUDENTS	Initial When Complete
1	Class/Lab schedule by program is complete to allow for proper social distancing	
2	Make-up hours matrix is completed for each program	
3	Back-up hybrid program delivery option is established in the event a student needs to self-quarantine	
4	Referrals for counseling, community services, day care, etc. are available for distribution to students	
5	White Ribbon pins are ready for distribution	
6	Social distancing and mask wearing videos are playing in the lobby and/or have been sent via email to students	
7	"Letter to Students" and "Student Protocols" has been sent via email in preparation for re-opening to all active students	

#	ASSOCIATES	Initial When Complete
1	"Letter to Associates" and "Project Return Protocol for Associates" has been sent via email to all associates in preparation for re-opening	
2	Any associate returning to campus has signed the Project Return attestation in PayCom prior to working with students on campus	
3	Virtual All-Staff Meeting led by CP has been held to discuss re-opening expectations and procedures, and answer questions	
4	Ongoing communication plan from CP and leadership team is established. How often will associates hear from you and in what format	
5	Associate schedules are established including, if necessary, phasing associates back, staggered shifts and breaks, rotating days, policies for remote work if necessary	
6	Associates that have been laid-off are reinstated, including providing assistance with benefits in conjunction with the Benefits Coordinator at CSC	
7	Attendance policy has been communicated to all associates	





#	FACILITY	Initial When Complete
1	PPE (masks, gloves, face shields, etc.) inventory is sufficient, organized and ready for distribution	
2	Social distancing signage is in place	
3	Building access is restricted to as few entrances as possible, preferably one	
4	Temperature-Check station is in place at each entrance with appropriate protocol and staffing. A waiting area and protocols (waiting in cars, etc.) are established if necessary.	
5	Hand sanitizer is placed around campus	
6	Plexiglass barrier is installed in front lobby	
7	Cleaning and sanitation protocol and schedule are established in conjunction with Jay Scott and janitorial company. Includes additional day porters.	
8	Physical layout of each lab, classroom, and workspace has been assessed and maximum number of students/associates in each area is determined and posted	
9	Cubicles/desks are appropriately spaced to allow for adherence to social distancing guidelines	
10	Check-in/out log is in place for each lab	
11	Bathroom protocol is established – how many can use at a time, signage, supplies, etc.	
12	Videos of social distancing, hygiene and importance of wearing a mask should be played on a loop at the beginning of stage 2.	

STAGE 2 Anticipated Start Date: _____

STAGE 3 Anticipated Start Date: _____

STAGE 4 Anticipated Start Date: _____

I attest that all items above have been completed and the facility is ready to re-open to students:

Campus President

Date

APPROVAL:

RVPO

Date





GUIDELINES FOR RETURNING ASSOCIATES TO CAMPUS





Guidelines for Returning Concorde Associates to Campus

Project Return FAQ for Associates

Associate FAQ's are listed below. The PDF is within the resources page for you to print and provide to your associates. Please distribute and discuss with all associates.

Return to Work Practices for Employees

After returning to work:

- Temperatures will be taken before allowing entrance into the building.
- Wear a facemask at all times while in common areas or when in groups. You may bring a mask, or one will be provided.
- Please continue to adhere to social distancing rules.
- Adhere to hand hygiene, respiratory hygiene, and cough etiquette in [CDC's interim infection control guidance](#) (e.g., cover nose and mouth when coughing or sneezing, dispose of tissues in waste receptacles).
- If you are sick, please remain at home.
- Please report any COVID-19 exposure or your own diagnosis to your Manager immediately.

I do not feel safe at work from COVID-19, what should I do?

Employees who, in general, are worried about contracting COVID-19 are encouraged to wash their hands frequently, avoid touching their faces, wear a mask and maintain social distance.

Employees who are concerned may also contact the Employee Assistance Program. The Employee Assistance Program is a free and confidential service for employees and their dependents. Employees can visit www.ndbh.com → Resources → Self-help tools for the latest on COVID-19. You may also call 800-624-5544.

I am feeling overwhelmed and worried by the COVID 19 situation, what should I do?

Employees who are concerned may contact the Employee Assistance Program. The Employee Assistance Program is a free and confidential service for employees and their dependents. Employees can visit www.ndbh.com → Resources → Self-help tools for the latest on COVID-19. You may also call 800-624-5544.





If I am quarantined, am I expected to work remotely?

Employees who have the capacity to work remotely during quarantine should telecommute (with their manager's approval) and should speak with their manager regarding further guidance.

If an employee does not have the capacity or approval to work from home, then the employee should contact HR.

I am an employee: what should I do if I have been diagnosed as presumptive or confirmed with COVID-19?

You should immediately notify your Manager, Director, or Department Head of your circumstances and be prepared to provide your manager with the date you first began to have symptoms of COVID-19, when you last were physically at work, and anyone at work with whom you had direct contact.

As an employee, when am I able to return to work following a diagnosis of presumptive or confirmed diagnosis of COVID-19?

You should stay at home under the care of your primary care physician for the length of time recommended by your physician. No employee should return to work until at least 72 hours have passed since the last symptoms have cleared and you have been assessed by your provider and cleared to return to work.

Your Manager will be required to inform other employees who could have been in close contact with you that they may have been exposed to COVID-19. **At no time will your identity be disclosed to any co-workers by your Manager; that information will remain confidential and only the knowledge of the Manager and HR.** You may voluntarily share your information with whomever you choose.

A colleague became ill in the office or on Campus and went home. Do I need to be isolated or quarantined?

Not necessarily – we must rely on guidance from health care providers, because most situations in the workplace require unique responses.

Employees who are unwell or who start to feel unwell at work should stay at home or go home immediately, respectively. The most important thing employees can do is monitor their health and remain home when unwell.

If there is a presumed or confirmed case of COVID-19 in the workplace, Managers should contact their Campus President for next steps. Health care providers will determine the extent of necessary quarantine.





If a household member is sick, what should I do?

CDC guidelines recommend self-monitoring at home only when a household member has recently returned from a Level 3 country OR if the household member has a presumptive or confirmed case of COVID-19. Otherwise, employees may have the option to care for their immediate family member, as appropriate within guidelines; employees may also go to work, if unable or unapproved to telecommute, without restriction.

What should I do if I am not sick, but I have been in the proximity of someone who is under self-quarantine (i.e., the person does not have symptoms and was asked to self-quarantine because of their potential exposure to COVID-19)?

Being a “secondary contact” does not require you to be quarantined under current CDC guidelines. You would only be required to quarantine if you are in close contact with someone diagnosed with a presumptive or confirmed case of COVID-19 (e.g., a household member or someone recently returned from a Level 3 country). Employees should continue to monitor for symptoms. If you notice that you have symptoms, contact your primary health care provider, then your Manager and, if advised, stay home.

When should I be quarantined or isolated for 14 days?

Well employees are expected to work unless:

- The employee has cared for someone with a confirmed case of COVID-19 in your household during the last 14 days;
- A physician has recommended that an employee remain home due to potential exposure;
- The Campus/CSC sent the employee home due to potential exposure.

Employees who meet the criteria above must self-isolate, in accordance with CDC guidelines.

Employees in these circumstances should discuss the telecommuting options with their Manager and continue to work from home, if possible.

I felt fine when I came to work but then fell ill – what do I do?

Employees who feel unwell should immediately separate from others, inform their Manager of their illness, and go home. Employees who are concerned about their symptoms should immediately contact their primary health care provider. Employees who have recovered from an illness should contact their Manager when ready to return to work.





Should I cancel my personal travel plans because of coronavirus?

All personal international travel is strongly discouraged by Concorde and the U.S. Department of State. Personal domestic travel remains a personal choice but an abundance of caution concerning your health is suggested.

I am an employee, and my question is not addressed in these FAQs. Who should I contact?

- Employees may contact HR with additional questions, and HR will either answer your question or direct you to the appropriate office.
 - Tawnya Mason: tsmason@concorde.edu
 - Antiqueka Tubbs: atubbs@concorde.edu
 - Clayton Tyner: ctyner@concorde.edu





Campus President Letter to Associates

The letter below should go out from the Campus President to all campus associates. You can copy and paste the text from below and include your Concorde letterhead.

TO: Campus Associates

DATE:

SUBJECT: Campus Opening Details

I hope that this finds you all staying well. As we come to the end of the Stay-in-Place order for the state of _____, we are preparing to reopen our campus on _____. Thank you for all the work you have been doing to serve our students while working remote.

While the campus will reopen, we understand that some of you may have situations at home that will make returning to the office Monday difficult. We will be flexible with your return and will continue to allow those able to work remote, to do so through May 18th.

To ensure we are taking appropriate precautions the following will occur until further notice:

- All associates will be asked to enter through the main entrance; separate entrance from students may be used if possible.
- Masks must be worn upon entry as well as in common spaces
- Temperatures will be checked at the entrance (those with temps above the CDC guidelines will be asked to work from home and not return to the office until they are symptom free for 72 hours)
- Exposure to the virus will be reported to your supervisor or HR
- No in person group meetings will occur...Teams video conferences should continue until further guidance
- Social distancing will be followed at all times

Should you have questions, please contact your immediate supervisor.

Thank you in advance for your cooperation. Our goal remains to keep our students and associates' best interest in mind, remain healthy as an organization and minimize the spread of the virus.

Thank you,

Campus President





Attestation for Associates

The attestation below is in Paycom for all campus associates to sign prior to working with students on campus.

PROJECT RETURN **ATTESTATION FOR ASSOCIATES**



As I return to the worksite, I agree to follow the following **mandatory** protocols for Associates:

- I acknowledge that my temperature will be taken before allowing entrance into the building. This practice will be followed until further notice.
 - Non-Exempt associates will be paid for their time spent getting their temperature taken or any wait involved to do so.
 - Non-Exempt associates may use their phone to log in to Paycom when they enter the building.
- I will always wear a mask while in common areas or when in groups of two or more. I may bring a mask, or one will be provided.
- I will adhere to local social distancing rules.
- I will ask permission to enter another associates office.
- I will adhere to hand hygiene, respiratory hygiene, and cough etiquette in [CDC's interim infection control guidance](#) (e.g., cover nose and mouth when coughing or sneezing, dispose of tissues in waste receptacles).
- If I am sick, I will remain at home.
- I will report any COVID-19 exposure or my own COVID19 diagnosis to my Manager immediately.

As a Concorde associate, signing this policy is a condition of continued employment. Associate understands failure to comply with the required COVID-19 actions may result in disciplinary action, up to termination.

Signature

Date

**More information and resources about Concorde's COVID-19 protocols are posted on Connect.*





COVID-19 Absence Event Form- Associate Quarantine

COVID-19 ABSENCE EVENT FORM - ASSOCIATE QUARANTINE	
The purpose of this Form is to outline COVID-19-associated events.	
Definition and Range of COVID-19 Event:	
RED - Have symptoms of COVID-19 and are being tested or have been in contact with someone who has symptoms and tests positive for COVID-19	➔
	Take Sick Leave into Negative if necessary unless approved number of hours can be worked in quarantine
ORANGE - Schools are closed or other entity closed due to COVID-19 and Associate needs time to make arrangements for Childcare, etc to be able to come back to work. Critical Associates will be encouraged to keep this to reasonable timeframe	➔
	Take Vacation and Sick Leave unless approved number of hours can be worked from home. If Associate cannot work from home, once balances are depleted, it would be unpaid time, until further determination.
OTHER - Does not fall in one of the categories above - Explain in box to Right and HR will determine type of time off	<div style="border: 1px solid black; height: 40px; width: 100%;"></div>





Telecommuting Policy

The Telecommuting Policy can be found on Connect under HR policies or by reviewing the policy at a glance below.

TELECOMMUTING POLICY



Department: Human Resources
Policy Number: 08-040
Effective: 5/1/2020
Replaces: NEW

PURPOSE

Telecommuting allows employees to work at home, on the road or in a satellite location for all or part of their work week. Concorde Career Colleges, Inc. considers telecommuting to be a viable, flexible work option when both the employee and the job are suited to such an arrangement. Telecommuting may be appropriate for some employees and jobs but not for others. Telecommuting is not an entitlement, it is not a companywide benefit, and it in no way changes the terms and conditions of employment with Concorde.

POLICY

Telecommuting can be informal, such as working from home for a short-term project or on the road during business travel, or a formal, set schedule of working away from the office as described below. Either an employee or a supervisor can suggest telecommuting as a possible work arrangement.

While employees and supervisors have the freedom to develop arrangements tailored to employee and departmental needs, the following basic requirements must be met:

- Associates must be able to carry out the same duties, assignments, and other work obligations at their home office as they do when working on Concorde's premises.
- Associates must be available to their supervisors and co-workers during business work hours.
- Associates must be available to attend scheduled meetings and participate in other required office activities at the home office as needed. Except for extraordinary circumstances, Concorde will normally provide at least 24 hours' notice for such events.
- Associates must arrange for childcare during their work hours. Extenuating circumstances are the exception to this rule, in which case requires prior approval from the associate's supervisor.

Any long-term telecommuting arrangement made will be on a trial basis for the first three months and may be discontinued at will and at any time at the request of either the telecommuter or the organization. Every effort will be made to provide 30 days' notice of such change to accommodate commuting, childcare and other issues that may arise from the termination of a telecommuting arrangement. There may be instances, however, when no notice is possible.

Eligibility

Before entering any telecommuting arrangement, the associate and manager, with the assistance of the Human Resource department, will evaluate the suitability of such an arrangement, reviewing the following areas:





- Associate suitability - The employee and manager will assess the needs and work habits of the employee, compared to traits customarily recognized as appropriate for successful telecommuters. Associates must be self-motivated, self-reliant and disciplined. Associates must also possess strong communication, time-management and organizational skills.
- Job responsibilities - The associate and manager will discuss the job responsibilities and determine if the job is appropriate for a telecommuting arrangement. Associates must be able to carry out the same duties, assignments, and other work obligations at their home office as they do when working on Concorde's premises.
- Equipment needs, workspace design considerations and scheduling issues. The employee and manager will review the physical workspace needs and the appropriate location for the telework.
- Tax and other legal implications - The employee must determine any tax or legal implications under IRS, state and local government laws, and/or restrictions of working out of a home-based office. Responsibility for fulfilling all obligations in this area rests solely with the employee.

Telecommuters are expected to be available for regular interaction by phone and e-mail between the employee and the manager, and weekly face-to-face meetings to discuss work progress and problems. The manager and telecommuter will communicate at a level consistent with employees working at the office or in a manner and frequency that is appropriate for the job and the individuals involved.

Telecommuting is not intended to serve as a substitute or replacement for child or adult care. If children or adults in need of primary care are in the alternate work location during employees' work hours, some other individual must be present to provide the care. Although an individual employee's schedule may be modified to accommodate childcare needs, the focus of the arrangement must remain on job performance and meeting business demands. Prospective telecommuters are encouraged to discuss expectations of telecommuting with family members prior to accepting the arrangement.

Supervisors may require employees to report to a Concorde location, as needed, for work-related meetings or other events or may meet with employee in the alternate work location as needed, to discuss work progress or other work-related issues.

Equipment

On a case-by-case basis, Concorde will determine, with information supplied by the employee and the supervisor, the appropriate equipment needs (including hardware, software, modems, phone and data lines and other office equipment) for each telecommuting arrangement. The human resource and information system departments will serve as resources in this matter. Concorde will maintain any equipment supplied by the organization. Employees will maintain equipment supplied by the employee, if deemed appropriate by the organization. Concorde accepts no responsibility for damage or repairs to employee-owned equipment. Concorde reserves the right to make determinations as to appropriate equipment, subject to change at any time. Equipment supplied by the organization is to be used for business purposes only. The telecommuter must sign an inventory of all Concorde property received and agree to take appropriate action to protect the items from damage or theft. Upon termination of employment, all company property will be returned to the company, unless other arrangements have been made.

The employee will establish an appropriate work environment within his or her home for work purposes. Concorde will not be responsible for costs associated with the setup of the employee's home office, such as remodeling, furniture or lighting, nor for repairs or modifications to the home office space.

Security

Consistent with the organization's expectations of information security for employees working at the office, telecommuting employees will be expected to ensure the protection of proprietary company and customer information accessible from their home office. Steps include the use of locked file cabinets and desks, regular password maintenance, and any other measures appropriate for the job and the environment.

Safety

Federal OSHA regulations apply to work performed by an employee in any workplace within the United States, including a workplace located in the employee's home. Concorde requires safe working conditions for associates. Noncompliance with OSHA regulations may result in disciplinary action, including the discontinuation of the telecommuting agreement, up to termination of employment.

Injuries sustained by the employee in a home office location and in conjunction with his or her regular work duties are normally covered by the company's workers' compensation policy. Telecommuting employees are responsible for notifying





the employer of such injuries as soon as practicable. The employee is liable for any injuries sustained by visitors to his or her home worksite.

Time Worked

Telecommuting employees who are not exempt from the overtime requirements of the Fair Labor Standards Act will be required to accurately record all hours worked using Concorde's time-keeping system. Hours worked in excess of those scheduled per day and per workweek require the advance approval of the telecommuter's supervisor. Failure to comply with this requirement may result in the immediate termination of the telecommuting agreement and further disciplinary action.

Ad Hoc Arrangements

Temporary telecommuting arrangements may be approved for circumstances such as inclement weather, special projects or business travel. These arrangements are approved on an as-needed basis only, with no expectation of ongoing continuance. All informal telecommuting arrangements are made on a case-by-case basis, focusing first on the business needs of the organization.





GUIDELINES FOR RETURNING STUDENTS TO CAMPUS





Guidelines for Returning Students to Campus

Project Return for Students

As we work through the stages of re-opening, keeping students informed of the updates will be critical. It is highly suggested that we send email updates, have a calling plan and texting plan to communicate with students. **As you begin stage 2**, Jami Frazier, COO & President of Concorde Career Colleges will send out a video to all students and associates with an organizational message by May 8th 2020. Then shortly thereafter (by May 12th), the Campus President is expected to send the following letter via email to each student. The Student Protocol document should be sent to students a few days prior to re-opening. The same document can be posted on social media and within CANVAS (timing will vary depending on your market). As your campus begins a new stage, the Campus President will send out a new letter informing students via email. It is recommended to host a virtual Town Hall meeting to showcase the visual social distancing set up for classrooms and labs. Each member of the Campus Leadership team should take a group of students and be responsible to follow up with them. When the Campus Leadership outreaches to them, we should remind them of the following:

- Reiterate the Campus President letter, document accordingly
- Reiterate that their safety along with our associates is our top priority
- Remind students to communicate with us when you have questions or concerns regarding this transition.
- Provide community referrals/resources if needed (Daycare, transportation, counseling, and health services, etc.)

Any concerns or questions should be shared with the Campus Leadership team so we can work together to develop the most accurate response for the student. The Student Resource Guidebook should be kept up to date to include a minimum of three local counseling referrals and be located on a shared drive where Campus Leadership can access it easily. The campus may desire an on-site counselor during first full days back on campus (*optional*).

There should be a process for remote learning should there be a need (student needs to self-quarantine). Plans should include a *hybrid* option (remote and on campus) in the event a student must self-quarantine and would like to continue their education.

If you have a student who is uncomfortable returning to the campus and cannot pursue a hybrid option, discuss options with the Campus Leadership team such as going on an approved LOA (*core programs*) or being withdrawn for COVID-19 related reasons, if applicable.





Campus President Letter to Students

The letter below can be sent from the Campus President to the students via email. It is suggested to accompany the letter by providing video announcements during their virtual classes within Canvas (popping in and speaking with the students for a few minutes).

Dear (Student Name):

I hope this letter finds you and your family safe and well. During distance learning, you have continued your education and stayed focused on your goal! As we prepare to transition back to the campus, initially in a limited format, we wanted to provide you with some of the preparations behind the scenes. First and foremost, we are working to balance your desire to complete your education, while striving to provide a safe environment for our Concorde community. In addition, you should know all of our plans are in accordance with state and county ordinances. Please be assured that we will update you along the way.

When classes resume at the campus, students must adhere to the following mandatory protocols:

- Enter the facility only through entrances designated to be entry checkpoints
- Receive a temperature check, for the foreseeable future, via a “No Touch Forehead” digital device. Temperature reading must meet the Center of Disease Control (CDC) guidelines in order to proceed to class. Students are recommended to take their temperature at home prior to leaving for class to ensure their temperature is below 100.4. If you arrive at the school and are turned away for a temperature of 100.4 or above, we cannot ensure the privacy of this fact given other students will be in line with you).
- Masks must be worn in class and common areas (students may wear their own cloth mask or use the Concorde issued masks). Masks must be laundered/hand washed daily, per CDC recommendation and are considered an extension of the Concorde uniform. Patient Clinic protocols may vary
- Social distancing (6 feet/2 arm lengths) should be practiced at all times (in and out of the classroom)
- Restroom facilities will have limited capacity and students may utilize as space permits
- Remain at home if sick
- Report any COVID-19 exposure immediately to the Program Director or Academic Dean.

Making our campus safe and secure will take all of us and we can make this happen by keeping this in mind – **Wash Your Hands, Mask your Face, Mind your Space!** If you have questions, don’t hesitate to contact me.

While we do not have a definitive date for re-opening the campus, you will hear from me soon with more information. Looking forward to seeing you soon!

XXXXX

Campus President- Campus Location





Protocol for Students

The PDF version of this document is located within the resource's pages of this guidebook. Send this to your students a couple days prior to opening. Please ensure this is sent to new & re-entry students so they know what the expectations are when they are on campus.



PROCEDURES FOR STUDENTS CONCERNING COVID-19 PRECAUTIONS

When you arrive on campus, the following mandatory protocols will apply to each student while he/she is at the school. These protocols are in alignment with the recommendations for healthcare facilities:

- Everyone must enter through designated entry checkpoints; temperature checks will be taken prior to entering the building. This practice will be followed until further notice
 - We recommend arriving early to class given the number of students entering the school
 - Students are recommended to take their temperature at home prior to leaving for class to ensure their temperature is below 100.4. If you arrive at the school and are turned away for a temperature of 100.4 or above, we cannot ensure the privacy of this fact given other students will be in line with you).
- Masks must be worn at all times to include when in class, the common areas and when in groups of two or more. You may bring a mask, or one will be provided
- Local social distancing rules will apply
- Please ask for permission before you enter a school staff member's office, to ensure they are masked
- Proper hand hygiene, respiratory hygiene, and cough etiquette, listed in CDC's interim infection control guidance (e.g., cover nose and mouth when coughing or sneezing, dispose of tissues in waste receptacles), are expected
- Remain at home, if sick and contact your Instructor or Program Director
- Any COVID-19 exposure or COVID-19 diagnosis experienced by you, should be reported immediately to your Instructor, Program Director or Academic Dean

As a Concorde student, adhering to these mandatory procedures is a condition of continuing as a student. The Concorde student understands that failure to comply with the required COVID-19 protocols above may result in disciplinary action, up to termination from his/her program of study.





Limited Lab Return Guidelines

Requirements for Limited Student Return to Lab

1. Students may only be returned to campus to complete lab hours/competencies in compliance with local state or community restrictions, and the plan must be approved prior to implementation by your RVPO.
2. The maximum number of students permitted on campus/in lab(s) must allow for enough space for social distancing practices between all students/instructors. Maximum would be 10 students plus one instructor. If you feel that your campus space would allow for a larger number of students, approval is needed from the RVPO.
3. All individuals on campus (students and associates) must follow correct PPE practices; and,
 - a. Every student must be issued level 1 masks upon entry to the building.
 - b. All individuals must wear level 1 masks (or better) while on campus.
4. Access to the campus should be restricted to as few as possible and preferably only one. If a additional entrances are required please reach out to the RVPO to discuss.
5. At least one individual issued a “No Touch Forehead Digital Thermometer*” must be stationed at each entry point to the campus. ALL individuals entering the building must have temperature checked. Anyone exceeding the CDC temperature guidelines will not be permitted on campus. Any individual leaving the building for any reason must have temperature measured upon re-entry to the building. Anyone who has a fever will receive a card with instructions on what to do next.
 - a. Depending on the layout of your campus, the weather, and the number of students and associates on campus at any given time, you may need to consider additional measures for managing lines that may form at the temperature check stations. These measures could include staggering work and lab schedules, a separate entrance for associates, floor stickers or tape to maintain appropriate social distancing, an indoor waiting area with appropriate social distancing, waiting in cars and being called to the temperature station, etc.
6. Wherever appropriate campuses must order and place notifications to assist in observing and enforcing social distancing and other safety measures.
7. A schedule must be developed by program and approved by the Campus President to allow for:
 - a. Appropriate faculty prep time
 - b. Total number of students on campus at any given time
 - c. Student access to labs
 - d. Sanitization schedule
8. A sufficient number of hand sanitizer stations must be placed around the campus and used in accordance with CDC recommendations.
9. Plexiglass barriers must be ordered and placed (as soon as available) as appropriate both in the campus lobby and as appropriate in labs. See specific PPE and safety protocols for programs with patient facing labs or clinics.
10. Students must be scheduled for a specific time period in lab according to hours/competencies that must be completed.
11. Students are not permitted to arrive more than 5 minutes before their scheduled lab time and must leave campus immediately after lab time is completed. Students may not congregate in hallways or break rooms.





12. A check in time/check out time log must be kept for all students in each lab. This is in addition to the normal student roster for attendance purposes.
13. Cleaning and sanitization of labs and other accessible areas must be completed before and after student attendance.
 - a. A cleaning solution approved by Concorde must be used.
 - b. As part of their training, and under the close supervision of the instructor, students should complete cleaning and sanitization of lab areas as the last task before completing each scheduled time period.
 - c. A detailed daily log of cleaning and sanitization must be completed by the instructor. Log must contain the date and time of the cleaning, name(s) of student(s) completing the cleaning and signed and dated by the instructor.

Strategy for Limited Student Return to Lab

1. Program Directors/Instructors should create a matrix of all students by program and course for those requiring makeup
 - a. Matrix must include list of competencies requiring makeup by student
 - b. Students must be allowed sufficient training and practice time to be able to successfully complete each competency
 - c. Students do NOT need to complete hour for hour makeup but DO NEED to be able to satisfactorily perform each competency to pass the course
2. Labs will be scheduled for the following student groups, in order, following items 10 through 13 above:
 - a. Students able to graduate upon completion of lab competencies
 - b. Students with the fewest number of competencies to make up to receive a grade for a course
 - c. Oldest course with an incomplete
3. Labs schedules may include nights and weekends in order to accommodate sufficient makeup time.
 - a. Academic Dean and Program Directors must strategize on available lab times and Campus President must approve before contacting students.
 - b. When contacting the student groups in item 2 above, make available lab times known to the student and confirm that they will attend at specific times.
4. Students requiring makeup competencies from different courses in the same program may be scheduled together in lab as long as the supervising instructor is qualified to teach for all courses with students present in lab.

Reach out to Christiana McPhail or Graham Nott for assistance with planning lab rotations, etc.

** Please reach out to Jay Scott for procurement of items such as thermometers, plexiglass barriers, approved cleaning supplies and other safety/sanitization items. Please note that digital thermometers have been ordered and are scheduled to ship on Monday May 4th, 2020 with an expected arrival of May 8th, 2020. Each campus will receive five units.*





FACILITY GUIDELINES





Facility Readiness Guidelines

It is recommended to play a video on a loop of social distancing, wearing a face mask, and maintaining hygiene, etc.

THERMOMETERS: These have been ordered and are scheduled to arrive at each campus by May 8th, 2020. Each campus will receive a minimum of five thermometers. As discussed, you will need to limit the number of entrances into your campus to ensure that the temperatures are checked for all students, staff and visitors.

PLEXIGLASS Barriers for Reception Area: Each campus will be receiving a Countertop Barrier for the receptionist counter. This should arrive no later than May 13th, 2020.

PPE: Continue to order PPE through Workplace. Please notify Jay Scott directly if you are not receiving items that are needed. Each campus will be receiving additional PPE items such as masks, gloves, sanitizer, etc. as we identify additional sources. Face shields have been shipped and should arrive at your campuses the week of May 3rd, 2020.

FACEMASKS: An initial order of Concorde facemasks has been placed with more to come. Each campus will receive an initial shipment within the next few weeks. We will get this set up in Workplace for you to reorder as needed.

DH CLINICS: For each campus that has Dental Hygiene, you will be contacted by a contractor ASAP to determine the best way to install protective barriers around each operatory.

BATHROOMS: Depending on the layout of your campus bathrooms, you will need to develop a plan to maintain social/safe distancing. We recommend you close every other stall, urinal and sink. Those waiting outside the bathrooms would need to maintain a 6-foot distance between each other. I would recommend staggering breaks between classes. The bathrooms, especially touch points such as dispensers, faucets, etc. should be sanitized multiple times through the day.

JANITORIAL: You will need to increase the hours for day porter service with additional focus on keeping the bathrooms, classrooms, and labs clean throughout the day with a focus on all touchable surfaces. Let Jay Scott know if you need assistance with janitorial companies/landlords.

BIO SPRAYERS: CSC is researching the use of sprayers as a more time efficient way of disinfecting the space in our buildings. Memphis will pilot this and report back to CSC before we extend to other locations.





Resources

Please refer to the bookmarks within the PDF to review each resource available to your team. Reach out to your RVPO if you have any questions.

- Protocol for Associates pg. 27
- Preventing the Spread of COVID-19 by CDC- pg. 31
- Prevention Guidelines by CDC- pg. 33
- 10 steps to reduce the risk- pg. 35
- How to cope with Anxiety by New Directions- pg. 36
- Returning to Work after a Pandemic- pg. 37
- What to do if someone tests positive- pg. 71
- Returning Employees to work- Employer Guide- pg. 72
- Dental Hygiene Guide by ADA- pg. 88
- Computer/Lab Cleaning Log- pg. 105
- Student Check in/out Log- pg. 106
- Cleaning & Disinfecting Guide by CDC- pg. 107
- Higher Education FAQ for Administrators- pg. 118
- Social Distancing- Seat Unavailable- pg. 123
- Fever Cards- pg. 124
- Student Protocols- pg. 125
- Concorde Poster COVID-19 with CDC Guidelines- pg. 126
- CP Letter to Students- can be found within the Resources folder
- CP Letter to Associates- can be found within the Resources folder



PROJECT RETURN

PROTOCOL FOR ASSOCIATES



Return to Work Practices for Employees

After returning to work:

- Temperatures will be taken before allowing entrance into the building.
- Wear a facemask at all times while in common areas or when in groups. You may bring a mask or one will be provided.
- Please continue to adhere to social distancing rules.
- Adhere to hand hygiene, respiratory hygiene, and cough etiquette in [CDC's interim infection control guidance](#) (e.g., cover nose and mouth when coughing or sneezing, dispose of tissues in waste receptacles).
- If you are sick, please remain at home.
- Please report any COVID-19 exposure or your own diagnosis to your Manager immediately.

I do not feel safe at work from COVID-19, what should I do?

Employees who, in general, are worried about contracting COVID-19 are encouraged to wash their hands frequently, wear a mask, avoid touching their faces, and maintain social distance.

Employees who are concerned may also contact the Employee Assistance Program. The Employee Assistance Program is a free and confidential service for employees and their dependents. Employees can visit www.ndbh.com → Resources → Self-help tools for the latest on COVID-19. You may also call 800-624-5544.

I am feeling overwhelmed and worried by the COVID 19 situation, what should I do?

Employees who are concerned may contact the Employee Assistance Program. The Employee Assistance Program is a free and confidential service for employees and their dependents. Employees can visit www.ndbh.com → Resources → Self-help tools for the latest on COVID-19. You may also call 800-624-5544.

If I am quarantined, am I expected to work remotely?

Employees who have the capacity to work remotely during quarantine should telecommute (with their manager's approval) and should speak with their manager regarding further guidance.

If an employee does not have the capacity or approval to work from home, then the employee should contact HR.

I am an employee: what should I do if I have been diagnosed as presumptive or confirmed with COVID-19?

You should immediately notify your manager, director, or department head of your circumstances and be prepared to provide your manager with the date you first began to have symptoms of COVID-19, when you last were physically at work, and anyone at work with whom you had direct contact.



As an employee, when am I able to return to work following a presumptive or confirmed diagnosis of COVID-19?

You should stay at home under the care of your primary care physician for the length of time recommended by your physician. No employee should return to work until at least 72 hours have passed since the last symptoms have cleared and you have been assessed by your provider and cleared to return to work.

Your manager will be required to inform other employees who could have been in close contact with you that they may have been exposed to COVID-19. **At no time will your identity be disclosed to any co-workers by your manager; that information will remain confidential and only the knowledge of the manager and HR.** You may voluntarily share your information with whomever you choose.

A colleague became ill in the office or on Campus and went home. Do I need to be isolated or quarantined?

Not necessarily – we must rely on guidance from health care providers, because most situations in the workplace require unique responses.

Employees who are unwell or who start to feel unwell at work should stay at home or go home immediately, respectively. The most important thing employees can do is monitor their health and remain home when unwell.

If there is a presumed or confirmed case of COVID-19 in the workplace, managers should contact their Campus President for next steps. Health care providers will determine the extent of necessary quarantine.

If a household member is sick, what should I do?

CDC guidelines recommend self-monitoring at home only when a household member has recently returned from a Level 3 country OR if the household member has a presumptive or confirmed case of COVID-19. Otherwise, employees may have the option to care for their immediate family member, as appropriate within guidelines; employees may also go to work, if unable or unapproved to telecommute, without restriction.

What should I do if I am not sick but I have been in the proximity of someone who is under self-quarantine (i.e., the person does not have symptoms and was asked to self-quarantine because of their potential exposure to COVID-19)?

Being a “secondary contact” does not require you to be quarantined under current CDC guidelines. You would only be required to quarantine if you are in close contact with someone diagnosed with a presumptive or confirmed case of COVID-19 (e.g., a household member or someone recently returned from a Level 3 country). Employees should continue to monitor for symptoms. If you notice that you have symptoms, contact your primary health care provider, then your manager and, if advised, stay home.



When should I be quarantined or isolated for 14 days?

Well employees are expected to work unless:

- The employee has cared for someone with a confirmed case of COVID-19 in your household during the last 14 days;
- A physician has recommended that an employee remain home due to potential exposure;
- The Campus/CSC sent the employee home due to potential exposure.

Employees who meet the criteria above must self-isolate, in accordance with CDC guidelines. Employees in these circumstances should discuss the telecommuting options with their manager and continue to work from home, if possible.

I felt fine when I came to work but then fell ill – what do I do?

Employees who feel unwell should immediately separate from others, inform their manager of their illness, and go home. Employees who are concerned about their symptoms should immediately contact their primary health care provider. Employees who have recovered from an illness should contact their manager when ready to return to work.

Should I cancel my personal travel plans because of coronavirus?

All personal international travel is strongly discouraged by Concorde and the U.S. Department of State. Personal domestic travel remains a personal choice but an abundance of caution concerning your health is suggested.

I am an employee, and my question is not addressed in these FAQs. Who should I contact?

Employees may contact HR with additional questions, and HR will either answer your question or direct you to the appropriate office.

- Email **Tawnya Mason**: tsmason@concorde.edu
- Email **Antiqueka Tubbs**: atubbs@concorde.edu
- Email **Clayton Tyner**: ctyner@concorde.edu



I am an employee, and my question is not addressed in these FAQs. Who should I contact?

Employees may contact HR with additional questions, and HR will either answer your question or direct you to the appropriate office.

- Email **Tawnya Mason**: tsmason@concorde.edu
- Email **Antiqueka Tubbs**: atubbs@concorde.edu
- Email **Clayton Tyner**: ctyner@concorde.edu

Prevent the spread of COVID-19 if you are sick

Accessible version: <https://www.cdc.gov/coronavirus/2019-ncov/if-you-are-sick/steps-when-sick.html>

If you are sick with COVID-19 or think you might have COVID-19, follow the steps below to help protect other people in your home and community.

Stay home except to get medical care.

- **Stay home.** Most people with COVID-19 have mild illness and are able to recover at home without medical care. Do not leave your home, except to get medical care. Do not visit public areas.
- **Take care of yourself.** Get rest and stay hydrated.
- **Get medical care when needed.** Call your doctor before you go to their office for care. But, if you have trouble breathing or other concerning symptoms, call 911 for immediate help.
- **Avoid public transportation, ride-sharing, or taxis.**



Separate yourself from other people and pets in your home.

- **As much as possible, stay in a specific room** and away from other people and pets in your home. Also, you should use a separate bathroom, if available. If you need to be around other people or animals in or outside of the home, wear a cloth face covering.
 - See COVID-19 and Animals if you have questions about pets: <https://www.cdc.gov/coronavirus/2019-ncov/faq.html#COVID19animals>



Monitor your symptoms.

- **Common symptoms of COVID-19 include fever and cough.** Trouble breathing is a more serious symptom that means you should get medical attention.
- **Follow care instructions from your healthcare provider and local health department.** Your local health authorities will give instructions on checking your symptoms and reporting information.



If you develop **emergency warning signs** for COVID-19 get **medical attention immediately.**

Emergency warning signs include*:

- Trouble breathing
- Persistent pain or pressure in the chest
- New confusion or not able to be woken
- Bluish lips or face

*This list is not all inclusive. Please consult your medical provider for any other symptoms that are severe or concerning to you.

Call 911 if you have a medical emergency. If you have a medical emergency and need to call 911, notify the operator that you have or think you might have, COVID-19. If possible, put on a facemask before medical help arrives.

Call ahead before visiting your doctor.

- **Call ahead.** Many medical visits for routine care are being postponed or done by phone or telemedicine.
- **If you have a medical appointment that cannot be postponed, call your doctor's office.** This will help the office protect themselves and other patients.



If you are sick, wear a cloth covering over your nose and mouth.

- **You should wear a cloth face covering over your nose and mouth** if you must be around other people or animals, including pets (even at home).
- You don't need to wear the cloth face covering if you are alone. If you can't put on a cloth face covering (because of trouble breathing for example), cover your coughs and sneezes in some other way. Try to stay at least 6 feet away from other people. This will help protect the people around you.



Note: During the COVID-19 pandemic, medical grade facemasks are reserved for healthcare workers and some first responders. You may need to make a cloth face covering using a scarf or bandana.



[cdc.gov/coronavirus](https://www.cdc.gov/coronavirus)

Cover your coughs and sneezes.

- **Cover your mouth and nose** with a tissue when you cough or sneeze.
- **Throw used tissues** in a lined trash can.
- **Immediately wash your hands** with soap and water for at least 20 seconds. If soap and water are not available, clean your hands with an alcohol-based hand sanitizer that contains at least 60% alcohol.



Clean your hands often.

- **Wash your hands often** with soap and water for at least 20 seconds. This is especially important after blowing your nose, coughing, or sneezing; going to the bathroom; and before eating or preparing food.
- **Use hand sanitizer** if soap and water are not available. Use an alcohol-based hand sanitizer with at least 60% alcohol, covering all surfaces of your hands and rubbing them together until they feel dry.
- **Soap and water are the best option**, especially if your hands are visibly dirty.
- **Avoid touching** your eyes, nose, and mouth with unwashed hands.



Avoid sharing personal household items.

- **Do not share** dishes, drinking glasses, cups, eating utensils, towels, or bedding with other people in your home.
- **Wash these items thoroughly after using them** with soap and water or put them in the dishwasher.



Clean all “high-touch” surfaces everyday.

- **Clean and disinfect** high-touch surfaces in your “sick room” and bathroom. Let someone else clean and disinfect surfaces in common areas, but not your bedroom and bathroom.
- **If a caregiver or other person needs to clean and disinfect** a sick person’s bedroom or bathroom, they should do so on an as-needed basis. The caregiver/other person should wear a mask and wait as long as possible after the sick person has used the bathroom.



High-touch surfaces include phones, remote controls, counters, tabletops, doorknobs, bathroom fixtures, toilets, keyboards, tablets, and bedside tables.

- **Clean and disinfect areas that may have blood, stool, or body fluids on them.**

- **Use household cleaners and disinfectants.** Clean the area or item with soap and water or another detergent if it is dirty. Then use a household disinfectant.
 - Be sure to follow the instructions on the label to ensure safe and effective use of the product. Many products recommend keeping the surface wet for several minutes to ensure germs are killed. Many also recommend precautions such as wearing gloves and making sure you have good ventilation during use of the product.
 - Most EPA-registered household disinfectants should be effective.

How to discontinue home isolation

- People **with COVID-19 who have stayed home (home isolated)** can stop home isolation under the following conditions:
 - **If you will not have a test** to determine if you are still contagious, you can leave home after these three things have happened:
 - You have had no fever for at least 72 hours (that is three full days of no fever without the use of medicine that reduces fevers)AND
 - other symptoms have improved (for example, when your cough or shortness of breath has improved)AND
 - at least 7 days have passed since your symptoms first appeared.
 - **If you will be tested** to determine if you are still contagious, you can leave home after these three things have happened:
 - You no longer have a fever (without the use of medicine that reduces fevers)AND
 - other symptoms have improved (for example, when your cough or shortness of breath has improved)AND
 - you received two negative tests in a row, 24 hours apart. Your doctor will follow CDC guidelines.



In all cases, follow the guidance of your healthcare provider and local health department. The decision to stop home isolation should be made in consultation with your healthcare provider and state and local health departments. Local decisions depend on local circumstances.

How to Protect Yourself and Others

Know how it spreads



- There is currently no vaccine to prevent coronavirus disease 2019 (COVID-19).
- **The best way to prevent illness is to avoid being exposed to this virus.**
- The virus is thought to spread mainly from person-to-person.
 - » Between people who are in close contact with one another (within about 6 feet).
 - » Through respiratory droplets produced when an infected person coughs, sneezes or talks.
 - » These droplets can land in the mouths or noses of people who are nearby or possibly be inhaled into the lungs.
 - » Some recent studies have suggested that COVID-19 may be spread by people who are not showing symptoms.

Everyone should

Clean your hands often



- **Wash your hands** often with soap and water for at least 20 seconds especially after you have been in a public place, or after blowing your nose, coughing, or sneezing.
- If soap and water are not readily available, **use a hand sanitizer that contains at least 60% alcohol.** Cover all surfaces of your hands and rub them together until they feel dry.
- **Avoid touching your eyes, nose, and mouth** with unwashed hands.

Avoid close contact



- **Avoid close contact** with people who are sick.
- **Stay at home as much as possible.**
- **Put distance between yourself and other people.**
 - » Remember that some people without symptoms may be able to spread virus.
 - » This is especially important for **people who are at higher risk of getting very sick.** www.cdc.gov/coronavirus/2019-ncov/need-extra-precautions/people-at-higher-risk.html



[cdc.gov/coronavirus](https://www.cdc.gov/coronavirus)

Cover your mouth and nose with a cloth face cover when around others



- **You could spread COVID-19 to others** even if you do not feel sick.
- **Everyone should wear a cloth face cover when they have to go out in public**, for example to the grocery store or to pick up other necessities.
 - » Cloth face coverings should not be placed on young children under age 2, anyone who has trouble breathing, or is unconscious, incapacitated or otherwise unable to remove the mask without assistance.
- **The cloth face cover is meant to protect other people** in case you are infected.
- Do **NOT** use a facemask meant for a healthcare worker.
- Continue to **keep about 6 feet between yourself and others**. The cloth face cover is not a substitute for social distancing.

Cover coughs and sneezes

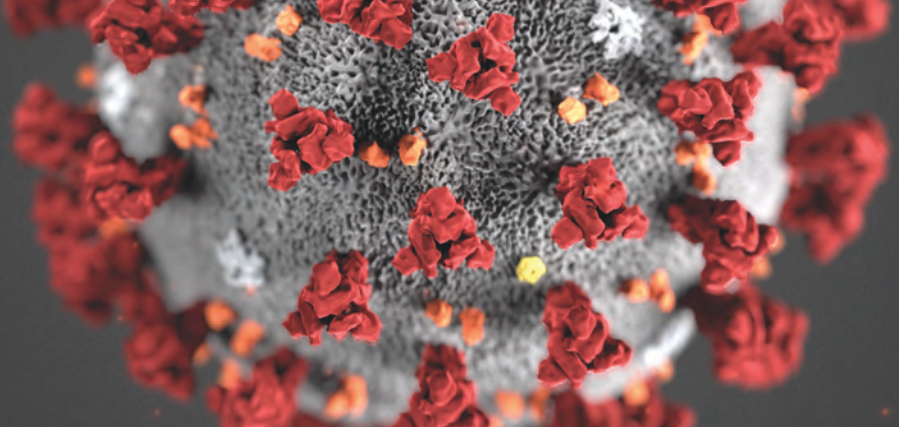


- **If you are in a private setting and do not have on your cloth face covering, remember to always cover your mouth and nose** with a tissue when you cough or sneeze or use the inside of your elbow.
- **Throw used tissues** in the trash.
- Immediately **wash your hands** with soap and water for at least 20 seconds. If soap and water are not readily available, clean your hands with a hand sanitizer that contains at least 60% alcohol.

Clean and disinfect



- **Clean AND disinfect frequently touched surfaces** daily. This includes tables, doorknobs, light switches, countertops, handles, desks, phones, keyboards, toilets, faucets, and sinks. www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/disinfecting-your-home.html
- **If surfaces are dirty, clean them:** Use detergent or soap and water prior to disinfection.



Ten Steps All Workplaces Can Take to Reduce Risk of Exposure to Coronavirus

All workplaces can take the following infection prevention measures to protect workers:

- 1** Encourage workers to stay home if sick.
- 2** Encourage respiratory etiquette, including covering coughs and sneezes.
- 3** Provide a place to wash hands or alcohol-based hand rubs containing at least 60% alcohol.
- 4** Limit worksite access to only essential workers, if possible.
- 5** Establish flexible worksites (e.g., telecommuting) and flexible work hours (e.g., staggered shifts), if feasible.
- 6** Discourage workers from using other workers' phones, desks, or other work tools and equipment.
- 7** Regularly clean and disinfect surfaces, equipment, and other elements of the work environment.
- 8** Use Environmental Protection Agency (EPA)-approved cleaning chemicals with label claims against the coronavirus.
- 9** Follow the manufacturer's instructions for use of all cleaning and disinfection products.
- 10** Encourage workers to report any safety and health concerns.

For more information, visit www.osha.gov/coronavirus or call 1-800-321-OSHA (6742).



Feeling overwhelmed about an outbreak? New Directions can help.

When talk of a virus outbreak hits close to home, it's normal to feel stressed about a potential pandemic and emerging health crisis. No matter how you're feeling, New Directions can help.

[Visit ndbh.com](#) → [Resources](#) → [Self-help tools for the latest on COVID-19.](#)

Access the Health Resource Library for the latest on the virus, including the flu. Here you'll find:

- Resources related to the current spread of the illness
- Steps to take to prepare a viral outbreak in your community
- Ways to prevent spreading the infection
- Typical ways people respond to traumatic exposure
- The difference between a virus or bacterium

[Try these tips if you're feeling overwhelmed or fearful about an outbreak.](#)

1. Don't inflate the risk

Our brains are used to taking something that is made to sound scary and unknown, and inflating the risk of it actually happening to us. It's a part of our brain's intrinsic, built-in fight-or-flight response. Big and scary gets attention. Ordinary but also potentially bad for our well-being gets less attention.

2. Take normal, healthy precautions

Both flu and coronaviruses are spread through everyday contact, through touch, a cough or a sneeze. If you're sick, stay home and don't go to work. If you're not sick, avoid close contact with a person who is and engage in healthy habits when it comes to cleanliness. Wash your hands regularly and thoroughly. Carry a small travel-sized bottle of hand sanitizer with you and use it regularly.

3. Avoid over-consumption of media

Limit your consumption of media and stories related to the outbreak. Scientists and public health officials are working overtime to better understand the virus and are looking at ways to limit its impact. Trust in their work and efforts. If you need updates, check out a government resource for the best, most accurate information, such as the U.S. [Centers for Disease Control and Prevention](#) (CDC).

4. Use your past coping skills

Use what's worked in the past to help manage anxious feelings. Maybe it's engaging in self-talk, to undo the irrational thoughts coming into your head with rational, fact-based responses. Whatever works to help relieve your stress and reduce your anxiety.

Remember, outbreaks like this do occur from time to time throughout the world. While they can be very scary — you don't have to go through this alone. Call the behavioral health number on the back of your insurance card to talk to a mental health professional or check if your employer has an Employee Assistance Program. Visit [ndbh.com](#) for more resources.

New Directions maintains a Business Continuity Plan that includes procedures for epidemic/pandemic illness for all New Directions service center areas. New Directions is monitoring the state of the Coronavirus outbreak through the CDC and WHO and will begin to implement internal procedures if the outbreak reaches a point deemed an epidemic and/or absenteeism affects more than 25% of the employee workforce. New Directions has the capability to re-distribute contact center calls within minutes using established protocols which designate backups for clinical care management activities. Current education and regular communication is available to members and partners through account management, social and web distribution channels.

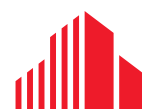
New Directions is here for you.

We're available to support you 24 hours a day, 7 days a week.

RECOVERY READINESS

A HOW-TO GUIDE FOR REOPENING YOUR WORKPLACE

Version 1.0



**CUSHMAN &
WAKEFIELD**

EXECUTIVE SUMMARY 3

PREPARING FOR DAY ONE..... 4

I. WORKING TOGETHER TO REOPEN THE WORKPLACE..... 5

II. PREPARING THE BUILDING 6

 Worker Safety..... 6

 Cleaning, Disinfecting and Supplies..... 6

 Building Core Infrastructure Inspection..... 7

 Building Systems: HVAC and Mechanical 8

III. PREPARING THE WORKFORCE & THE ORGANIZATION..... 9

 Mitigating Workforce Anxiety..... 9

 Change Management 9

 Communications..... 10

 New Policies and Practices 11

 Who Returns to Work? 12

 New Roles and Responsibilities 13

 Business Operations 13

 Data Privacy and Information Security..... 13

 Pandemic Recovery Plan 14

IV. PREPARING THE WORKPLACE 15

 Pre-checks, Cleaning, Disinfecting and Supplies 15

 Social Distancing..... 16

 Frequently Touched Surfaces..... 18

 Contaminant Control..... 19

DAY ONE AND BEYOND 20

I. BUILDING PERIMETER..... 21

 Commuting, Transportation and Vehicles 21

II. INSIDE THE BUILDING 22

 Building Entry / Reception..... 22

 Shipping and Receiving Areas..... 22

 Lobbies / Common Areas / Amenities 23

 Elevators / Escalators 23

III. INSIDE THE WORKPLACE 24

 Arrival Experience 24

 Emergency Response..... 24

 Workplace Hygiene..... 24

 New Workplace Operations 25

 Ongoing Support 25

 Approaches to Drive Employee Effectiveness 26

 Other Talent Management Practices 26

WHAT'S NEXT 28

 Get Ready for Permanent Hybrid Ways of Working 29

 How Smart is your Building? 31

 Final Thoughts..... 32

RETURNING TO THE PHYSICAL WORKPLACE

Over the next several weeks and months, as areas stabilize from the COVID-19 pandemic and stay-at-home restrictions are lifted, organizations will begin to bring workers back into the physical workplace. It's already begun in some parts of the world. In fact, as of April 2020, we have helped move our own employees, and those of our clients, back into more than 800 million square feet of properties globally.

The migration of a furloughed and Work From Home (WFH) workforce back to places of business will look different for every organization. The mix of returning employees will vary, and in some cases, a segment of the workforce may continue to work remotely. One thing is clear, however—the management of the process is without precedent.

Many of our clients have sought out our guidance and expertise as they navigate this process. Over the following pages, we prepared a How-to Guide for reopening the workplace that addresses many of their most pressing questions. How can real estate owners most effectively prepare their assets for the return of building occupants? And how can employers ensure they are prepared to receive their workforce—and that their employees are prepared for the return—so that the transition is safe, efficient, effective, and aligned to the needs of the organization and the needs of its people?

The Guide outlines some of the best thinking and practices that our more than 53,000 professionals have compiled across the globe and also includes insights from key partners. The recommended practices and protocols already have been implemented at locations across the globe with tremendous success.

Six Readiness Essentials

In this next phase of recovery, a handful of primary focus areas will be applicable to nearly every real estate owner and occupier across the globe. From big organizations to small ones, from those with one location to those with hundreds—each in their own way will be focused on the following Workplace Readiness Essentials:

- 1. Prepare the Building:** cleaning plans, pre-return inspections, HVAC & Mechanicals checks
- 2. Prepare the Workforce:** mitigating anxiety, policies for deciding who returns, employee communications
- 3. Control Access:** protocols for safety and health checks, building reception, shipping and receiving, elevators, visitor policies
- 4. Create a Social Distancing Plan:** decreasing density, schedule management, office traffic patterns
- 5. Reduce Touch Points and Increase Cleaning:** open doors, clean desk policy, food plan, cleaning common areas
- 6. Communicate for Confidence:** recognize the fear in returning, communicate transparently, listen and survey regularly

Faced with common challenges, owners and occupiers have a unique opportunity to come together in the true spirit of collaboration. We are already seeing it play out, and we believe there is no better path to successfully manage the complexity of the road that lies ahead.

Three Final Things to Note

First, the World Health Organization (WHO), as well as the respective health organizations and government bodies within each country, are the primary sources for guidance on COVID-19 and other health-related issues.

Second, while the practices and recommendations in this guide at times reference office environments, they are largely applicable to other types of workforce environments and properties.

Finally, the intention of this resource is to establish the foundation of ideas and recommendations upon which we can build—in collaboration with clients and partners—an increasingly useful guide. We're certain the coming weeks and months will teach us new things, and we look forward to sharing more ideas and updates to help you move forward through unfamiliar territory.

In the meantime, we look forward to connecting with you to learn more about how we can help.



PREPARING FOR DAY ONE

I. Working Together to Reopen the Workplace

Relationships between building owners and tenants have never been more important. Everyone is facing uncertainty, and the cooperation between building owners and occupiers today will benefit both parties in the short and long term.

Cushman & Wakefield professionals work with investor and occupier clients around the world. In places like China, where the return to the physical workplace has already happened in various instances, we have observed earnest efforts by all parties to successfully partner together as they work through the unique challenges the pandemic has created.

Below we provide guidance for both landlords and occupiers on how they can work together to achieve best results during this phase of the recovery.

Financial Stress

Business viability of tenants is key to stable occupancy of properties and long-term rental income. As a result, we have seen many owners work with tenants to help provide some relief, where possible.

- Keep lines of dialogue open, and approach discussions with the intent of working on solutions that can benefit both parties in the long term
- Consult legal and risk advisors
- Partner to ensure compliance with owner requirements and policies
- Think creatively. Landlords in China are offering tenants additional help such as business registration services, tax advice, assistance in applications for business subsidies, and service support for bank loans. While these ideas may not be feasible everywhere, they demonstrate the kind of creative thinking of the real estate industry to strengthen the relationship and partnership between real estate owners and occupiers

Safety and Wellbeing

The health and safety of the people who use the building should be treated as a shared responsibility.

- All parties—owners, building managers, occupiers—should ascertain individual responsibilities and capabilities, and then work toward collectively improving the physical environment for the benefit of all building users
- Include plans and policies that address issuance of Personal Protective Equipment (PPE), implementation of new social distancing measures, and other actions taken to provide for the health and safety of building employees and visitors —e.g., signage to maintain safe distances, capacity monitoring of elevators, sneeze guards at reception areas, etc., if any

Shared Communications

Creating a sense of safety and security for employees is a key component of a successful return to work. This goal should be jointly owned by landlords, building managers and the occupants, and all should share some responsibility with communications. We are seeing owners and occupiers working together to understand any new policies that will impact the way people arrive at, move through, work in, and utilize the spaces and amenities in and around the building. Consider the following:

- Discuss the level of workforce communication that will be needed before employees return to work on Day One and beyond
- Agree and outline the responsibilities each party will take in communicating safety measures and protocols that have been implemented to date—and that will continue to govern the day-to-day use of the building—to create a sense of security and safety for all building users
- Discuss communication protocols and plans should risk increase suddenly

II. Preparing the Building

Before occupants return to a building that has been vacated for a significant period of time, building owners, managers and operators should complete a variety of pre-return checks, tasks, and assessments to ensure a healthy and safe environment. We recommend referencing any existing building risk assessments or registers which can provide a better understanding of what building systems are critical to assess prior to reoccupation.

Not all of the items below will be applicable for every building. Rather, owners, operators and building managers must use their specific knowledge of their buildings to prepare for the workforce to return.

WORKER SAFETY

- Anyone preparing a building after a period of reduced inactivity due to COVID-19 should be provided with:
 - Appropriate PPE (such as masks, gloves, eye protection and coveralls)
 - Training in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal
 - Requirements for hand washing and social distancing
- PPE can also protect workers against exposure to dust, allergens and other contaminants that may have been introduced during the inactive period
- After use, workers should dispose of PPE designed for single use
 - After removing PPE, staff should wash their hands immediately, adhering to WHO recommendations
 - Some face masks may be designed for single use only and should be disposed of safely after use
- Follow all applicable safety practices, referring to existing regulatory requirements, policies, procedures and risk assessments
- Consider any changes that may be necessary as a result of COVID-19 mitigation within the building

CLEANING, DISINFECTING AND SUPPLIES

- Review site inventory of cleaning chemicals, materials, and consumables to ensure inventory levels are aligned with forecasted building occupancy
- Ensure a safety data sheet is available for all chemicals and requirements for safe use are followed
- Ensure cleaning equipment and tools are in working condition
- Cleaning staff should review and complete refresher training on general cleaning and site-specific protocols
- Cleaners must be trained on proper disinfecting guidelines
- Determine areas that require thorough cleaning due to heavy usage such as event centers, gyms/locker rooms, conference rooms and restrooms
- Prior to initiating cleaning tasks, ensure all staff practice hand hygiene, washing hands thoroughly prior to putting PPE on, and follow Health, Safety, Security & Environment (HSSE) requirements with PPE
- Treat all surfaces using disinfectants from government approved or authorized lists ensuring all chemical dwell times are adhered to
- After use, workers should properly dispose of or sanitize PPE in accordance with WHO or local regulatory requirements.

BUILDING CORE INFRASTRUCTURE INSPECTION

Since buildings may have been shut down with little warning and preparation, a best practice is to thoroughly inspect for any damage or issues caused by the vacancy. The physical condition and operation of equipment and services supporting the building also should be assessed.

- Mechanical Systems
- Water Systems
 - Chilled/condenser water: open/closed loops
 - Water features
- Conveyances
- Potable water: flush faucets
- Fire Life Safety Systems
- Ensure open site drains are inspected and traps are primed

Equipment Startup

AIR COOLED SYSTEMS	BUILT UP FAN SYSTEMS	COOLING TOWERS	AIR COOLED CHILLERS	WATER COOLED CHILLERS
<ul style="list-style-type: none"> • Clean all outdoor condenser coils • Clean all indoor evaporator coils with a cleaner and disinfectant • Check the refrigerant level • Inspect the drain pans and condensate drains for obstructions • Check outdoor fan motors and indoor blower assemblies • Lubricate moving parts • Check belts for cracking and proper tension • Inspect all electrical controls, wiring connections and fuses. • Inspect and clean or replace all filters • Vacuum and disinfect all return air grills • Run a general system test to check for unusual noises, odors and measure indoor/outdoor temperatures and system pressures as needed 	<ul style="list-style-type: none"> • Clean outside air dampers and check for proper operation • Clean evaporator coils with a cleaner and disinfectant • Inspect the drain pans and condensate drains for obstructions • Check fan motors and blower assemblies • Lubricate moving parts • Check belts for cracking and proper tension • Inspect all electrical controls, wiring connections and fuses • Inspect and clean or replace all filters • Vacuum and disinfect all return air grills • Run a general system test to check for unusual noises, odors and measure indoor/outdoor temperatures and system pressures as needed 	<ul style="list-style-type: none"> • Inspect fan blades for cracks and clean • Remove and clean strainer in sump • Check gear reducer lubricant and refill with factory-recommended oil • Clean gear reducer sight glass and check shaft thrust and play • Power wash tower hot deck and cold deck • Power wash tower fill and use scale remover as needed • Check bottom of hot and cold decks for corrosion and rust • Check the condition of the fan motor through temperature or vibration analysis and compare to baseline values • Perform meg-ohm test motor windings • Change oil in gear box if needed • Inspect vibrations safety switch 	<ul style="list-style-type: none"> • Clean condenser coils and check for leaks and corrosion • Check controls and safety circuits for proper operation • Condenser fans should be cleaned, bearings need to be checked for wear and lubricated, belts and couplings need to be checked and tightness checked and adjusted • The electrical disconnect and contactor needs to be inspected for tightness and no pitting • Compressor oil should be tested for acid • Check oil filter and change if needed • Check piping and compressor for any signs of leaks and test refrigerant pressures • Run a general system test to check for unusual noises, odors and measure supply/return temperatures and system pressures as needed 	<ul style="list-style-type: none"> • Check quality of condenser and chilled water chemical levels • Check condition of condenser water tubes and clean if needed • Check refrigerant levels • Check refrigerant purge unit • Check oil heater • Check oil levels • Inspect motors and starters • Run a general system test to check for unusual noises, odors and measure supply/return temperatures on both condenser and chilled water and system pressures as needed

- Building systems should be started methodically to prevent load shed from a simultaneous start
- Depending on length of time equipment has been inactive, systems should be allowed to run for a period of time with careful observation to ensure valves, switches, etc. are operating correctly
- Specific system actions may be required to restart systems after prolonged shutdown. Sites may determine necessity for each of these items based on length of shutdown and condition as inspected. Consider testing CO levels around systems that may circulate air throughout buildings

BUILDING SYSTEMS: HVAC AND MECHANICAL

Building employees responsible for assessing the physical structure and building systems should refer to all Authority Having Jurisdiction.

- Air filters should be replaced after flushing the building. Refer to manufacturers' recommendations and guidance for filter selection. Use the highest efficiency rated filter recommended/allowed by the manufacturer (MERV rating) and reference any WHO guidelines
- When replacing air filters (including HEPA filters):
 - Use proper safety procedures and PPE
 - Avoid hitting, dropping, or shaking the filter
 - Do not use compressed air to clean a filter, which could allow materials in the filter to become airborne
 - Properly dispose of used filters and PPE/gloves in a sealed plastic bag
 - Clean hands when the task is finished
 - Minimize exposure to building interior areas when removing old filters from the site.
 - » Recommended approach: transport to a waste collection area without entering the building
 - » Alternative approach: if it's impossible to dispose of the filter without transporting through the building, choose routes that minimize exposure to normally occupied areas, including freight elevators and minimally used support space
- Review building water management plans for domestic and process water systems
- Work with water treatment service provider to insure chemical levels are within defined ranges for cooling towers, closed water systems, water features, etc.
- Building engineers should verify the operation of mechanical systems and restore all sequences, set-points and schedules modified during the rollback of operations
- Flush Building:
 - Flush building with fresh air based on the design of the makeup/outside air system and if possible to leading sustainability standards such as LEED, BREEAM, and WELL for a minimum of 24 hours and ideally for 48 to 72 hours
 - For specific Air Change plan, the rate can be calculated: $n = 60 q / V$ where
 - » n = air changes per hour (1/h)
 - » q = fresh air (make up air) flow through the room (CFM)
 - » V = volume of the room (Cubic Feet)

After the building is flushed, building engineers should

- Change the air filters (if available) as an added precaution. Follow manufacturer recommendations for filter reconditions
- Increase fresh air intake

III. Preparing the Workforce & the Organization

As organizations scramble to plan for the best way to bring large numbers of employees back to the workplace, everyone is looking for answers to make the transition as smooth and successful as possible.

MITIGATING WORKFORCE ANXIETY

While workplace design, policies and safety protocols are critical pieces of the puzzle, they do not touch on perhaps the most important aspect of return to work—the readiness of the workforce physically, emotionally and psychologically.

Developing a plan to mitigate employee fears and concerns should be a top priority. People are worried about their personal health and the health of those they care about. They have anxieties about their jobs, the future of their organizations and even the future of their industries.

To help employees through what will be a turbulent, stressful and unpredictable return to work, organizations should focus on the personal experiences of their employees from a work and life perspective. It's critical to understand how the pandemic has impacted their personal connection to the culture of the organization. It's also important to understand if employees feel their organizations are caring for them, as well as understand how to improve and advance that care during the return to the physical workplace.

Cushman & Wakefield has taken this approach with our own workforce, getting direct feedback through our workplace diagnostic tool, Experience per SF™. And we are taking direct and practical action to ensure that leading up to, during, and after the return to work we are successful in helping our people not just move forward but thrive.

CHANGE MANAGEMENT

Ensuring employees understand what the workplace will be like upon return is critical. Some employees may expect nothing to change, while others will assume everything will be different. Preparing employees and reminding them that these changes are designed to help keep them safe will ease anxiety.

Recommended practices for consideration include:

- **Re-engagement of employees:** Responses to working remotely during turbulent times are varied and unique. Understanding employees' attitudes and perspectives inform the creation of strategies that enable their success. Use XSF@home to diagnose the employee's work from home experience (see next page).
- **Early communication:** As plans are forming, keep the workforce informed as soon as appropriate. We have provided more detailed suggestions on communications on the following page.
- **Virtual work support:** Team norms must evolve to be inclusive of those in and outside of the office as a new normal. All employees now need to be adept at utilizing virtual collaboration tools. Likewise, managers must perfect the art of leading distributed teams.
- **Proactive virtual training:** Whether spaces are modified, or new protocols established, employees will need to learn new patterns of behavior. Developing an understanding of the new normal for the workplace may be addressed through virtual training. Organizations should not underestimate the value of creating training content for topics that typically are communicated through email or static messaging alone.
- **Reinforced training post Day One:** Provide ongoing methods of additional training to



XSF@home

A diagnostic tool to assess the employee's work from home experience delivers:

INDIVIDUAL BENEFITS

- **DASHBOARDS** that allow you to view your survey data results
- **COMPARISONS** across your different regions
- **EVIDENCE** about what is working well and not so well for employees
- **BENCHMARKS** insight into other survey participants

AGGREGATE BENEFITS

- **STATISTICAL FINDINGS** revealing the key drivers of employee experience
- **GUIDANCE** on how to prepare for the return to the office and how to support employees logistically and psychologically
- **PERSPECTIVE** on the future of safe office design and the creation of workplaces that are meaningful destinations that generate engaging experiences for employees
- **INVITATIONS** to webinars sharing best practice ideas from our network of the world's leading companies

reinforce messaging and changes in the work environment. Repetition will help employees acknowledge and retain important messages and information. Consider signage that communicates key messages in high traffic areas such as main entrances, restroom facilities and so forth.

- **Connection to a vision:** As changes in protocol and policies are unveiled, find ways to connect those messages back to the corporate vision. Understanding the “why” is a great way to reinforce the “what.”

COMMUNICATIONS

A well thought-out and orchestrated change management communications strategy for the organization will help underpin a successful return. It should address the details of the transition and anticipate employee questions, anxieties and concerns.

Recommended Communication Practices

- Communicate frequently to make employees aware of the changes designed to keep everyone safe and healthy
- Provide details of the changes
- Encourage employees to participate and comply with new work practices
- Conduct demonstrations and training to introduce new skills to staff
- Reward successful performance in relation to these practices
- Identify target audiences by segment and key messages
- Consider using a wide range of communication channels and materials—email, employee portals, text messages, video, virtual live events, posters/digital displays (after workplace return) and others

Consider communications focused on:

- Why groups and/or individual employees were chosen to return to work
- How the organization and/or the building owner is following government guidelines and reiterate those guidelines for reopening workspaces
- The measures undertaken in both the building and workspace to ensure health

and safety of returning employees (cleaning, changes to spaces, amenities, provisions etc.). This should be a shared responsibility and commitment between owners, building managers and tenants

- Instructions on how to prepare for arrival
- Suggestions for commute alternatives
- Overview of what to expect when returning employees arrive
 - New entrance protocols for employees and visitors
 - What will be available or supplied, especially food and beverages
 - What will not be provided, e.g., utensils, glassware, cups, etc.
 - Instructions on bringing equipment (laptops, chairs, etc.) back into the workplace and sanitization requirements
 - Changes to the work environment including room availability, relocation of desks, etc.
 - Modifications to internal and external meeting protocols, hosting of client events, and visitor access
- New policies. A range of policy considerations are provided below

NEW POLICIES AND PRACTICES

Policies will be important in setting the expectation for employees. Many organizations have allowed flexibility into some of their policies, especially those related to time off, remote working and flexible work schedules. Upon setting the new organizational framework coming back into the workplace, organizations should consider what policies need to change or be reinstated.

From the employee's perspective, if policies have been adjusted for an extended period of time—for example, work from home—this may be viewed as the new norm. Organizations should revisit relevant policies and determine the right approach during the transition back to the physical workplace. Communicating the importance of company policies, including any recent updates, and how they map back to the organization's vision will be critical in establishing a climate of employee awareness and compliance.

Policies for consideration might include the following:

- Return to work policies
 - For non-essential roles, determine what WFH policy should be followed
 - Protocols around a phased re-introduction of workers based on essential roles to re-open facility
 - Determine if and how to screen employees before they return
- Guest and visitor policies.
 - Limiting access to certain categories of site visitors such as vendors, contractors, and brokerage tour groups
 - Restricting the general public's access to the worksite
 - Restricting access to only certain workplace areas
- Policies around temporary help in the event a subset of the full-time workforce becomes unavailable, including policies and practices around accepting and training temporary workers
- Employee travel policies
- When employees should return to work
 - Considerations around at-risk groups
 - Exceptions and processes for parents/caregivers when schools are closed or other caregivers are unavailable
- Policies related to WFH environments
 - May include ergonomic instructions, stipends, purchase program for WFH tools and equipment

- Employee work safety policy and guidelines for the prevention of virus transfer. Categories for consideration include
 - Health screening and reporting
 - Clearly defined actions, roles and responsibilities for communications in response to a potential COVID-19 case, designated confinement areas, FAQs
 - Communication and escalation protocols outlining the management and decision-making processes of all stakeholders involved in response to a potential COVID-19 emergency, including:
 - » Protocols with health and other emergency services
 - » Protocols with local, regional, and national institutions

Many organizations have practices for employees to report an illness to Human Resources departments confidentially and in accordance with applicable laws. The COVID-19 pandemic has tested the effectiveness of those practices in many cases. Re-evaluating the requirements and methods for reporting in these situations may need to be addressed. Additionally, if an organization instituted temporary protocols for reporting, they may need to communicate the reinstatement of earlier practices or protocols upon return to work.

WHO RETURNS TO WORK?

- Where applicable, organizations should comply with relevant regulations defining who should and should not return to the physical workplace.



WHY RETURN TO WORK?

To be productive:

- Because of fewer distractions which enables focus and creativity
- To innovate, develop new ideas, and benefit from rapid decision-making when together with others
- To streamline communication channels by replacing emails, calls, virtual meetings with in-person interactions

For the physical work and required tools:

- Because of required access to equipment, testing, data infrastructure
- For the compute power, monitors, printers or copiers, and files in a secure environment
- To physically work (e.g., in labs, command centers, manufacturing)

For the people and place:

- To access people needed for work-related tasks: leaders, teams, peers, clients, trainers
- As a social outlet: seeing people, being a part of a community with a shared purpose, diversity of thought, camaraderie
- More amenities and food choices than what is accessible from home



WHY STAY HOME?

To be productive:

- Because the team can't be all together
- It's easier to work remotely with synchronous communication flow between the entire team using the current technology tools
- Focus is easier when working from home
- To reduce the time lost due to commutes

Individual health and personal situations:

- Personal health risks exacerbated by commutes, anxiety from being at the office, or mentally not ready
- Lack of childcare or eldercare options
- Desire to reduce environmental footprint
- Need to minimize commutation costs

NEW ROLES AND RESPONSIBILITIES

To fulfill new obligations and tasks, organizations may need to redefine the roles and responsibilities of existing staff or hire for new and different skillsets. These may include:

- **COVID-19 Block Captains:** organized by company or floor for multi-tenant buildings so that each tenant is assured that all organizations in the building are respecting precautions and protocols. Block Captains would also facilitate and maintain open communication with building ownership and management
- **PPE and Training Experts:** maintain knowledge of PPE use, quantities, stock, location
- **Quarantine Marshals:** coordinate the response to a colleague exhibiting symptoms; quarantine room; notifications; call for medical support, organize transportation
- **Deliveries Clerks:** administer receipt of and sanitize all items arriving in the workplace such as packages, couriers, food, etc. (this role may be fulfilled by mailroom staff in large organizations)
- **Supplies Managers:** responsible for securing and distributing office supplies to staff on request

BUSINESS OPERATIONS

Business operations considerations might include:

- **Risk:** engage with risk management team to ensure readiness to return
- **Insurance:** coordinate with insurers to identify potential risks for returning to work
- **Services:** determine which services required to support pandemic-related activities—self-performed or outsourced—existing or new—are going to be performed and estimate their duration
- **Vendors:** notify vendors of reopening and alert to any changes that may impact them; disable/enable access if needed
- **Mail:** notify postal service and couriers to restart mail service
- **Contacts and escalations:** establish a single phone number/email address to field inquiries (manage and track questions, escalations, concerns, etc.)

DATA PRIVACY AND INFORMATION SECURITY

An increasing number of cyber criminals are exploiting the COVID-19 pandemic for their own objectives. These criminals are targeting individuals and businesses through COVID-19-related messaging to deliver malware and ransomware, to steal user credentials, and to exploit remote access and conferencing systems. Organizations should be particularly aware of the following risks:

Social Engineering and Phishing Risks

- Cyber criminals are using COVID-19-themed email phishing, SMS messages, malicious web sites and applications that often masquerade as trusted parties and may compromise the organization. To create the sense of trust, criminals may impersonate a sender's information in an email to make it appear to come from a trustworthy source like the WHO
- In the United Kingdom (UK), the National Cyber Security Centre has identified a significant increase in UK government branded scams relating to COVID-19.

Working at Home Risks

The shift to home working has exposed the use of potentially vulnerable services, increasing the risks to individuals and organizations. Exploitations in remote working solutions, virtual private networks solutions, and video conferencing solutions have yielded a significant increase in the targeting of these systems recently.

Mitigating these Risks

How organizations can mitigate these risks and increases in exploitations:

- **Social Engineering & Phishing:** continue to educate and communicate to employees about these new risks. Make sure employees are aware of new scams and how to report issues they identify to security teams with the use of things like the "Report Phish" button in their email.
- **Working at Home Risks:** validate that protection software is deployed to devices, up-to-date and reporting issues to the security teams. Continue to be vigilant about good corporate hygiene by deploying patches and update applications.

PANDEMIC RECOVERY PLAN

Each organization should develop a recovery plan to address responses to pandemics.

Consider:

- Creating an operational emergency team consisting of essential functions staff
- Establishing procedures for alert and outbreak verification to receive early warnings should virus resurge
- Establishing information flows (drafting of situation reports, briefings, back-up of information, etc.)
- Communications and dissemination of information for internal and external stakeholders

To model the business implications:

- Create contingency plans to address the impact of potential resurgence of disease in the workplace after re-opening sites
- Develop a response plan based on contingency scenarios, including a mechanism for identifying triggers that will change the level of response
- Assess the economic impact of different scenarios and funding needed to address each scenario
- Assess supply needs and explore options for purchasing additional supplies required for business operations
- Create contingency plan to address disruption in vendor-performed critical services after re-opening of sites; develop list of qualified service providers for any such critical services
- Investigate financial recovery assistance available through government programs

Further, in relation to COVID-19:

- Develop surveillance strategies aimed at collecting timely data relative to staff and operations (e.g., workforce absenteeism or recovered cases with greater immunity), especially for any identified high-risk staff coming back to work
- Identify and connect with local COVID-19 information sources such as occupational health physicians, community practitioners, and local and state institutions to stay current on local COVID-19 status and to stay abreast of early warning signs



III. Preparing the Workplace

In preparation for the return of the workforce to the physical workplace, employers should consider a variety of pre-workforce return checks, tasks and assignments. As part of that pre-return activity, we recommend developing or updating a COVID-19-specific workplace plan that outlines strategies and tactics to combat and/or minimize the likelihood of spread of virus in workplace.

PRE-CHECKS, CLEANING, DISINFECTING AND SUPPLIES

Below we have outlined some areas to consider. The level of detail may or may not be relevant to specific workplaces.

<p>FIRE LIFE SAFETY</p> 	<ul style="list-style-type: none"> • Verify operation and check for any trouble indicators; system most likely was continuously operational— arrange for a FLS systems contractor to check system • Perform fire extinguisher checks required by respective laws or local codes
<p>KITCHEN</p> 	<ul style="list-style-type: none"> • Clean and sanitize all surfaces within the area including high touch areas (fixtures, light switches, appliance handles and buttons) • Turn on appliances • Verify all pilot lights are lit and operational • Verify the operation of makeup and exhaust • Remove and dispose of any spoiled products • Clean and sanitize all appliances • Reset pest control normal operational frequency
<p>RESTROOMS</p> 	<ul style="list-style-type: none"> • Flush toilets to fill P-Trap • Pour water in floor drains • Flow sink to fill P-Trap with water
<p>BREAKROOMS</p> 	<ul style="list-style-type: none"> • Plug in and turn on appliances • Turn on supply water to appliances (coffee makers, ice makers, etc.) • Check operation of each appliance • Coordinate check of food, beverage, and other items with vending machine vendor • Provide adequate stock of hand sanitizer, disinfectant wipes, and other such products
<p>CLEANING</p> 	<ul style="list-style-type: none"> • Introduce and maintain advanced cleaning and disinfection standards, such as routine cleaning and disinfecting of high-touch spaces and surfaces per health authority guidelines • Review and prepare plans for client/owner approval regarding changes to cleaning scope or any additional services in response to COVID-19 protection • Perform advanced cleaning and disinfection of workspace • Sanitize all workspace areas, including offices, conference rooms, breakrooms, cafeterias, restrooms, and other areas • Review client shifts to optimize janitorial service performed to meet the needs of the client and facility • Review self-cleaning technology for high touch surfaces and applications for tablets and screens • Place signage in workspace and common areas promoting worker safety through emphasizing basic infection prevention measures, including posting hand-washing signs in restrooms
<p>SUPPLIES</p> 	<ul style="list-style-type: none"> • Ensure adequate stock of paper and plastic products exists (toilet paper, paper towels, etc.) • Provide tissues, no-touch trash cans, hand soap, alcohol-based hand sanitizer and wipes containing at least 60 percent alcohol, disinfectants, and disposable towels for workers to clean their work surfaces • Provide additional hand sanitizer, surface disinfectant wipes and tissue available in workspace, cafeterias, break rooms, elevator lobbies and high traffic areas and other common areas • Review self-cleaning technology for high touch surfaces and applications for tablets and screens
<p>PERSONAL PROTECTIVE EQUIPMENT (PPE)</p> 	<ul style="list-style-type: none"> • Obtain and store enough supply of all required PPE at the time of reopen • Mask disposal: regular waste unless directed differently by respective local health or government authorities

Buildings and occupant spaces should only be declared ready for occupancy after building owners, management teams, and tenants have coordinated and communicated on preparations. Transparency, ongoing communication and awareness will be vital to a successful transition back into the physical environment.

A state of readiness should include confirmation that

- All building inspections are complete
- Any required remediation is complete
- Any required repairs to equipment, building areas and systems have been completed
- An occupant communication plan is developed—ideally a collaboration of owners, building managers and occupants—and ready for launch, describing the measures taken to ensure the immediate and ongoing health and safety of the workforce

SOCIAL DISTANCING

Space planning solutions can be used to reduce transmission of contagious diseases among colleagues at work through social distancing. Solutions may differ depending on how many people are expected to return to work versus continuing to work from home. Understanding that dynamic will allow calculation of the total workforce expected to be accommodated in the office and assessment of the demand for workspaces.

Note: Public safety codes, building codes, applicable laws and security requirements must not be compromised to achieve social distancing.

Consider the following range of precautions and social distancing measures:

6 Feet Office Protocols (see next page)

Space use / density monitoring

- Determine a method for conducting regular counts of occupants per floor
- Add sensors to quantify utilization of spaces
- Provide real-time meters/dashboards at entries to display how many people are present, if possible

Circulation spaces

- Designate and signpost the direction of foot-traffic in main circulation paths: corridors, stairs, entries
- Consider one-way circulation routes through the workplace
- Mark increments of locally acceptable social distance on floors where queues could form

Individual seats

- Only use alternate desks (checkerboard); disable the use of alternate desks; or remove alternate desks altogether
- Add desks to spaces previously used for group activities (convert training/meeting rooms, café area and the like into desk areas)
- Increase space between desks
- Add panels between desks including height adjustable panels for sit/stand desks
- Specify seat assignments for employees to ensure minimum work distances
- Review sharing ratios if new sanitization protocols are introduced

Meeting and shared spaces

- Decommission and re-purpose large gathering spaces
- Reduce capacity of spaces—e.g., remove some chairs from large meeting rooms
- Prohibit shared use of small rooms by groups and convert to single occupant use only
- Close/forbid use of some rooms
- Calculate the maximum capacity of each room by dividing the net usable area by the square of the locally acceptable social distance (e.g., for a 6' social distance: a 200 SF room divided by 36 SF would have a recalculated maximum capacity of 5 people). Communicate this capacity via signage and room reservation tools.

6 Feet Office

As we plan for work after COVID-19, organizations will think about the new normal and how we will adjust. Social distancing—keeping a healthy distance from others—is now part of our daily language and behavior. And while the recommended distance may vary by country, the idea remains the same.

Cushman & Wakefield’s 6 Feet Office aims to make the workplace safer so people can get back to work sooner. The concept consists of these elements.

6 FEET QUICK SCAN

A concise but thorough analysis of the current working environment in the field of virus safety and any other opportunities for improvement.

6 FEET RULES

A set of simple and clear workable agreements and rules of conduct that put safety first.

6 FEET ROUTING

A visually displayed and unique routing for each office, making traffic flows completely safe.

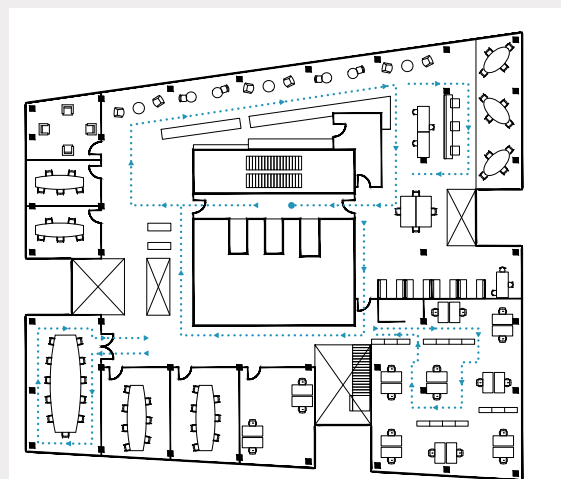
6 FEET WORKSTATION

An adapted and fully equipped workplace designed for worker safety.

6 FEET FACILITY

A trained employee who advises on and operationally ensures an optimally functioning and safe facility environment.

Learn more at sixfeetoffice.com



FREQUENTLY TOUCHED SURFACES

Frequently touched surfaces are reservoirs for viral pathogens. By reducing the frequency of physical contact with items in the workplace that are also touched by others, individuals can reduce their exposure to communicable diseases. Solutions may be temporary or permanent.

Note: Public safety codes, building codes, applicable laws and security requirements must not be compromised to reduce the potential for physical contact with items in the workplace.

In addition to providing disinfectant sprays or wipes adjacent to each touchpoint, consider the following range of precautions to reduce touchpoints:

Light/power switches

- Affix signage to remind occupants to keep switches 'on' all day
- Install movement detectors to activate light switches – consider voice-activated controls
- Provide wall-mounted disinfectant dispensers

Doors and drawers

- Remove non-essential doors
- Remove door handles if viable
- Affix doors in an open position

Collaboration tools (conference phones, room reservation panels)

- Disable/decommission room reservation panels outside meeting rooms
- Remove shared conference phones and encourage the use of personal mobile phones or laptop softphones for teleconferences.
- Remove whiteboard pens and erasers and encourage individuals to bring and manage their own
- Provide whiteboard cleaning solution and disposable wipes adjacent to every board
- Remove remote control handsets and provide instructions for manual equipment use instead

Chairs

- Remove unnecessary fabric upholstered chairs
- Consider plastic wrapping fabric upholstery for ease of cleaning
- Affix notices to each chair reminding occupants to avoid or disinfect touchpoints

Shared equipment (printers, copiers)

- Reduce the quantity of printers and copiers to dissuade printing

Supplies storage

- Secure supplies storage and designate specific personnel to manage stock and distribute items

CONTAMINANT CONTROL

Note: Public safety codes, building codes, applicable laws and security requirements must not be compromised in an effort to control contaminants in the workplace.

To manage contaminants that may enter the workplace, consider the following precautions:

Storage

- Add places for individuals to store and secure their own items separately from others (i.e., individual coat hooks rather than coat closets used by the group)
- Provide impervious clothing covers (e.g., dry-cleaning bags) for individuals to cover/contain their own coats or PPE

Waste receptacles

- Provide separate waste bins for PPE

Quarantine/Isolation room

- Designate a specific enclosed room to isolate any person who experiences symptoms of an illness while at work

Deliveries

- Designate one location for any deliveries to the building/space and disinfect items centrally
- Assign delivery management and sterilization as a task to specific employees only
- For longer-term planning, consider shortwave ultraviolet light sterilizing rooms/booths



A wide-angle photograph of a modern office space. The room features a high ceiling with recessed lighting, large windows on the left side offering a view of a city, and a polished wooden floor. In the foreground, there are two brown leather sofas with metal frames. In the background, there is a glass-walled office area and a kitchenette. The overall atmosphere is bright and professional.

DAY ONE & BEYOND



I. Building Perimeter

While outlined in other parts of this guide, it bears repeating that a well thought out pre-Day One communications program aimed at building occupants should prepare them for what to expect when they arrive and help to alleviate anxiety. Will building access be different? Will there be increased security? Should they expect delays at the entrance? Should they expect queues? Will they see directional signage or other posted information to guide them?

Every circumstance will be unique and organizations should consider the critical information their particular audience needs to prepare for arrival.

COMMUTING, TRANSPORTATION AND VEHICLES

Promote safe and healthy ways to commute to and from the workplace.

- Suggestions for public transport might include:
 - Avoiding overcrowded public transportation
 - Wearing face masks and other PPE
 - Maintaining safe distance from other passengers
 - Using hand sanitizer when entering and exiting
 - Wiping surfaces with disinfecting wipes prior to touching them
- Other transit methods might include:
 - Ride-sharing: wear PPE
 - Solo transit modes such as bikes, scooters, cars: sanitize touchpoints especially if shared modes like public bicycles
- For employees with long commutes, consider advocating that they temporarily continue working from home
- Consider new protocols for vehicles arriving on site – both personal and commercial parking garages.
- Consider protocols for emergency vehicles and teams arriving to transport infected passengers



II. Inside the Building

BUILDING ENTRY / RECEPTION

Consider guidelines and recommendations to control building ingress and egress, and that promote ongoing safety and precautionary measures at those points. These might include:

Entrances:

- Reduce the number of entrances (but maintaining code compliance) to direct occupants to use monitored and protected routes
- Hand sanitizer at doorways both inside and outside
- Temperature screening
- Floor markings for safe distancing for any queues or waiting areas
- Sanitized floor mats

Reception:

- Training reception personnel on safe interactions with guests
- Test front-line reception personnel
- Reconfiguration of visitor registration systems to avoid guests leaning over receptionists
- Glass screens between guests and reception personnel
- Virtual concierges
- Disable/decommission/remove registration kiosks/touchscreens
- Touchless registration via personal mobile phone
- Disposable sticker security tags rather than recycled clips or lanyards
- Remove reception furniture to reduce public touchpoints
- Provide PPE to building guests

Signage:

- Install signage at multiple, relevant locations in the entry sequence
- Explain building access rules and other protocols that impact how occupants use and move throughout the building

PPE and Cleaning:

- Provide receptacles for used/discarded PPE
- Monitor and review of existing cleaning guidelines and adjust or enhance as needed for cleaning paths of travel and high touch areas
- Develop new protocols for collecting and disposing of large quantities of potentially contaminated waste (especially if single-use PPE becomes common in the workplace)

SHIPPING AND RECEIVING AREAS

Before reopening, operators and building managers should review current processes for inbound and outbound deliveries (parcels, mail, food deliveries, couriers and so forth) and develop a revised plan to align to COVID-19 safety precautions. These might include:

- Routing instructions and plans to avoid deliveries through employee or main entrance and instead route through areas that will minimize contact with the larger building population
- Separating shipping and receiving areas from the general population
- Require personnel handling mail and parcels to wear PPE to receive parcels, mail and other deliveries, and train them in the proper use and disposal of PPE
- Sanitizing the exterior of packing
- If appropriate, removing items from boxes and appropriately discarding

LOBBIES / COMMON AREAS / AMENITIES

Consider guidelines and recommendations that promote safety and guide building occupants through common and amenities areas beyond the entry. These might include:

- **Hand sanitizer in stairs, elevator lobbies and all other building common areas**
- **Signage:**
 - Wayfinding signage or floor markings to direct foot traffic and ensure safe social distancing
 - Explain new rules or protocols for common areas
- **Casual gathering spaces:**
 - Re-arrange furniture to promote social distancing
- **Food service amenities:**
 - Consider acrylic dividers between service provider and users
 - Offer pre-packaged foods only
 - Reduce self-service access to foods
 - Clearly signpost queuing areas
 - Remove or rearrange furniture to promote social distancing
- **Fitness facilities and bicycle storage units:**
 - Clearly signpost queuing areas
 - Temporarily close fitness facilities
 - Rearrange equipment to achieve social distancing
 - Reduce classroom capacities to allow for social distancing
 - Require use of face masks in fitness facilities
- **Cleaning:**
 - Monitor and review existing cleaning guidelines and adjust or enhance as needed for cleaning paths of travel and high touch areas

ELEVATORS AND ESCALATORS

Elevators represent a particularly challenging area to establish social distancing. Methods for managing the use of elevators might include the following:

- Social distancing queue management for waiting passengers
- Instructional signage displaying healthy elevator use protocols including passenger limits and safe distances in the carriage
- Elevator attendants to manage flow and discourage over-crowding of elevator carriages
- Signage inside elevator cars displaying healthy elevator use protocols – this may include floor stickers to establish distancing zones and describe where and how to stand
- Review of elevator cleaning processes, and updates to ensure on-going cleaning of high touch surfaces like elevator panels / buttons

Escalators pose fewer challenges which may be managed with signage directing passengers where to stand and not to pass.

III. Inside the Workplace

ARRIVAL EXPERIENCE

Utilize the workplace arrival area to reinforce messages, new policies and protocols, which may include:

Digital signage or posters

- Remind staff how to stay safe and keep others safe in the workplace by maintaining social distancing, following new meeting guidelines, hand washing reminders, the use of virtual collaboration tools rather than meeting rooms and so forth

Cultural reminders, such as:

- The vision and priorities of the organization at this time of change and stress
- Taking care of the employee is a high priority
- Shared responsibility for the health of all employees

Hand sanitizer to encourage hand hygiene

EMERGENCY RESPONSE

Provide reminders of how to manage an emergency in the workplace with relevant details defining who to notify, where to go, how to get help, and how to respond afterwards.

WORKPLACE HYGIENE

Encourage good **personal hygiene** and infection control practices when employees are in the workplace, including:

Respiratory etiquette:

- Encourage covering coughs and sneezes
- Turn away from others when coughing or sneezing

Hand hygiene:

- Promote frequent and thorough hand washing
- Make hand sanitizers available in multiple locations adjacent to common touchpoints

Avoid touchpoints:

- Provide disposable wipes so that common touchpoints (e.g., doorknobs, light switches, desks, desktop peripherals, remote controls, and more) can be disinfected by employees before each use
- Discourage the use or borrowing of other people's phones, desks, offices or equipment

Maintaining a **clean workplace** will assist in minimizing risk to employees. This involves:

Regular housekeeping:

- In open work environments, increase the frequency of cleaning and disinfecting frequently-touched surfaces, equipment, and other surfaces in the workplace:
 - » Kitchen Areas
 - » Vending Machines
 - » Bathrooms
 - » Meeting Rooms
 - » Phone Rooms
- When choosing cleaning chemicals, organizations should consult products from approved lists from governing authorities, and reference disinfectant labels, data and specifications with claims against emerging viral pathogens.

For **shared/agile/flexible workplaces**, consider:

- Creating and posting guidelines for desk and equipment sharing, disinfecting and use
- Removing shared keyboards and mice and distribute personal peripherals to mobile workers
- Providing storage units (lockers) for storing personal items in the workplace

Develop new practices on **kitchen and meal preparation areas**, which may include some temporary measures such as:

- Encourage occupants to bring food and beverage items from home and manage them individually
- Minimize touchpoints by removing coffee pots and the like
- Eliminate open food items
- Provide prepackaged items in containers
- Increase frequency of cleaning appliances such as refrigerators and microwaves
- Consider installing physical barriers, such as clear plastic sneeze guards
- NOTE: these approaches will impact sustainability initiatives as additional waste is produced from individually packaged food and beverages

NEW WORKPLACE OPERATIONS

To maintain social distancing, minimize touchpoints and manage potential contamination of the workplace, consider the following practices:

Space use / density monitoring

- Conduct regular counts of occupants per floor
- Add sensors to quantify utilization of spaces
- Provide real-time meters/dashboards at entries to display how many people are present
- Implement a reservation system for desks so that employees can check attendance before arriving in the workplace
- Work from Home for non-essential employees to reduce the density of personnel

Individual desks

- Implement a strict clean-desk policy so that non-essential items are not stored on the desk, but rather enclosed in cabinets or drawers
- Supply disposable daily paper placemats for use at each desk
- If desks or work areas are shared, advise individuals to sanitize all surfaces upon arrival at that seat. Supply disinfectants in the immediate proximity (or on each desk)
- Unless stringent cleaning protocols are enforced, and if possible, avoid sharing of desks

In-person meetings

- Coach employees to critically evaluate the requirement for in-person meetings
- Limit the number of attendees at in-person meetings and limit to spaces that accommodate safe distances
- Host large team/staff meetings via video conference rather than in-person
- Eliminate in-person meetings with external guests

ONGOING SUPPORT

In addition to the recommendations outlined in “Preparing the Workforce & Organization” prior to Day One (see page 9), employees will need ongoing communication and training, especially during onboarding of new staff or orientation for visitors to the space. Consider:

- A regular cadence of employee training on emergency procedures, good workplace hygiene, effective work practices for distributed teams.
- Training materials on company intranet
- Posters, signage and displays related to employee learnings about new practices.

APPROACHES TO DRIVE EMPLOYEE EFFECTIVENESS

Engagement and enablement are important components for the success of employees, and COVID-19 is bringing new challenges to organizations to support the workforce. Maintaining high engagement from an organization's workforce during this phase of the recovery will have a direct impact on productivity. Engagement is driven by several internal and external factors including work environment, feeling of belonging and safety.

- **Consider what is on an employee's mind.** In times of change and uncertainty, employees will have different personal needs. Organizations should recognize that factors such as health concerns, dependent care or job security are real. Providing resources and support for employees to manage through these challenges is as important as changes in the workplace.
- **Give employees a voice.** Tools such as centralized Q&A, pulse surveys and focus groups are all ways to understand what is on employees' minds in real time. Action oriented platforms for "voice of the employee" builds trust while addressing employees' concerns directly.
- **Communicate.** As organizations prepare their workforce to return to the workplace, a thoughtful communication plan, customized for different audiences, will net positive results. Consider ongoing and frequent updates to keep employees informed. In the absence of information and clarity, people may create their own versions of the "truth."

OTHER TALENT MANAGEMENT PRACTICES

- **Performance Management:** Upon returning to a new economic environment, some organizations will find their priorities have shifted. Clear communication of company strategies and objectives is critical to re-align and re-engage leaders and employees throughout the business. All managers and employees should be encouraged to revisit their 2020 goals to ensure alignment with the organization's direction. A midyear connection point between managers and each of their direct reports will help ensure each employee is focusing on the right objectives, and will help employees feel more engaged and committed to their work and the organization.
- **Rewards and Recognition:** To incentivize employees to perform, different forms of recognition or rewards can be deployed. In the organization's new environment, are there any practices that are no longer aligned with the changes?
- **Talent and Development:** A time of uncertainty and crisis can test a leader's resiliency and ability to drive change in an organization. It also tests their appetite to be a leader during such times. In returning to the new normal, reviewing an organization's leadership capability can really provide insights into appropriate actions. Take the time to review the strength of your leadership and assess what opportunities are there for development. Identify those strong in leading through ambiguity and give them opportunities to lead your return to work communications and initiatives.
- **Learning Platforms:** As an organization updates its approach to learning and delivery methods (for example, moving to more virtual learning), it should also assess how their learning program's design and content should be adjusted to address new ways of working and demands on leadership.





WHAT'S NEXT

Technology will continue to be a major force in shaping how organizations operate and how people live and work. The COVID-19 pandemic has only further underscored that reality. For further reading, we offer some insights on the kinds of changes technology may bring the workplace, many of which are already beginning to take hold.

GET READY FOR PERMANENT HYBRID WAYS OF WORKING

If ever there was a watershed moment that has shined a spotlight on the importance of investing in technology, the quick spread of COVID-19 is it. In every aspect of the response to the crisis, technology has played a critical role—from enabling remote working (with very limited notice in many cases), to tracking cases and patient health, to pinpointing contact patterns and isolating the spread. All of it has required robust analysis, millions of data elements, and significant leverage of collaboration, analytics, and sensor technology and more.

Below we have highlighted a few of the most critical elements for consideration as organizations return to the workplace in the new normal.

Business leaders across industries are asking for help measuring and managing the impact of COVID-19 on business continuity and their employees' wellbeing. Companies are struggling with how to respond to what is happening now, in the near term, and what needs to be considered longer term when the health crisis eventually subsides. Based on a conversation with Manish Wardekar, Workplace Intelligence Specialist at Microsoft, combined with our industry observations, we believe there are important near-term and long-term implications for organizations.

Near Term

Leaders must be able to understand what is happening inside their organizations on four different levels:

- **Keep employees engaged and protect their wellbeing:** Distractions, changing habits, inadequate equipment and poor connectivity can take a toll on individual wellbeing and effectiveness. Questions to consider include:
 - Are employees working as usual? Look out for sudden drops in levels of activity and those areas within the company undergoing the greatest change
 - How are employees adapting to the disruption? Increases in IM, calls and meetings are expected as employees find alternatives to face-to-face interactions. They may also indicate where collaboration is becoming less effective.
 - Is remote work affecting work-life balance? Look out for groups with unusually high levels of after-hours work and length of work week. These groups within the company may be at risk of burn-out
- **Maintain healthy interactions within teams:** Employees are at risk of isolation, in turn creating fragmentation within teams. This increases the risk of falling productivity. Questions to consider include:
 - Are managers providing the right support? Look out for teams with low average weekly 1:1 time with their manager. Employees within these teams are at risk of becoming isolated.
 - Are team members staying connected? Look for drops in collaboration levels and interactions with colleagues as this can indicate a disruption in normal working patterns. These teams may be undergoing the greatest challenges.
 - Have business as usual activities been disrupted? Look for teams with sudden drops in recurring meetings as these groups may be experiencing a significant disruption in business as usual activities.
- **Enable collaboration between teams and organizations:** Collaboration between teams may break if employees can only maintain a subset of their usual interactions. This increases the risk of fragmentation and creating silos. Questions to consider include:
 - How are internal networks evolving? Look out for drops in average network size and breadth. This can indicate areas at risk of isolation
 - Has cross-functional teaming been disrupted? Look out for drops in collaboration levels between teams as this can indicate a disruption in normal working patterns
- **Stay aligned with customers and suppliers:** External connectivity may suffer as other companies experience similar disruption. External interactions at risk of being cancelled or postponed. Questions to consider include:
 - How are external networks evolving? Look out for drops in average network size and breadth. This can indicate external-facing areas of the company that are being disrupted
 - Have external engagements been disrupted? Look out for changes in key metrics as these can indicate a disruption in normal working patterns.

Longer Term

So the question is what is going to be the new normal? Though organizations are going through a short-term disruption, by harnessing the power of collaboration data to understand how work is getting done, many leaders will be able to make adjustments to minimize the impact.

We are already hearing from companies that had little to no remote work up to now, realizing that business can actually be done with some percentage of their workforce working remotely—and specifically in Microsoft's case, a significant percentage of employees working entirely remotely. Many companies are coming to the realization that some percentage of their workforce will never come back to an office environment—they will be

permanent remote workers. This shift is going to have significant impact on how companies think about office space, the real-estate footprint, infrastructure, and the technology that is going to have to be in place long term to support the new work paradigm.

Beyond near-term potential savings on space, the shift could have additional positive impacts. If done correctly, some of the challenges of remote work—feelings of isolation, increased after-hours work and so forth—may be offset by increased employee engagement and satisfaction through more flexible hours, more time with friends and family, savings on transportation costs and avoiding long commutes. There is a lot to figure out as we continue to manage the current situation. But the good news is that with tools, technology and insights to be able to make better decisions, we can look at ways to minimize disadvantages and embrace the positives.

Discover additional details about what Microsoft has learned from its experiences at: <https://aka.ms/home-work-blog>

HOW SMART IS YOUR BUILDING?

While the concept of “smart” or “digital” buildings is not new to the real estate industry, the COVID-19 crisis has underscored the need to develop more comprehensive and connected strategies that target how buildings are built, occupied and operated. Investors, landlords, occupants and building operators will need to shift focus on how to mitigate the risks associated with future pandemics, natural disasters, or human-made events, including cybersecurity incidents, utility outages and the like. Developing a clear strategy that outlines the policies, processes, and technologies required to enable the ‘new normal’ will be of vital importance.

As we move toward the resolution of the current pandemic crisis, the role of the physical building will become more significant. The technical ability to integrate, visualize, and control building and workplace systems through remote connectivity and automation have been in place for quite some time. But the real estate industry has been relatively slow to adopt these capabilities for various reasons. In preparation for the new normal, industry participants will need to position themselves to effectively manage their properties, be it one building or large portfolio, in a more secure, connected, and automated fashion.



Some Recommendations

Commit the time and resources to identify strategies to recognize and mitigate potential risks arising from future disruptions. These strategies will, in many cases, overlap and support opportunities to drive operational efficiency and enhance occupant experiences in normal operating modes.

- Focus on enabling future decision-making based on available data from various sources, including building systems and integrated third-party sources
- Create a unified operational view of critical data to enable a rapid, effective response to an adverse situation
- Align opportunities to augment existing data sets using technologies that help inform decision-makers. Examples may include occupancy sensors or air quality monitoring capabilities
- Focus on automation. Develop automated sequences that can quickly be enacted during an event to manage or change building operations while minimizing the need for human intervention
- Invest in operational building technologies that enhance the integration, visibility, and control of building and workplace systems

Responding to the 'new normal' is a journey and will take an investment from all corners of the real estate industry. We have a unique challenge today, and the future no doubt will bring new challenges and opportunities. Cushman & Wakefield's Digital Building Practice continuously evaluates those challenges and opportunities on behalf of our clients while acting as a trusted adviser in moving toward meeting the 'new normal.' Expect COVID-19 to be a catalyst for the adoption of smart building technology.

FINAL THOUGHTS

While we have provided a host of considerations to help plan for and manage a successful reopening of the workplace, each organization has unique needs that require a unique roadmap. Focusing on these six essential areas is a good place to start.

1. Prepare the Building
2. Prepare the Workforce
3. Control Access
4. Create a Social Distancing Plan
5. Reduce Touch Points and Increase Cleaning
6. Communicate for Confidence

We'll continue to provide more guidance and recommendations as new ideas and practices emerge—that's part of our ongoing commitment to helping our clients prepare for what's next.

In the meantime, contact us to learn more about how we can help you during this crucial phase of the recovery.

**CUSHMAN & WAKEFIELD'S
RECOVERY READINESS TASK FORCE**

PAUL BEDBOROUGH

Chief Executive, C&W Services
paul.bedborough@cwservices.com
+1 617 559 4154

BRUCE MOSLER

Chairman, Global Brokerage
bruce.mosler@cushwake.com
+1 212 841 7900 x337900

DESPINA KATSIKAKIS

Head of Occupier Business Performance
despina.katsikakis@cushwake.com
+44 203 296 2856

ADAM STANLEY

Chief Digital Officer and
Chief Information Officer
adam.stanley@cushwake.com
+1 312 424 8214

EDWARD LAW

Head of Operations
Vanke Service Cushman & Wakefield
edward.yk.law@vs-cushwake.com
+86 135 548 91380

JASON TOLLIVER

Head of New Commerce Research
jason.tolliver@cushwake.com
+1 317 639 0549

JEROEN LOKERSE

Head of Netherlands
jeroen.lokerse@eur.cushwake.com
+316 224 22564

KEVIN THORPE

Chief Economist
+1 202 266 1161
kevin.thorpe@cushwake.com



Cushman & Wakefield is a leading global real estate services firm that helps clients transform the way people work, shop, and live.

Cushman & Wakefield (NYSE: CWK) is a leading global real estate services firm that delivers exceptional value for real estate occupiers and owners. Cushman & Wakefield is among the largest real estate services firms with approximately 53,000 employees in 400 offices and 60 countries. In 2019, the firm had revenue of \$8.8 billion across core services of property, facilities and project management, leasing, capital markets, valuation and other services. To learn more, visit www.cushmanwakefield.com or follow @CushWake on Twitter.

Copyright © 2020 Cushman & Wakefield. All rights reserved.



What to Do if Someone on Your Staff Tests Positive for COVID-19

You or someone on your staff has a confirmed case of COVID-19. Follow these steps to ensure the health and safety of others in the practice and to reduce the likelihood of additional transmissions.

You or a member of your team has tested positive for COVID-19. What now?

Finding out that you or a member of your team has tested positive for COVID-19 can be a cause for concern on many levels. While your first concern will always be for the individual affected, as the practice owner or manager, you also have to be concerned about the rest of the staff and any patients that might have had contact with the healthcare provider with the positive diagnosis. These steps will help guide you through what you should do if someone in your practice tests positive for COVID-19.

1. Once the diagnosis is confirmed, follow all medical recommendations, including quarantine for 14 days to monitor symptoms.
2. Seek medical treatment immediately if symptoms worsen.
3. Try to determine who may have had contact with the COVID-19 positive individual when they were in the office. Notify the office staff of the diagnosis and ask the following questions of each person: When were they last in contact with the individual diagnosed with COVID-19? Get as detailed an answer as possible. Some questions to ask include:
 - What was the date of the last contact?
 - How long was the contact?
 - What was the approximate distance of the contact?
 - Are they experiencing symptoms? It's a good idea to instruct them to notify you immediately if they experience any change in symptoms.
4. Conduct a risk assessment for any healthcare provider who was exposed to the individual with a confirmed case of COVID-19 so they can take steps, such as quarantining, seeking testing, and implementing any appropriate work restrictions as suggested by the CDC in its [Interim U.S. Guidance for Risk Assessment and Public Health Management of Healthcare Personnel with Potential Exposure in a Healthcare Setting to Patients with Coronavirus Disease \(COVID-19\)](#), to determine self-quarantine/work restrictions.
5. Clean and disinfect environmental surfaces in the dental facility according to the guidance outlined in the CDC's [Interim Infection Prevention and Control Guidance for Dental Settings During the COVID-19 Response](#).
6. Ask the unaffected staff to seek testing and to keep the rest of the staff informed regarding the date tested, when they received results and what those results were, the progression of symptoms, any hospitalization, improvement, etc.
7. Contact all patients who may have had contact with the COVID-19 positive individual to determine whether they're symptomatic. Recommend that they self-quarantine for 14 days and notify their physician if symptoms develop.
8. Follow the recommendations of the CDC and your local public health authority for additional steps. See the CDC's [Interim Infection Prevention and Control Recommendations for Patients with Suspected or Confirmed Coronavirus Disease 2019 \(COVID-19\) in Healthcare Settings](#) for guidance on infection control in a healthcare setting.

Disclaimer. These materials are intended to provide helpful information to dentists and dental team members. They are in no way a substitute for actual professional advice based upon your unique facts and circumstances. ***This content is not intended or offered, nor should it be taken, as legal or other professional advice.*** You should always consult with your own professional advisors (e.g. attorney, accountant, insurance carrier). To the extent ADA has included links to any third party web site(s), ADA intends no endorsement of their content and implies no affiliation with the organizations that provide their content. Further, ADA makes no representations or warranties about the information provided on those sites.



A POST COVID-19 EMPLOYERS GUIDE

PLAN TO RETURN EMPLOYEES TO WORK





CORONAVIRUS

COVID-19

INTRODUCTION

The COVID-19 Coronavirus Pandemic has impacted every area of our lives. Never before in history has a mass quarantine of this scale been issued, leaving us to establish a new way of living. And business executives and HR professionals are right in the control center of these changes.

Prior to 2020, did any of us even consider if and how our entire workforce would be able to effectively work from home literally overnight? Or how we would teach and care for our children, without schools or childcare? This would seem like an insurmountable challenge even without the struggle just to get groceries and home supplies. Yet, we have done it. And although it hasn't been easy, most people have been able to make the changes necessary to continue to move forward and for that we are grateful.

Although we don't know when or how this will end, it is our responsibility to look forward and determine what we can do to ensure the return to work is a much better experience than the exit. When this storm came upon us we had no choice but to react and take the steps necessary within the immediacy of the crisis. But now we have the time to plan and begin to rebuild because we are strong and capable, and because we care.

PANDEMIC 2020

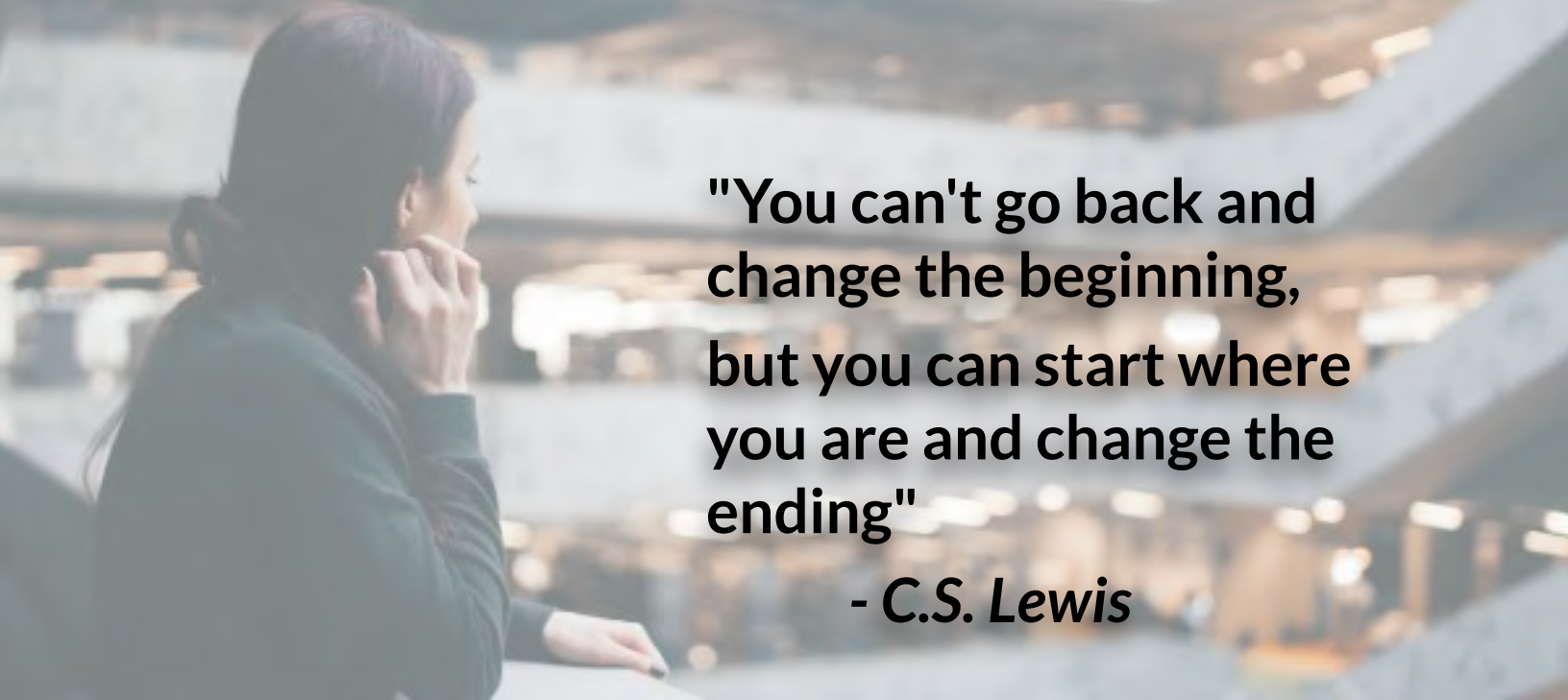
43 States issued stay at home orders affecting 90% of the U.S. population.

350,000+ confirmed cases of COVID-19.

21,000+ related deaths.

17 Million Unemployment claims filed in three weeks.

17 States closed schools from March through the end of school year.



"You can't go back and change the beginning, but you can start where you are and change the ending"

- C.S. Lewis

FIRST OFF - CONSIDER WHAT IS WORKING AND WHAT IS NOT

Before we can make a plan to move forward, we must take a close and honest look at where we are right now. This crisis will change how business is conducted, what customers want from us and employee expectations. By evaluating what is working and what is not in the current situation, we will begin to determine what will need to change as well as what can and should stay the same.

These five questions will help you begin to understand the most important needs for your return-to-work plan.

1. What is the most difficult issue the employees are having with the transitions we have made, and how could we have made it easier for them?
2. What has been our most used method of communication during the pandemic and how has it been received by our employees?
3. When the employees reach out to us for help, what is the form of communication they use most and is it effective?
4. What are the employees saying about using the tools we have in place and how effective are they while trying to work remotely?
5. Is it possible that some of our employees will go elsewhere when it's time to return to work? If yes, why?

HINT: If you haven't asked your employees these questions yet, then it is time.

PLANNING FOR THE UNKNOWN



SET PRIORITIES

Starting to set your priority list now means you will have time to work through each priority individually as we move close to the return-to-work event. Prepare a list as you would if you were preparing for any big event. Make a list of all items that will need to be done, put them in priority order, and start planning your execution. For example:

- Create return packets for employees
- Determine provider method for reinstating benefits
- Schedule re-orientation for each department
- Determine a process for questions and complaints.



BE FLEXIBLE

Most successful HR pros are organized, process-driven and timely, as most HR functions work on a time schedule. Payroll, benefits, training and compliance are all timeline based. But we don't know when a return to work will take place or if it will be staggered. So we need to find a way to be more flexible. Here are some items to consider:

- Prioritize tasks based on a system of Week 1, Week 2, Week 3.....
- Create a procedure which includes a choice for employees to return to full time onsite, or transition from home over a period of weeks.
- Allow flex hours while workers readjust their family plans.



DETERMINE NON-NEGOTIABLES

In times of chaos and unknown, it is important to be very clear on what is flexible and what is non-negotiable. Although we are focusing our best efforts on creating a positive return for employees, there are still some areas of compliance we must keep front of mind. Some examples are:

- Payroll regulations
- Non-discriminatory practices
- Employee rights, especially in union environments
- Health privacy protections
- Additional leave protections based on the pandemic

GET YOUR TEAM ON-BOARD



An HR professional can do a lot to impact the return-to-work process for their employees after the pandemic. But a team can do so much more. Begin now to build a cross-level team including executives, managers, supervisors and members of the HR team. You may even want to include a few individual contributors that have shown leadership skills as a voice of the employees .

THE BENEFITS OF HAVING A TEAM INCLUDE:

- Diverse insight into what employees need and want
- A broad skill set to help with various preparation tasks
- Communications from multiple people within the organization will show a united front and company-wide commitment
- Different views into the potential risk areas for the company
- Working together breeds creativity and innovative solutions

TEAM PLAN

How many people will be needed for this project?

Who would have the skills and availability to help?

What is the time commitment I should ask for and does this time need to be approved?

How soon do we need to begin in order to effectively get the processes we need in place?

WHEN CHOOSING YOUR TEAM, CONSIDER SKILL SETS, AVAILABILITY, AND WHO WILL BENEFIT MOST FROM A SUCCESSFUL OUTCOME.

COMMUNICATION IS KEY



KEY INFORMATION

Let's face it, the current situation we are in has created fear and anxiety in all of us. Our day-to-day life has changed. What we thought was the norm for our work and home life has been dramatically altered.

What your employees need from you now is information. They need to know where to find answers to their questions and what the company is doing now and planning for the future. They need to understand how to do their work and what is expected of them. And they need to know that their future is secure, even if it will look different moving forward.

You don't have to have all of the answers, but you must communicate what you do know and where and when they can find out what they need.



SOCIAL INTERACTION

Sheltering at home, or coming into work where you are expected to remain at a distance and many of your co-workers are no longer around can be stressful and lonely. We are very social beings, and we need reassurances that we are not alone in this struggle. Providing a means to stay connected to the company and to peers is an important way to keep your employees connected to the company.

There are many ways that this can be achieved from social apps to postings on company intranet. Just be sure to set reasonable parameters and protections, and then communicate often through the platform you choose to show employees that you appreciate them staying connected and care about how they are doing.

COMMUNICATION PLAN

What form of communications do our employees prefer to use?

Will messaging be short, relevant messages often, or in-depth information less often? (Determining the right balance is crucial)

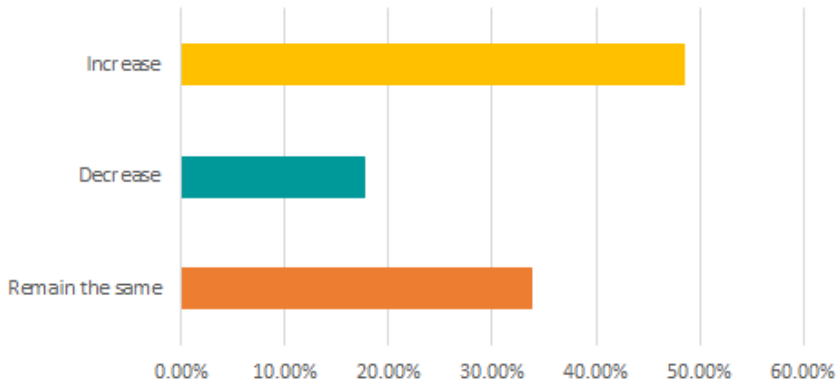
Do we want to include a means for employees to share their messages with other employees?

Who will be in charge of sending the messages? (This should be someone who relates well with the workforce and is highly respected.)

THE BEST MEANS OF COMMUNICATION WHILE EMPLOYEES ARE WORKING FROM HOME IS WHATEVER THEY ARE MOST COMFORTABLE USING.

CONSIDER THE DATA

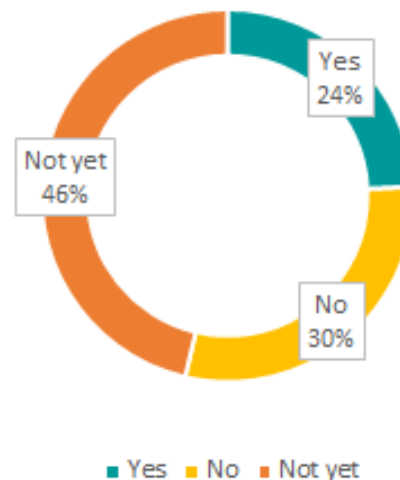
How will number of complaints change post-pandemic?



49% of HR pros across the U.S. believe that employee complaints and claims will increase post-pandemic.

Is your Company Preparing for Complaints?

But only 24% are actively preparing a means to deal with them effectively.



Including a complaint and resolution strategy in your return-to-work plan mitigates the risk of claims and allows employees to feel they will be heard.

COMPLAINT AND RESOLUTION PLAN

What means will be used for employees to voice their concerns?

How will we communicate the process to returning employees?

Who owns and will process which parts of the process?
(Example: Managers will take initial input and forward to HR)

Will this differ from our regular complaint and investigation process? If so, how?

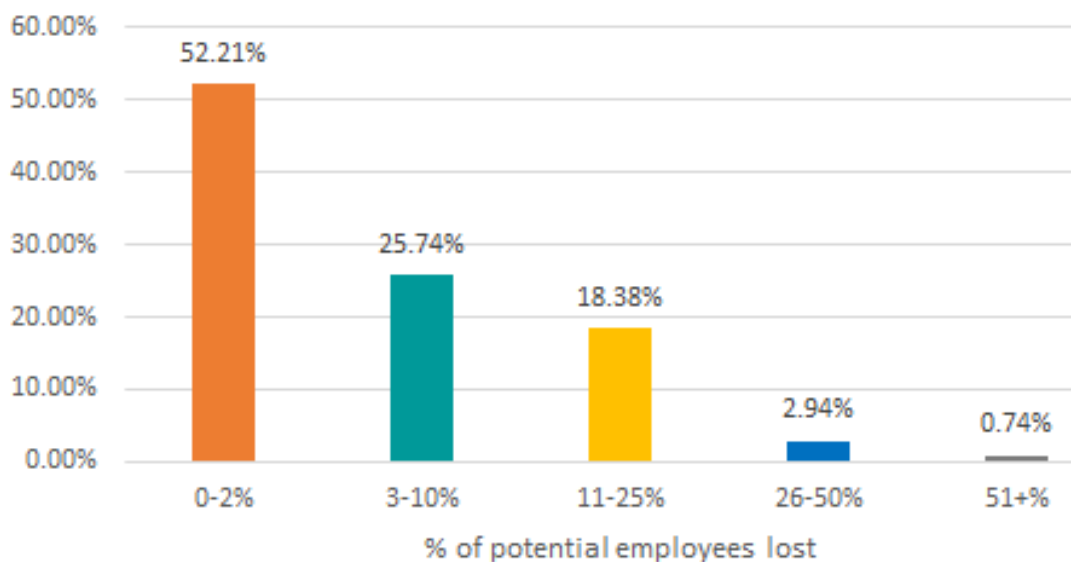
A STRONG COMPLAINT AND RESOLUTION PLAN ENCOURAGES EMPLOYEES TO COME FORTH AND BUILDS TRUST THAT ISSUES WILL BE HEARD AND RESOLVED.

RETAINING EMPLOYEES AND YOUR COMPANY CULTURE



In unprecedented times like these, there is no way of knowing how your employees are feeling about their work or the company. This is when the groundwork you have done to develop your company culture in the past will come into play. And also why it is so important to show continuity in keeping your culture strong and consistent, especially while employees are furloughed or working from home. This is also a great opportunity to fix some things in your company culture that have been lacking. Remember, the steps you take now may directly impact how much of your workforce will return post-pandemic.

How many employees are you at risk of losing?



CULTURE AND EMPLOYEE RETENTION PLAN

What are the primary components that are most important to our company culture?

What can we do now to send a message to employees that our culture remains in tact?

What is lacking in our culture that we can improve on to encourage employees to look forward to returning post-pandemic?

How can members of the leadership team help get the message out to employees?

THERE IS NOTHING MORE EFFECTIVE IN RETAINING EMPLOYEES THAN A POSITIVE AND TRUSTING COMPANY CULTURE.

The message is clear, HR Professionals clearly understand that the way this difficult and trying time is handled will directly impact how successful the return-to-work efforts will be.



THE TOOLS YOU NEED TO GET IT DONE **RIGHT**

- **COMMUNICATION** - A readily available platform that everyone is comfortable using to allow for regular check-ins and company messaging to provide a way for employees to still feel tethered to the company.
- **RESOURCE CENTER** - An accessible online place where employees can go to find information on leave policies, payroll details, benefits information and company communications that will provide clarity and comfort when anxiety arises.
- **COMPLAINTS** - A means of tracking complaints and concerns that arise now and upon return to ensure follow through to resolution.
- **MENTAL HEALTH** - Available resources, suggested apps and podcasts, exercise suggestions and positive uplifting messages to encourage mental health and balance during this trying time.

TOOLS AND RESOURCES DEPLOYMENT PLAN

What tools and resources do we already have in place and how are we using them?

What could we be doing better and what tools would be needed to achieve a improvement?

How can we find out now what is working and what is not for our employees? What tool(s) would we need to do this efficiently?

Are we ensuring that our employees feel comfortable talking with us about challenges or bringing forth complaints and concerns so that they can be addressed? *(Hint: InvestiPro can help you with this)*

UNDERSTANDING AND MEETING EMPLOYEE NEEDS IN A TIME OF CHAOS AND UNCERTAINTY BREEDS LOYALTY AND ENGAGEMENT. THE BEST WAY TO FIND OUT WHAT YOUR EMPLOYEES NEED IS TO ASK.

CONCLUSION



We applaud you for your efforts in making this time a little better for each and every employee in your company. With the challenges that are facing us, it is important to remember that things do not have to be perfect. What your employees need to know is that you and your company are doing the best you can to protect and encourage them when times are hard. And please ensure that you are taking care of yourself as well.

WE WILL GET THROUGH THIS TOGETHER!

KEY TAKEAWAYS:

- The most important thing you can do for your employees is to communicate that you are looking forward and planning for their return.
- HR is not alone in this. It is critical to assemble a unified team to keep employees engaged.
- Providing resources where employees find the information they need and a means to communicate complaints and concerns will help alleviate anxiety.
- Deploying the right tools can improve the work from home situation for both employees and the company.
- The work you do now to preserve company culture and retain employees will directly impact the return-to-work outcome.



Learn how InvestiPro can save you up to 40% of the time it takes to conduct each investigation at www.InvestiPro.com.



**Dana Barbato, SPHR,
SHRM-SCP
CEO of InvestiPro**

About the author...

Dana Barbato spent 26 years working to tame the chaos in the human side of HR. With a strong belief in respectful employee relations, strong leadership and consistent practices, she has proven that accountability is the key to building a culture of respect and civility. These beliefs caused Dana to step out of her HR career and create InvestiPro, the first automated workplace investigation platform built by HR for HR. Now, as CEO of InvestiPro, Dana is on a mission to revolutionize the way employee relations and investigations are handled across all industries. Dana speaks as a subject matter expert at HR and Technology events nationally throughout the year. You can follow her on the HR Investigator Blog at www.InvestiPro.com/blog.

800-779-6072

CustomerService@investipro.com

www.investipro.com

Return to Work Interim Guidance Toolkit

Overview

This toolkit contains interim recommendations from the American Dental Association's (ADA's) Advisory Task Force on Dental Practice Recovery. Since this is interim guidance, it is focused on the short-term management of dental practice during the COVID-19 pandemic as some offices return to providing non-emergent care. Details not specifically addressed in this interim guidance will be left up to the professional judgment of each dentist. The possible integration of additional infection control measures, air purification systems, and any other safety recommendations will be addressed by the Council on Dental Practice as the COVID-19 knowledge base grows.

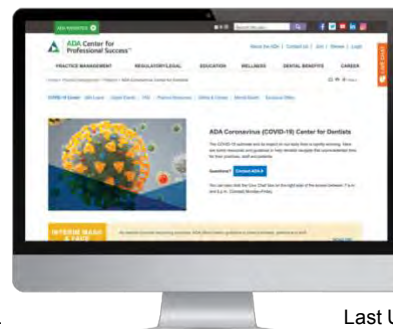
The ADA Task Force was convened to advise in the development of tools to support dentists who are returning to work after the COVID-19 closures and practice restrictions. It is recognized that different areas will return to a more familiar style of practice at different times, and under different circumstances. Each dentist will need to incorporate their clinical judgment with their knowledge of the incidences of COVID-19 cases in their area, the needs of their patients, and the availability of any necessary supplies to re-engage in the provision of elective dental care.

Due to the evolving understanding of the world's knowledge of SARS-CoV-2, it is expected that more recommendations will be brought forward that might impact how dentists deliver care. The ADA's Council on Dental Practice will carry on the work of the Advisory Task Force. Further information and recommendations will be provided to our members as it becomes available.

Table of Contents

- Page 2** [Welcome Back Reassurance Sample Letter](#) reassures patients of your office's commitment to maintaining up-to-date infection control procedures.
- Page 3** [Pre-Appointment Screening Process](#) explains how to screen patients for symptoms of COVID-19 before the appointment and upon arrival. It also includes a patient screening form.
- Page 4** [In-Office Patient Registration Procedures](#) are for dental teams to implement at the front-desk before reopening the practice.
- Page 5** [Reception Area Preparation Strategies](#) explain how to reduce the risk of COVID-19 transmission during patient visits.
- Page 6** [Chairside Checklist](#) includes procedures for dentists and staff while in the operatory rooms and until the patient's room is cleaned and disinfected.
- Page 8** [Staff Protection Strategies](#) includes recommendations for in-office clothing, pregnant staff, and a daily COVID-19 screening log for office staff and associates to use before entering the practice.
- Page 11** [Shopping List](#)
- Page 12** [Appendix](#)

For COVID-19 resources from the ADA, visit the ADA Coronavirus (COVID-19) Center for Dentists at [ADA.org/virus](https://ada.org/virus).



Return to Work Interim Guidance Toolkit

ADA®

Welcome Back Reassurance Sample Letter

Reassure patients of your office's commitment to maintaining up-to-date infection control procedures. This customizable letter can be updated with your dental practice's information and sent to patients as you reopen the office.

To customize the template for your dental practice, download a copy of the [Welcome Back Reassurance Letter](#).

4/22/20

Patient Name
Street Address
City, State Zip

Dear Patient:

We hope this letter finds you and your family in good health. Our community has been through a lot over the last few months, and all of us are looking forward to resuming our normal habits and routines. While many things have changed, one thing has remained the same: our commitment to your safety.

Infection control has always been a top priority for our practice and you may have seen this during your visits to our office. Our infection control processes are made so that when you receive care, it's both safe and comfortable. We want to tell you about the infection control procedures we follow in our practice to keep patients and staff safe.

Our office follows infection control recommendations made by the American Dental Association (ADA), the U.S. Centers for Disease Control and Prevention (CDC) and the Occupational Safety and Health Administration (OSHA). We follow the activities of these agencies so that we are up-to-date on any new rulings or guidance that may be issued. We do this to make sure that our infection control procedures are current and adhere to each agencies' recommendations.

You may see some changes when it is time for your next appointment. We made these changes to help protect our patients and staff. For example:

- Our office will communicate with you beforehand to ask some screening questions. You'll be asked those same questions again when you are in the office.
- We have hand sanitizer that we will ask you to use when you enter the office. You will also find some in the reception area and other places in the office for you to use as needed.
- You may see that our waiting room will no longer offer magazines, children's toys and so forth, since those items are difficult to clean and disinfect.
- Appointments will be managed to allow for social distancing between patients. That might mean that you're offered fewer options for scheduling your appointment.
- We will do our best to allow greater time between patients to reduce waiting times for you, as well as to reduce the number of patients in the reception area at any one time.

We look forward to seeing you again and are happy to answer any questions you may have about the steps we take to keep you, and every patient, safe in our practice. To make an appointment, please call our office at [office number](#) or visit our website at [web address](#).

Thank you for being our patient. We value your trust and loyalty and look forward to welcoming back our patients, neighbors and friends.

Sincerely,

Dentist and Team



TIP: *Customize the document with your patient's and practice's information for use in print mailings or emails.*



TIP: *Review and customize the bulleted list to reflect the changes to expect when your patients come for their next office visit.*

Return to Work Interim Guidance Toolkit

Pre-Appointment Screening Process

The following questions can be used for screening patients in advance of their office visit. Dentists may need to adapt the following sample transcript to fit their preferred method of communication — phone, video conference, text reminders and secure website — for collecting patient information prior to their office visit.

- Identify yourself, the office/doctor's name and ask to speak with the patient or the patient's parent or legal guardian.
- After explaining the purpose for the call, such as an appointment reminder, proceed with the [Patient Screening Form](#) questions.
- Positive responses to any of these would likely indicate a deeper discussion with the dentist before proceeding with elective dental treatment.
 - For testing, see the list of [State and Territorial Health Department Websites](#) for your specific area's information.
- Inform patients that these questions will be repeated and their temperature will be taken when they arrive at the office in order to ensure nothing has changed since the phone conversation.
- Remind patients/guardians to limit extra companions on their trip to your office to only essential people in order to reduce the number of people in the reception area.
- If patients/parents/guardians seem reluctant in any way, reassure them that although this may seem strange, it is all being done out of an abundance of concern for their health, as well as that of the other patients being seen in the office, the doctor and the staff, and any public with whom they might come in contact.
- If you need to leave a voicemail or are sending a text message, ask the patient to call the office prior to their appointment for preliminary screening. If your website is capable, you may install the questionnaire and instructions on there for them to access pre-appointment.

Patient Screening Form

Patient Name: _____

	PRE-APPOINTMENT	IN-OFFICE
	Date: _____	Date: _____
Do you/they have fever or have you/they felt hot or feverish recently (14-21 days)?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you/they having shortness of breath or other difficulties breathing?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you/they have a cough?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Any other flu-like symptoms, such as gastrointestinal upset, headache or fatigue?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Have you/they experienced recent loss of taste or smell?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you/they in contact with any confirmed COVID-19 positive patients? Patients who are well but who have a sick family member at home with COVID-19 should consider postponing elective treatment.	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is your/their age over 60?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you/they have heart disease, lung disease, kidney disease, diabetes or any auto-immune disorders?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Have you/they traveled in the past 14 days to any regions affected by COVID-19? (as relevant to your location)	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

Positive responses to any of these would likely indicate a deeper discussion with the dentist before proceeding with elective dental treatment.

For testing, see the list of [State and Territorial Health Department Websites](#) for your specific area's information.

Practice Tips:

- If suitable given your office design, you might consider having your patients wait in their car and you can call or text when they should enter the practice. This is not practical for all offices, so use your own judgment. For patients who use other forms of transportation, devise a plan and provide instructions for entering the practice prior to their office visit.
- You might consider asking patients to bring their own pens to use (or supply them with a pen to take with them).
- If they need to cancel due to illness, you might consider waiving any last-minute cancellation fee policies that might exist.



Resource: CDC's [Phone Advice Line Tool for Possible COVID-19 Tool](#)

Return to Work Interim Guidance Toolkit

In-Office Patient Registration Procedures



In this section, dental offices can use the following checklist and resources to help prepare staff for accepting patients before they arrive, when they arrive, during their consultations, and after.

- Have hand sanitizer available for use.
- Check patient's temperature (<100.4°F) with thermometer.
 - Touchless forehead scan is convenient and produces less waste, though any thermometer is appropriate as long as cleaned appropriately between uses.
 - Be sure to follow the manufacturer's instructions.
 - If elevated temperature is noted, supply patient with mask and instruct them how to don it; follow through with asking screening questions and alert the dentist.
- Complete [Patient Screening Form](#) (regardless of presence of fever).
 - Positive responses to any of these would likely indicate a deeper discussion with the dentist before proceeding with elective dental treatment.
 - If referring patients for testing, see the list of [State and Territorial Health Department Websites](#) for your specific area's information.
 - Remember to maintain the confidentiality of the patient.
- Consider providing pens (with office brand for marketing) for each patient and then giving it to them, rather than reusing. If reusing, remember to wipe down pens between transfers back and forth.
- Provide wipes or materials to clean pens, clipboard, counter, phone, keyboards, light switches, surfaces, and anything else high touch.
 - If surfaces are dirty, they should be cleaned using a detergent or soap and water prior to disinfection.
 - To disinfect, use [products that meet EPA's criteria for use against SARS-CoV2](#), the cause of COVID-19, and are appropriate for the surface.

Post-Procedural Patient Exit

- Post-op instructions should include a reminder to report any signs or symptoms of COVID-19 within next 14 days.



Resource: [CDC Interim Infection Prevention and Control Guidance for Dental Settings during the COVID-19 Response](#)

Return to Work Interim Guidance Toolkit

ADA®

Reception Area Preparation Strategies



Get your dental office ready for COVID-19. Protect your patients and staff with this checklist. Emphasize hand hygiene and cough etiquette for everyone.

Prepare the entrance to the building or office:

- Provide a hand sanitation station upon entry into facility, with a notice to people to use it before entry into the rest of the office.

Prepare the waiting area, bathrooms and patient consultation rooms:

- Provide supplies:
 - Tissues
 - Alcohol-based hand rub
 - Soap at sinks
 - Trash cans
- Place chairs 6 feet apart, when possible. Use barriers (like screens), if possible.
- If your office has toys, reading materials, remote controls or other communal objects, remove them or clean them regularly.
- On a regular schedule, wipe all touchable surface areas with an approved surface cleaner. Remember to include tables, chair arms, doorknobs, light switches, hangers, and anything else with which people come in contact.
 - If surfaces are dirty, they should be cleaned using a detergent or soap and water prior to disinfection.
 - To disinfect, use [products that meet EPA's criteria for use against SARS-CoV](#), the cause of COVID-19, and are appropriate for the surface.



Resource: [CDC's Get Your Clinic Ready for COVID-19](#)

Return to Work Interim Guidance Toolkit

Chairside Checklist



Dentists and staff can use this checklist as they prepare the procedures for working in the operatory rooms during the patient's visit and after.

- Informed consent: check with your malpractice carrier for any consideration of a revised informed consent form.
- Limit paperwork in the operatory as much as possible.
 - If using paper charting, cover with clear barrier so you may read what is needed for appointment.
 - Place new chart notes into document away from patient contact area when possible.
- Cover keyboard of computer with disposable, flexible, clear barrier (e.g. plastic wrap) and change between patients.
- Limit access to the operatory to the patient only when possible. Supply a mask and shield to anyone who accompanies the patient.
 - Reminder: In certain circumstances, it may be impracticable to limit others in the operatory when their presence is legally required (e.g., translators, service animals).
- Keep staff level in operatory to the minimum required.
- Mask pre-entry (for chairside staff also) as virus-containing aerosol particles may exist.
- No hand shaking, or physical contact.
- Wash hands and glove in room.
- Review overall health history, confirming that the screening questions were asked during the check-in procedure, and review if necessary.
- No documented evidence exists at this time to support the pre-procedural rinses to reduce the transmission of the COVID-19 virus.
- Decide on treatment using clinical judgment and known facts, combining:
 - Patient health/risk factors/geographic incidence of COVID-19.
 - Procedural requirements/clinical risks (production of aerosol, inducement of patient cough during procedure, ability to employ use of rubber dam.)
 - Availability of PPE with relation to risk.
 - [ADA Interim Mask and Face Shield Guidelines](#)
 - [Understanding Mask Types](#)

Return to Work Interim Guidance Toolkit

- Use professional judgment to employ the lowest aerosol-generating armamentarium when delivering any type of restorative or hygiene care.
 - As an example, use hand scaling rather than ultrasonic scaling when appropriate.
 - High velocity evacuation should be employed whenever possible.
- Use of nitrous oxide: use disposable nasal hood; tubing should either be disposable or if reusable, sterilized according to the manufacturer's recommendations.
- Shock your dental unit water lines if you are returning from an extended break in practice. Consult your manufacturer for proper product recommendations.
- Use professional judgment on mask removal and replacement between patients.
 - If you are removing your mask, do so outside the treatment room.
 - If the mask is soiled, damaged, or hard to breathe through, it must be replaced.
 - **Resource:** [CDC Strategies for Optimizing the Supply of Facemasks](#)
- Clean the operatory while wearing gloves, a mask, and face shield or goggles.
 - Dispose of surface barriers after each patient.
 - If surfaces are dirty, they should be cleaned using a detergent or soap and water prior to disinfection.
 - For disinfection, use [products that meet EPA's criteria for use against SARS-CoV-2](#) (the cause of COVID-19) and are appropriate for the surface, following manufacturer's instructions.
 - Replace surface barriers.
 - Limit paperwork in operatory.
 - Include other evacuation systems.



Resources:

- American Dental Association and Organization for Safety, Asepsis, and Prevention (OSAP) webinar: [COVID-19 Infection Control Protocols and Procedures Webinar](#)
- A second webinar was presented on April 24 by the ADA and OSAP on PPE. Visit [ADA.org COVID-19 Digital Events page](#) to view the on-demand version.

Return to Work Interim Guidance Toolkit

Staff Protection Strategies

Help protect office staff as you reopen the practice by utilizing the following strategies. Dentists should consider a soft launch where they discuss the new strategies to be implemented and the reasons behind them. Practice these routines with staff before welcoming patients. This should include, among other things, consideration of patient flow into and through the practice, timing for operatory usage and sterilization, staff routines as they don and doff PPE, and how to best time the daily schedules when returning to patient care.



Front Desk

- Front desk staff can wear masks and goggles, or face shields, or offices can install a clear barrier.
- Consider individual phone headsets for each front desk staffer to reduce virus spread through the phone hand piece.



Hand Hygiene

With strict attention to staff hand hygiene, instruct staff to clean hands thoroughly:

- Upon entry into the workplace.
- Before and after any contact with patients.
- After contact with contaminated surfaces or equipment.
- After removing PPE, refer to the [ADA's Hand Hygiene for the Dental Team](#).
- **Resource:** [Introduction to Hand Hygiene for Healthcare Providers](#)



Clothing

- If available, gowns should be considered.
 - Change gown if it becomes soiled.
 - Disposable gowns should be discarded after use. Cloth gowns should be [laundered](#) after each use.
 - **Resource:** [Interim Infection Prevention and Control Guidance for Dental Settings During the COVID-19 Response](#)
- If scrubs are to be worn, change between street clothes and scrubs upon entry and exit, or do the same with other office garb.
 - Provide laundry facilities in the office.
 - Contracting with a laundry service is another option.
 - Long sleeved garments should be worn.
- Professional judgment should be exercised with regard to the use of disposable foot covers or head covers.

Return to Work Interim Guidance Toolkit



Pregnancy

- Pregnant staff members should seek and follow medical guidance from their physician regarding work.
- Information on COVID-19 in pregnancy is very limited; offices may want to consider limiting exposure of pregnant staff to patients, especially during higher risk procedures (e.g., aerosol-generating procedures) if feasible, based on staffing availability. (Source: [Interim U.S. Guidance for Risk Assessment and Public Health Management of Healthcare Personnel with Potential Exposure in a Healthcare Setting to Patients with COVID-19.](#))
- **Resource:** [American College of Obstetrics and Gynecology](#)



Coronavirus Diagnostic Tests

- At this time, there is not a FDA approved test that is widely available.
- There are a large number of gray market tests being marketed, not all with reliable results.
- Refer to the ADA News article, [ADA advises dentists to follow science-backed guidance regarding COVID-19 testing, avoid 'gray market'](#), that urges dentists to be cautious about using novel coronavirus diagnostic tests before they have been properly evaluated and made available for dentists.
- FDA's [FAQs on Diagnostic Testing for SARS-CoV-2](#)
- For testing, see the list of [State and Territorial Health Department Websites](#) for your specific area's information.



COVID-19 Employee Screening

- Consider implementing a daily health screening check point and log for all employees entering the workplace. (Download the [COVID-19 Daily Screening Log](#))

DATE	NAME	TEMPERATURE <100.4°F	COUGH	NEW SHORTNESS OF BREATH	ASKED TO GO HOME (Note Time Dismissed)
			<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes, Time: <input type="checkbox"/> No

Example of daily log, available for download.

- Ask all persons (employees/owners/associates) reporting to work the following questions, remembering to respect their confidentiality:

Return to Work Interim Guidance Toolkit



Do you have any of the following?

- Fever or feeling feverish (chills, sweating). Not necessary if temperature taken, though ask about fever-reducing or symptom altering medications.
- Employees who have symptoms of acute respiratory illness are recommended to notify their supervisor and stay home until they are free of fever (100.4° F [38.0° C] or greater using an oral thermometer), have signs of a fever, and any other symptoms for at least 24 hours, without the use of fever-reducing or other symptom-altering medicines (e.g. cough suppressants).
- Shortness of breath (not severe)
- Cough

The screenshot shows a 'COVID-19 Daily Screening Log' form with columns for DATE, NAME, TEMPERATURE (100.4°F), COUGH, NEW SHORTNESS OF BREATH, and ASKED TO GO HOME (Note Time Dismissed). Each row contains checkboxes for 'Yes' and 'No' for each symptom category.

Are you ill, or caring for someone who is ill?

- Persons who are well but who have a sick family member at home with COVID-19 should notify their supervisor.
- Address coming to work in your office policies, addressing sick leave absences as is appropriate for your office situation and size, following any federal and state employment law provisions.
- If an employee is confirmed to have COVID-19, the employer should inform fellow employees of their possible exposure to COVID-19 in the workplace but maintain confidentiality as required by the Americans with Disabilities Act (AwDA).
- **Resources:**
 - [What To Do If Someone on Your Staff Tests Positive for COVID-19](#)
 - [COVID-19 Employment Law FAQs](#)

In the two weeks before you felt sick, did you:

- Have contact with someone diagnosed with COVID-19?
- Live in or visit a place where COVID-19 is spreading?



Resource: You may send home an employee exhibiting influenza-type symptoms. For more information, see the CDC’s [Interim U.S. Guidance for Risk Assessment and Public Health Management of Healthcare Personnel with Potential Exposure in a Healthcare Setting to Patients with COVID-19.](#)

Return to Work Interim Guidance Toolkit

Shopping List



Think broadly for securing products and supplies. Consider janitorial supply companies, restaurant supply houses, local hardware stores and other places as resources for some materials. Be sure to add yourself to wait lists for products/supplies. It is unclear when supply chains will return to normal, but if you are not on a list you may miss out. Be cautious of the 'gray market' products when shopping.

- Front desk barrier
- Hand sanitizer
- Hand sanitizer stations for entry/exit of practice
- Tissues: available throughout practice for cough/sneeze etiquette
- Wastebaskets: near tissues
- Thermometer(s): for entrance/registration stations
- Soap
- Paper goods
- Disposable pens: May want to order customized pens to give each patient their own or suggest in screening call that patients bring their own.
- PPE: [Interim Mask and Face Shield Guidelines](#)

This guidance is intended to help dental practices lower (but not eliminate) the risk of coronavirus transmission during the current pandemic. Dental practices should not presume that following the guidelines will insulate them from liability in the case of infection. Dentists should also be aware of any relevant laws, regulations, or rules adopted in their states.

Return to Work Interim Guidance Toolkit

ADA®

Appendix

1. [Welcome Back Reassurance Letter](#) (Use link to download Word document)
2. [Patient Screening Form](#) (Use link to download Word form)
3. [Interim Mask and Face Shield Guidelines](#)
4. [Understanding Mask Types](#)
5. [COVID-19 Daily Screening Log](#) (Use link to download Word form)

4/22/20

Patient Name
Street Address
City, State Zip

Dear Patient:

We hope this letter finds you and your family in good health. Our community has been through a lot over the last few months, and all of us are looking forward to resuming our normal habits and routines. While many things have changed, one thing has remained the same: our commitment to your safety.

Infection control has always been a top priority for our practice and you may have seen this during your visits to our office. Our infection control processes are made so that when you receive care, it's both safe and comfortable. We want to tell you about the infection control procedures we follow in our practice to keep patients and staff safe.

Our office follows infection control recommendations made by the American Dental Association (ADA), the U.S. Centers for Disease Control and Prevention (CDC) and the Occupational Safety and Health Administration (OSHA). We follow the activities of these agencies so that we are up-to-date on any new rulings or guidance that may be issued. We do this to make sure that our infection control procedures are current and adhere to each agencies' recommendations.

You may see some changes when it is time for your next appointment. We made these changes to help protect our patients and staff. For example:

- Our office will communicate with you beforehand to ask some screening questions. You'll be asked those same questions again when you are in the office.
- We have hand sanitizer that we will ask you to use when you enter the office. You will also find some in the reception area and other places in the office for you to use as needed.
- You may see that our waiting room will no longer offer magazines, children's toys and so forth, since those items are difficult to clean and disinfect.
- Appointments will be managed to allow for social distancing between patients. That might mean that you're offered fewer options for scheduling your appointment.
- We will do our best to allow greater time between patients to reduce waiting times for you, as well as to reduce the number of patients in the reception area at any one time.

We look forward to seeing you again and are happy to answer any questions you may have about the steps we take to keep you, and every patient, safe in our practice. To make an appointment, please call our office at [office number](#) or visit our website at [web address](#).

Thank you for being our patient. We value your trust and loyalty and look forward to welcoming back our patients, neighbors and friends.

Sincerely,

Dentist and Team

Patient Screening Form

Patient Name:

	PRE-APPOINTMENT	IN-OFFICE
	Date:	Date:
Do you/they have fever or have you/they felt hot or feverish recently (14-21 days)?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you/they having shortness of breath or other difficulties breathing?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you/they have a cough?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Any other flu-like symptoms, such as gastrointestinal upset, headache or fatigue?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Have you/they experienced recent loss of taste or smell?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you/they in contact with any confirmed COVID-19 positive patients? <i>Patients who are well but who have a sick family member at home with COVID-19 should consider postponing elective treatment.</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is your/their age over 60?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you/they have heart disease, lung disease, kidney disease, diabetes or any auto-immune disorders?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Have you/they traveled in the past 14 days to any regions affected by COVID-19? (as relevant to your location)	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

Positive responses to any of these would likely indicate a deeper discussion with the dentist before proceeding with elective dental treatment.


- For testing, see the list of [State and Territorial Health Department Websites](#) for your specific area's information.

Interim Mask and Face Shield Guidelines

These recommendations align with existing CDC recommendations for patients without signs/symptoms of COVID-19.

Use the highest level of PPE available when treating patients to reduce the risk of exposure. Some risk is inherent in all scenarios. If masks with either goggles or face shields are not available, please understand there is a higher risk for infection; therefore, use your professional judgment related to treatment provided and the patient's risk factors.

Considering that patients who are asymptomatic may still be COVID-19 infectious, it should be assumed that all patients can transmit disease.

Mask Type – With Goggles or Face Shield (Understanding Mask Types)	Level of Risk*** to DHCP
 N95	Low
 N95 EQUIVALENT MASK* KN/KP95, PFF2, P2, DS/DL2, KOREAN SPECIAL 1ST	Low
 Surgical Mask**	Moderate

*The FDA has authorized the use of masks equivalent to the N95 during the pandemic period. Manufacturers approved can be found here: <https://www.fda.gov/media/136663/download>

**ASTM has established performance levels for surgical masks based on fluid resistance, bacterial filtration efficiency, particulate filtration efficiency, breathing resistance and flame spread.

- Level 1 masks have the least fluid resistance, bacterial filtration efficiency, particulate filtration efficiency, and breathing resistance.
- Level 2 masks provide a moderate barrier for fluid resistance, bacterial and particulate filtration efficiencies and breathing resistance.
- Level 3 masks provide the maximum level of fluid resistance recognized by ASTM and are designed for procedures with moderate or heavy amounts of blood, fluid spray or aerosol exposure.

***https://www.ada.org/~media/CPS/Files/COVID/ADA_COVID_Int_Guidance_Treat_Pts.pdf?utm_source=adaorg&utm_medium=co-vi-d-resources-lp&utm_content=cv-pm-ebd-interim-response&utm_campaign=covid-19

Professional judgment should be exercised when considering the use of gowns, foot covers and head covers.

These guidelines are intended to help dental practices lower (but not eliminate) the risk of coronavirus transmission during the current pandemic. Dental practices should not presume that following the guidelines will insulate them from liability in the case of infection. Dentists should also be aware of any relevant laws, regulations, or rules adopted in their states.

Understanding Mask Types



SURGICAL MASK



N95 MASK*



**N95 EQUIVALENT MASK
KN/KP95, PFF2, P2, DS/DL2,
KOREAN SPECIAL 1ST***

Testing and Approval	Cleared by the U.S. Food and Drug Administration (FDA)	Evaluated, tested, and approved by NIOSH as per the requirements in 42 CFR Part 84	FDA Emergency Use Authorization (EUA)
Sizing	No	Yes. The sizing differs with each mask model. Some of the sizing options include small, small/medium, medium, medium/large, and large.	Yes. The sizing differs with each mask model. Some of the sizing options include small, small/medium, medium, medium/large, and large.
Intended Use and Purpose	Fluid resistant and provides the wearer protection against large droplets, splashes, or sprays of bodily or other hazardous fluids. Protects the patient from the wearer's mask emissions	Reduces wearer's exposure to particles including small particle aerosols and large droplets (only non-oil aerosols). OSHA recommends certifying the authenticity of masks to insure they provide the expected protection.	Reduces wearer's exposure to particles including small particle aerosols and large droplets (non-oil aerosols). Manufactured in compliance with standards of other countries and considered equivalent to NIOSH approved N95 masks. Authorized manufacturers are listed at: https://www.fda.gov/media/136663/download
Face Seal Fit+	Loose-fitting	Tight-fitting**	Tight-fitting**
Fit Testing+ Requirement	No	Temporary lifting of fit test enforcement requirement.	Temporary lifting of fit test enforcement requirement.
User Seal Check Requirement	No	Yes. Required each time the mask is donned (put on)	Yes. Required each time the mask is donned (put on)
Use Limitations	Disposable. Discard after each patient encounter.	Ideally should be discarded after each aerosol-generating patient encounter. It should also be discarded when it becomes damaged or deformed; no longer forms an effective seal to the face; becomes wet or visibly dirty; breathing becomes difficult; or if it becomes contaminated with blood, respiratory or nasal secretions, or other bodily fluids from patients.	Ideally should be discarded after each aerosol-generating patient encounter. It should also be discarded when it becomes damaged or deformed; no longer forms an effective seal to the face; becomes wet or visibly dirty; breathing becomes difficult; or if it becomes contaminated with blood, respiratory or nasal secretions, or other bodily fluids from patients.

*OSHA video on mask seal check: <https://www.youtube.com/watch?v=pGXiUyAoEd8>.

Facial hair may affect the fit of the mask: <https://www.cdc.gov/niosh/npptl/pdfs/FacialHairWmask11282017-508.pdf>

+Note: A seal test is a user test performed by the wearer every time the mask is put on to insure that the mask is properly seated to the face. If not, it needs to be adjusted. A fit test is used to determine appropriate mask size for the individual.

**A mask that does not fit does not protect you, meaning that you should not rely on it to protect you from infection.

Computer/Medical Lab Sanitization Log

Instructor:	Date:	Room:
-------------	-------	-------

Use a fresh page for every date, class, or instructor

Must be completed between all scheduled lab sessions

Time:	Describe Sanitization Completed:
Student Names:	

Time:	Describe Sanitization Completed:
Student Names:	

Time:	Describe Sanitization Completed:
Student Names:	

Time:	Describe Sanitization Completed:
Student Names:	

GUIDANCE FOR CLEANING & DISINFECTING

PUBLIC SPACES, WORKPLACES, BUSINESSES, SCHOOLS, AND HOMES



SCAN HERE
FOR MORE
INFORMATION

1 DEVELOP YOUR PLAN

DETERMINE WHAT NEEDS TO BE CLEANED.

Areas unoccupied for 7 or more days need only routine cleaning. Maintain existing cleaning practices for outdoor areas.

DETERMINE HOW AREAS WILL BE DISINFECTED. Consider the type of surface and how often the surface is touched. Prioritize disinfecting frequently touched surfaces.

CONSIDER THE RESOURCES AND EQUIPMENT NEEDED. Keep in mind the availability of cleaning products and personal protective equipment (PPE) appropriate for cleaners and disinfectants.

Follow guidance from state, tribal, local, and territorial authorities.

2 IMPLEMENT

CLEAN VISIBLY DIRTY SURFACES WITH SOAP AND WATER prior to disinfection.

USE THE APPROPRIATE CLEANING OR DISINFECTANT PRODUCT. Use an EPA-approved disinfectant against COVID-19, and read the label to make sure it meets your needs.

ALWAYS FOLLOW THE DIRECTIONS ON THE LABEL. The label will include safety information and application instructions. Keep disinfectants out of the reach of children.

3 MAINTAIN AND REVISE

CONTINUE ROUTINE CLEANING AND DISINFECTION.

Continue or revise your plan based upon appropriate disinfectant and PPE availability. Dirty surfaces should be cleaned with soap and water prior to disinfection. Routinely disinfect frequently touched surfaces at least daily.

MAINTAIN SAFE PRACTICES such as frequent handwashing, using cloth face coverings, and staying home if you are sick.

CONTINUE PRACTICES THAT REDUCE THE POTENTIAL FOR EXPOSURE. Maintain social distancing, staying six feet away from others. Reduce sharing of common spaces and frequently touched objects.

For more information, please visit [CORONAVIRUS.GOV](https://www.cdc.gov/coronavirus)



MAKING YOUR PLAN TO CLEAN AND DISINFECT

Cleaning with soap and water removes germs, dirt, and impurities from surfaces. It lowers the risk of spreading infection.

Disinfecting kills germs on surfaces. By killing germs on a surface after cleaning, it can further lower the risk of spreading infection.



Is the area indoors?

YES

It is an indoor area.

NO

Maintain existing cleaning practices.

Coronaviruses naturally die in hours to days in typical indoor and outdoor environments. Viruses are killed more quickly by warmer temperatures and sunlight.

Has the area been occupied within the last 7 days?

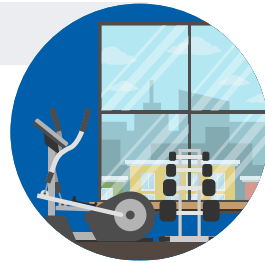
YES

Yes, the area has been occupied within the last 7 days.

NO

The area has been unoccupied within the last 7 days.

The area will need only routine cleaning.



Is it a frequently touched surface or object?

YES

Yes, it is a frequently touched surface or object.

NO

Thoroughly clean these materials.

Consider setting a schedule for routine cleaning and disinfection, as appropriate.

What type of material is the surface or object?

Hard and non-porous materials like glass, metal, or plastic.

Visibly dirty surfaces should be cleaned prior to disinfection.

Consult EPA's list of disinfectants for use against COVID-19, specifically for use on hard, non-porous surfaces and for your specific application need. More frequent cleaning and disinfection is necessary to reduce exposure.

Soft and porous materials like carpet, rugs, or material in seating areas.

Thoroughly clean or launder materials.

Consider removing soft and porous materials in high traffic areas. Disinfect materials if appropriate products are available.



GUIDANCE FOR CLEANING AND DISINFECTING

PUBLIC SPACES, WORKPLACES, BUSINESSES, SCHOOLS, AND HOMES



SCAN HERE
FOR MORE
INFORMATION

This guidance is intended for all Americans, whether you own a business, run a school, or want to ensure the cleanliness and safety of your home. Reopening America requires all of us to move forward together by practicing social distancing and other [daily habits](#) to reduce our risk of exposure to the virus that causes COVID-19. Reopening the country also strongly relies on public health strategies, including increased testing of people for the virus, social distancing, isolation, and keeping track of how someone infected might have infected other people. This plan is part of the larger [United States Government plan](#) and focuses on cleaning and disinfecting public spaces, workplaces, businesses, schools, and can also be applied to your home.

Cleaning and disinfecting public spaces including your workplace, school, home, and business will require you to:

- Develop your plan
- Implement your plan
- Maintain and revise your plan

Reducing the risk of exposure to COVID-19 by cleaning and disinfection is an important part of reopening public spaces that will require careful planning. Every American has been called upon to slow the spread of the virus through social distancing and prevention hygiene, such as frequently washing your hands and wearing face coverings. Everyone also has a role in making sure our communities are as safe as possible to reopen and remain open.

The virus that causes COVID-19 can be killed if you use the right products. EPA has compiled a list of disinfectant products that can be used against COVID-19, including ready-to-use sprays, concentrates, and wipes. Each product has been shown to be effective against viruses that are harder to kill than viruses like the one that causes COVID-19.

For more information, please visit **CORONAVIRUS.GOV**



This document provides a general framework for cleaning and disinfection practices. The framework is based on doing the following:

1. Normal routine cleaning with soap and water will decrease how much of the virus is on surfaces and objects, which reduces the risk of exposure.
2. Disinfection using [EPA-approved disinfectants against COVID-19](#) can also help reduce the risk. Frequent disinfection of surfaces and objects touched by multiple people is important.
3. When [EPA-approved disinfectants](#) are not available, alternative disinfectants can be used (for example, 1/3 cup of bleach added to 1 gallon of water, or 70% alcohol solutions). Do not mix bleach or other cleaning and disinfection products together--this can cause fumes that may be very dangerous to breathe in. Keep all disinfectants out of the reach of children.

Links to specific recommendations for many public spaces that use this framework, can be found at the end of this document.

It's important to continue to follow federal, state, tribal, territorial, and local guidance for reopening America.

A Few Important Reminders about Coronaviruses and Reducing the Risk of Exposure:

- Coronaviruses on surfaces and objects naturally die within hours to days. Warmer temperatures and exposure to sunlight will reduce the time the virus survives on surfaces and objects.
- Normal routine cleaning with soap and water removes germs and dirt from surfaces. It lowers the risk of spreading COVID-19 infection.
- Disinfectants kill germs on surfaces. By killing germs on a surface after cleaning, you can further lower the risk of spreading infection. [EPA-approved disinfectants](#) are an important part of reducing the risk of exposure to COVID-19. If disinfectants on this list are in short supply, alternative disinfectants can be used (for example, 1/3 cup of bleach added to 1 gallon of water, or 70% alcohol solutions).
- Store and use disinfectants in a responsible and appropriate manner according to the label. Do not mix bleach or other cleaning and disinfection products together--this can cause fumes that may be very dangerous to breathe in. Keep all disinfectants out of the reach of children.
- Do not overuse or stockpile disinfectants or other supplies. This can result in shortages of appropriate products for others to use in critical situations.
- Always wear gloves appropriate for the chemicals being used when you are cleaning and disinfecting. Additional personal protective equipment (PPE) may be needed based on setting and product. For more information, see [CDC's website on Cleaning and Disinfection for Community Facilities](#).
- Practice social distancing, wear facial coverings, and follow proper prevention hygiene, such as washing your hands frequently and using alcohol-based (at least 60% alcohol) hand sanitizer when soap and water are not available.

If you oversee staff in a workplace, your plan should include considerations about the safety of custodial staff and other people who are carrying out the cleaning or disinfecting. These people are at increased risk of being exposed to the virus and to any toxic effects of the cleaning chemicals. These staff should wear appropriate PPE for cleaning and disinfecting. To protect your staff and to ensure that the products are used effectively, staff should be instructed on how to apply the disinfectants according to the label. For more information on concerns related to cleaning staff, visit the Occupational Safety and Health Administration's website on [Control and Prevention](#).

DEVELOP YOUR PLAN

Evaluate your workplace, school, home, or business to determine what kinds of surfaces and materials make up that area. Most surfaces and objects will just need normal routine cleaning. Frequently touched surfaces and objects like light switches and doorknobs will need to be cleaned and then disinfected to further reduce the risk of germs on surfaces and objects.

- First, clean the surface or object with soap and water.
- Then, disinfect using an [EPA-approved disinfectant](#).
- If an EPA-approved disinfectant is unavailable, you can use 1/3 cup of bleach added to 1 gallon of water, or 70% alcohol solutions to disinfect. Do not mix bleach or other cleaning and disinfection products together. Find additional information at [CDC's website on Cleaning and Disinfecting Your Facility](#).

You should also consider what items can be moved or removed completely to reduce frequent handling or contact from multiple people. Soft and porous materials, such as area rugs and seating, may be removed or stored to reduce the challenges with cleaning and disinfecting them. Find additional reopening guidance for cleaning and disinfecting in the [Reopening Decision Tool](#).

It is critical that your plan includes how to maintain a cleaning and disinfecting strategy after reopening. Develop a flexible plan with your staff or family, adjusting the plan as federal, state, tribal, territorial, or local guidance is updated and if your specific circumstances change.

Determine what needs to be cleaned

Some surfaces only need to be cleaned with soap and water. For example, surfaces and objects that are not frequently touched should be cleaned and do not require additional disinfection. Additionally, disinfectants should typically not be applied on items used by children, especially any items that children might put in their mouths. Many disinfectants are toxic when swallowed. In a household setting, cleaning toys and other items used by children with soap and water is usually sufficient. Find more information on cleaning and disinfection toys and other surfaces in the childcare program setting at [CDC's Guidance for Childcare Programs that Remain Open](#).

These questions will help you decide which surfaces and objects will need normal routine cleaning.

Is the area outdoors?

Outdoor areas generally require normal routine cleaning and do not require disinfection. Spraying disinfectant on sidewalks and in parks is not an efficient use of disinfectant supplies and has not been proven to reduce the risk of COVID-19 to the public. You should maintain existing cleaning and hygiene practices for outdoor areas.

The targeted use of disinfectants can be done effectively, efficiently and safely on outdoor hard surfaces and objects frequently touched by multiple people. Certain outdoor areas and facilities, such as bars and restaurants, may have additional requirements. More information can be found on CDC's website on [Food Safety and the Coronavirus Disease 2019 \(COVID-19\)](#).

There is no evidence that the virus that causes COVID-19 can spread directly to humans from water in pools, hot tubs or spas, or water play areas. Proper operation, maintenance, and disinfection (for example, with chlorine or bromine) of pools, hot tubs or spas, and water playgrounds should kill the virus that causes COVID-19. However, there are additional concerns with outdoor areas that may be maintained less frequently, including playgrounds, or other facilities located within local, state, or national parks. For more information, visit CDC's website on [Visiting Parks & Recreational Facilities](#).

Has the area been unoccupied for the last 7 days?

If your workplace, school, or business has been unoccupied for 7 days or more, it will only need your normal routine cleaning to reopen the area. This is because the virus that causes COVID-19 has not been shown to survive on surfaces longer than this time.

There are many public health considerations, not just COVID-19 related, when reopening public buildings and spaces that have been closed for extended periods. For example, take measures to ensure the [safety of your building water system](#). It is not necessary to clean ventilation systems, other than routine maintenance, as part of reducing risk of coronaviruses. For healthcare facilities, additional guidance is provided on [CDC's Guidelines for Environmental Infection Control in Health-Care Facilities](#).

Determine what needs to be disinfected

Following your normal routine cleaning, you can disinfect frequently touched surfaces and objects using a product from [EPA's list of approved products that are effective against COVID-19](#).

These questions will help you choose appropriate disinfectants.

Are you cleaning or disinfecting a hard and non-porous material or item like glass, metal, or plastic?

Consult [EPA's list of approved products for use against COVID-19](#). This list will help you determine the most appropriate disinfectant for the surface or object. You can use diluted household bleach solutions if appropriate for the surface. Pay special attention to the personal protective equipment (PPE) that may be needed to safely apply the disinfectant and the manufacturer's recommendations concerning any additional hazards. Keep all disinfectants out of the reach of children. Please visit CDC's website on [How to Clean and Disinfect](#) for additional details and warnings.

Examples of frequently touched surfaces and objects that will need routine disinfection following reopening are:

- tables,
- doorknobs,
- light switches,
- countertops,
- handles,
- desks,
- phones,
- keyboards,
- toilets,
- faucets and sinks,
- gas pump handles,
- touch screens, and
- ATM machines.

Each business or facility will have different surfaces and objects that are frequently touched by multiple people. Appropriately disinfect these surfaces and objects. For example, transit stations have [specific guidance](#) for application of cleaning and disinfection.

Are you cleaning or disinfecting a soft and porous material or items like carpet, rugs, or seating in areas?

Soft and porous materials are generally not as easy to disinfect as hard and non-porous surfaces. [EPA has listed a limited number of products approved for disinfection for use on soft and porous materials](#). Soft and porous materials that are not frequently touched should only be cleaned or laundered, following the directions on the item's label, using the warmest appropriate water setting. Find more information on [CDC's website on Cleaning and Disinfecting Your Facility](#) for developing strategies for dealing with soft and porous materials.

Consider the resources and equipment needed

Keep in mind the availability of cleaning and disinfection products and appropriate PPE. Always wear gloves appropriate for the chemicals being used for routine cleaning and disinfecting. Follow the directions on the disinfectant label for additional PPE needs. In specific instances, personnel with specialized training and equipment may be required to apply certain disinfectants such as fumigants or fogs. For more information on appropriate PPE for cleaning and disinfection, see [CDC's website on Cleaning and Disinfection for Community Facilities](#).

IMPLEMENT YOUR PLAN

Once you have a plan, it's time to take action. Read all manufacturer's instructions for the cleaning and disinfection products you will use. Put on your gloves and other required personal protective equipment (PPE) to begin the process of cleaning and disinfecting.

Clean visibly dirty surfaces with soap and water

Clean surfaces and objects using soap and water prior to disinfection. Always wear gloves appropriate for the chemicals being used for routine cleaning and disinfecting. Follow the directions on the disinfectant label for additional PPE needs. When you finish cleaning, remember to wash hands thoroughly with soap and water.

Clean or launder soft and porous materials like seating in an office or coffee shop, area rugs, and carpets. Launder items according to the manufacturer's instructions, using the warmest temperature setting possible and dry items completely.

Use the appropriate cleaning or disinfectant product

[EPA approved disinfectants](#), when applied according to the manufacturer's label, are effective for use against COVID-19. Follow the instructions on the label for all cleaning and disinfection products for concentration, dilution, application method, contact time and any other special considerations when applying.

Always follow the directions on the label

Follow the instructions on the label to ensure safe and effective use of the product. Many product labels recommend keeping the surface wet for a specific amount of time. The label will also list precautions such as wearing gloves and making sure you have good ventilation during use of the product. Keep all disinfectants out of the reach of children.

MAINTAIN AND REVISE YOUR PLAN

Take steps to reduce your risk of exposure to the virus that causes COVID-19 during daily activities. [CDC provides tips](#) to reduce your exposure and risk of acquiring COVID-19. Reducing exposure to yourself and others is a shared responsibility. Continue to update your plan based on updated guidance and your current circumstances.

Continue routine cleaning and disinfecting

Routine cleaning and disinfecting are an important part of reducing the risk of exposure to COVID-19. Normal routine cleaning with soap and water alone can reduce risk of exposure and is a necessary step before you disinfect dirty surfaces.

Surfaces frequently touched by multiple people, such as door handles, desks, phones, light switches, and faucets, should be cleaned and disinfected at least daily. More frequent cleaning and disinfection may be required based on level of use. For example, certain surfaces and objects in public spaces, such as shopping carts and point of sale keypads, should be cleaned and disinfected before each use.

Consider choosing a different disinfectant if your first choice is in short supply. Make sure there is enough supply of gloves and appropriate personal protective equipment (PPE) based on the label, the amount of product you will need to apply, and the size of the surface you are treating.

Maintain safe behavioral practices

We have all had to make significant behavioral changes to reduce the spread of COVID-19. To reopen America, we will need to continue these practices:

- social distancing (specifically, staying 6 feet away from others when you must go into a shared space)
- frequently washing hands or use alcohol-based (at least 60% alcohol) hand sanitizer when soap and water are not available
- wearing cloth face coverings
- avoiding touching eyes, nose, and mouth
- staying home when sick
- cleaning and disinfecting frequently touched objects and surfaces

It's important to continue to follow federal, state, tribal, territorial, and local guidance for reopening America. Check this resource for [updates on COVID-19](#). This will help you change your plan when situations are updated.

Consider practices that reduce the potential for exposure

It is also essential to change the ways we use public spaces to work, live, and play. We should continue thinking about our safety and the safety of others.

To reduce your exposure to or the risk of spreading COVID-19 after reopening your business or facility, consider whether you need to touch certain surfaces or materials. Consider wiping public surfaces before and after you touch them. These types of behavioral adjustments can help reduce the spread of COVID-19. There are other resources for more information on [COVID-19](#) and how to [Prevent Getting Sick](#).

Another way to reduce the risk of exposure is to make long-term changes to practices and procedures. These could include reducing the use of porous materials used for seating, leaving some doors open to reduce touching by multiple people, opening windows to improve ventilation, or removing objects in your common areas, like coffee creamer containers. There are many other steps that businesses and institutions can put into place to help reduce the spread of COVID-19 and protect their staff and the public. More information can be found at [CDC's Implementation of Mitigation Strategies for Communities with Local COVID-19 Transmission](#).

CONCLUSION

Reopening America requires all of us to move forward together using recommended best practices and maintaining safe daily habits in order to reduce our risk of exposure to COVID-19. Remember: We’re all in this together!

Additional resources with more specific recommendations.

HEALTHCARE SETTINGS	Long-term Care Facilities, Nursing Homes	Infection Control in Healthcare Settings
		Using Personal Protective Equipment
		Hand Hygiene
		Interim Guidance for Infection Prevention
		Preparedness Checklist
		Things Facilities Should Do Now to Prepare for COVID-19
		When there are Cases in the Facility
	Dialysis Facilities	Infection Control in Healthcare Settings
		Using Personal Protective Equipment
		Hand Hygiene
Interim guidance for Outpatient Hemodialysis Facilities		
Patient Screening		
Blood and Plasma Facilities	Infection control in Healthcare Settings	
	Infection Control and Environmental Management	
	Using Personal Protective Equipment	
	Hand Hygiene	
	Interim Guidance for Blood and Plasma Collection Facilities	
Alternate Care Sites	Infection Prevention and Control	
Dental Settings	Infection Control in Healthcare Settings	
	Using Personal Protective Equipment	
	Hand Hygiene	
	Interim Guidance for Dental Settings	
Pharmacies	Infection Control in Healthcare Settings	
	Using Personal Protective Equipment	
	Hand Hygiene	
	Interim Guidance for Pharmacies	
	Risk-Reduction During Close-Contact Services	
Outpatient and ambulatory care facilities	Infection Control in Healthcare Settings	
	Using Personal Protective Equipment	
	Hand Hygiene	
	Interim Guidance for Outpatient & Ambulatory Care Settings	
Postmortem Care	Using Personal Protective Equipment	
	Hand Hygiene	
	Collection and Submission of Postmortem Samples	
	Cleaning and Waste Disposal	
	Transportation of Human Remains	

COMMUNITY LOCATIONS	Critical Infrastructure Employees	Interim Guidance for Critical Infrastructure Employees
		Cleaning and Disinfecting your Facility
	Schools and childcare programs	K-12 and Childcare Interim Guidance
		Cleaning and Disinfecting your Facility
		FAQ for Administrators
		Parent and Teacher Checklist
	Colleges and universities	Interim Guidance for Colleges & Universities
		Cleaning and Disinfecting your Facility
		Guidance for Student Foreign Travel
		FAQ for Administrators
	Gatherings and community events	Interim Guidance for Mass Gatherings and Events
		Election Polling Location Guidance
		Events FAQ
	Community- and faith-based organizations	Interim Guidance for Organizations
		Cleaning and Disinfecting your Facility
	Businesses	Interim Guidance for Businesses
	Parks & Rec Facilities	Guidance for Administrators of Parks
	Law Enforcement	What Law Enforcement Personnel Need to Know about COVID-19
	Homeless Service Providers	Interim Guidance for Homeless Service Providers
	Retirement Homes	Interim Guidance for Retirement Communities
	FAQ for Administrators	
Correction & Detention Facilities	Interim Guidance for Correction & Detention Facilities	
	FAQ for Administrators	
HOME SETTING	Preventing Getting Sick	How to Protect Yourself and Others
		How to Safely Sterilize/Clean a Cloth Face Covering
		Cleaning and Disinfecting your Home
		Tribal - How to Prevent the Spread of Coronavirus (COVID-19) in Your Home
		Tribal - How to Care for Yourself at Home During Covid-19
	Running Errands	Shopping for Food and Other Essential Items
		Accepting Deliveries and Takeout
		Banking
		Getting Gasoline
		Going to the Doctor and Pharmacy
If you are sick	Steps to Help Prevent the Spread of COVID19 if You are Sick	

TRANSPORTATION	Ships	Interim Guidance for Ships on Managing Suspected COVID-19
	Airlines	Cleaning Aircraft Carriers
		Airline Agents Interim Guidance
	Buses	Bus Transit Operator
	Rail	Rail Transit Operators
		Transit Station Workers
	EMS Transport Vehicles	Interim Guidance for EMS
	Taxis and Rideshares	Keeping Commercial Establishments Safe
RESTAURANTS & BARS		Best Practices from FDA

Institutes of Higher Education FAQs for Administrators

Planning and Preparedness

WHAT SHOULD I CONSIDER AS I PLAN AND PREPARE FOR COVID-19?

Administrators should always reinforce healthy practices to everyone on campus and prepare for a potential case of COVID-19, regardless of the current level of community transmission.

As you create and update your preparedness plans, work with your local health officials to determine the most appropriate plan and action for your college or university. Together, you will need to consider your local community situation—whether you have local transmission in your community, and if so, the level of transmission (none/minimal, minimal to moderate, substantial).

CDC has created overall guidance, as well as tailored guidance for transmission level in your area to help colleges, universities and their partners understand how to help prevent COVID-19 and react quickly when a case is identified. The guidance includes information about the following:

- How to prepare if you have no community spread of COVID-19.
- How to prepare if you have minimal to moderate community spread in your community.
- How to prepare if you have substantial community spread in your community.
- What to do if a person with COVID-19 has entered your school.

[See CDC's full interim guidance for more details.](https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-ihe-response.html)

<https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-ihe-response.html>

WHAT GROUPS SHOULD I WORK WITH IN OUR COMMUNITY TO PREPARE?

Work with your local health department to develop/update your emergency operations plan and information-sharing system. Institutional information systems can be used to get accurate and up-to-date information, and day-to-day absenteeism or changes in student health center traffic can help detect and respond to an outbreak.



WHAT SHOULD I INCLUDE IN MY EMERGENCY OPERATIONS PLAN?

Review and update your emergency operations plan in collaboration with your [local health department](#). Focus on the components or annexes of the plans that address infectious disease outbreaks.

- Ensure the plan includes strategies to reduce the spread of a wide variety of infectious diseases (e.g., seasonal influenza). This includes strategies for social distancing and school dismissal that may be used to stop or slow the spread of infectious disease. The plan should also include strategies for continuing education, meal programs, and other related services in the event of school dismissal.
- Ensure the plan emphasizes everyday preventive actions for students and staff. For example, emphasize actions such as staying home when sick; appropriately covering coughs and sneezes; cleaning frequently touched surfaces; and washing hands often.

HOW CAN OUR CAMPUS HEALTH CLINIC PREPARE FOR COVID-19?

Visit [CDC's healthcare facilities](https://www.cdc.gov/coronavirus/2019-ncov/healthcare-facilities/steps-to-prepare.html) <https://www.cdc.gov/coronavirus/2019-ncov/healthcare-facilities/steps-to-prepare.html> page for recommended steps healthcare facilities can take now to prepare for COVID-19.

WHAT CAN STAFF AND STUDENTS DO TO PREVENT THE SPREAD OF COVID-19?

Encourage students and staff to take [everyday preventive actions](#) to prevent the spread of respiratory illnesses. These actions include staying home when sick; appropriately covering coughs and sneezes; cleaning and disinfecting frequently touched surfaces; and washing hands often with soap and water. If soap and water are not readily available, use an alcohol-based hand sanitizer with at least 60% alcohol. Always wash hands with soap and water if they are visibly dirty.

WHAT RESOURCES DOES CDC HAVE AVAILABLE TO SHARE WITH STAFF, STUDENTS, AND PARENTS?

Share resources with the school community to help them understand COVID-19 and steps they can take to protect themselves:

- CDC [COVID-19 household guidance](https://www.cdc.gov/coronavirus/2019-ncov/prepare/protect-home.html) <https://www.cdc.gov/coronavirus/2019-ncov/prepare/protect-home.html>
- CDC's [health communication resources](https://www.cdc.gov/coronavirus/2019-ncov/communication/index.html) <https://www.cdc.gov/coronavirus/2019-ncov/communication/index.html>
- CDC offers several free handwashing resources that include [health promotion materials](https://www.cdc.gov/handwashing/materials.html) <https://www.cdc.gov/handwashing/materials.html> and information on [proper handwashing technique](https://www.cdc.gov/handwashing/when-how-handwashing.html) <https://www.cdc.gov/handwashing/when-how-handwashing.html>
- CDC information on [stigma and COVID-19](https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/reducing-stigma.html) <https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/reducing-stigma.html>.

HOW SHOULD MY SCHOOL PREPARE WHEN THERE IS MINIMAL TO MODERATE COMMUNITY TRANSMISSION IN OUR AREA?

Work with your local health officials to determine a set of strategies appropriate for your community's situation. Continue using the preparedness strategies implemented for no community transmission, and consider the following social distancing strategies:

- Cancel large gatherings
- Cancel or modify courses where students are likely to be in very close contact.
- Increase space between desks.
- Reduce congestion in the health clinic.
- Consider if and how existing dining services should be scaled back or adapted.

WHAT SHOULD I DO WHEN THERE IS SUBSTANTIAL COMMUNITY TRANSMISSION?

If local health officials have determined there is substantial transmission of COVID-19 within the community, they will provide guidance to administrators on the best course of action for their college or university. Similar strategies will extend across organizations (e.g., K-12 schools, business, community and faith-based organizations) in a collective effort to stop the spread of COVID-19.

Measures will likely include extended class suspension and event/activity cancellations (e.g., suspension/cancellations for longer than two weeks). This longer-term, and likely broader-reaching, strategy is intended to slow transmission rates of COVID-19 in the community. During extended class suspensions, cancel extracurricular group activities and large events. Remember to implement strategies to ensure the continuity of education, research, and housing as well as meal programs and other essential services for students.

WHAT SHOULD WE DO IF A STUDENT, STAFF OR FACULTY MEMBER SHOWS SYMPTOMS OF COVID-19?

You should establish procedures for anyone who becomes sick or arrives sick on campus. Sick students, staff and faculty should be separated from others, given a mask to wear, if available and sent to their place or residence as soon as possible. Sick residents of on-campus housing should avoid contact with individuals who are healthy.

WHAT SHOULD WE DO IF WE HAVE A CONFIRMED CASE OF COVID-19 ON CAMPUS OR IDENTIFY SOMEONE WHO WAS ON CAMPUS?

Immediately notify local health officials. These officials will help administrators determine a course of action for your college or university.

Administrators should work closely with their local health officials to determine if a short-term closure (for 2-5 days) of all campus buildings and facilities is needed. In some cases, you may only need to close buildings and facilities that had been entered by the individual(s) with COVID-19. This initial short-term class suspension and event and activity (e.g., club meetings; on-campus sport, theater, and music events) cancellation allows time for the local health officials to gain a better understanding of the COVID-19 situation and for custodial staff to clean and disinfect the affected facilities. It also allows the local health officials and administrators to determine appropriate next steps, including whether an extended duration is needed to stop or slow further spread of COVID-19.

Dismissals

WHEN SHOULD I SUSPEND CLASSES OR CANCEL EVENTS/ACTIVITIES ON CAMPUS?

Any decision about school dismissal or cancellation of events should be made in coordination with your local health officials. Colleges and universities are not expected to make decisions about dismissals on their own.

You may need to temporarily dismiss school for 2-5 days, if someone with COVID-19 was on campus. COVID-19. This initial short-term dismissal allows time for the local health officials to gain a better understanding of the COVID-19 situation impacting the school and for custodial staff to clean and disinfect the affected facilities. Work with the local health officials to determine appropriate next steps, including whether an extended dismissal duration is needed to stop or slow further spread of COVID-19.

If there is substantial transmission in the local community, local health officials may suggest extended school dismissals. This longer-term, and likely broader-reaching, dismissal strategy is intended to slow transmission rates of COVID-19 in the community.

HOW LONG SHOULD COLLEGES OR UNIVERSITIES BE DISMISSED?

It depends on the situation at your school and community. You may need to temporarily dismiss school for 2-5 days, if someone with COVID-19 was on campus. This initial short-term dismissal allows time for the local health officials to gain a better understanding of the COVID-19 situation impacting the school and for custodial staff to clean and disinfect the affected facilities. The need for an extended dismissal will be made based on what officials discover from contact tracing.

If there is substantial transmission in the local community, local health officials may suggest extended school dismissals. This longer-term, and likely broader-reaching, dismissal strategy is intended to slow transmission rates of COVID-19 in the community.

SHOULD WE CONTINUE TEACHING AND/OR RESEARCH ACTIVITIES IF WE DECIDE TO DISMISS CLASSES?

Yes, consider ways that your college/university can adapt or use alternative teaching methods.

- Review continuity plans, including plans for the continuity of teaching, learning, and research. Implement e-learning plans and distance learning options as feasible and appropriate.

- Ensure continuity plans address how to temporarily postpone, limit, or adapt research-related activities (e.g., study recruitment or participation, access to labs) in a manner that protects the safety of researchers, participants, facilities, and equipment.
- Consider the following approaches:
 - » Use of existing infrastructure and services (e.g., Blackboard, Skype, Zoom) to support efficient transition of classes from in-person to distance-based formats. This may include using strategies such as faculty check-ins, recorded class meetings or lectures, and live class meetings.
 - » Other student support services such as online library services, print materials available online, phone- or Internet-based counseling support, or study groups enabled through digital media.
- Institutes of higher education should determine, in consultation with their university system:
 - » How to convert face-to-face lessons into online lessons and how to train faculty to do so.
 - » How to triage technical issues if faced with limited IT support and staff
 - » How to deal with the potential lack of students' access to computers and the Internet at home or in temporary housing.

SHOULD WE TEMPORARILY CANCEL EXTRACURRICULAR GROUP ACTIVITIES AND LARGE EVENTS?

If your community has cases of COVID-19, work with your local public health officials to determine if you should [temporarily cancel events](#).

If you decide to dismiss classes, you should also cancel extracurricular group activities and large events, such as club meetings, performances, social events, athletic team practices, and sporting events. You should also discourage students, staff, and faculty from gathering or socializing elsewhere.

IF CLASSES ARE DISMISSED, HOW SHOULD WE DECIDE WHEN TO RE-OPEN THE CAMPUS?

Schools should work with local health officials to assess when students, staff and faculty can return to campus.

Recent Travel

WHAT SHOULD WE DO IF A STUDENT OR STAFF MEMBER RECENTLY TRAVELED TO AN AREA WITH COVID-19 OR HAS A FAMILY MEMBER WHO HAS TRAVELED TO AN AREA WITH COVID-19?

Review updated [CDC information for travelers](#), including [FAQ for travelers](#), and consult with state and local health officials. Health officials may use CDC's [Interim US Guidance for Risk Assessment and Public Health Management of Persons with Potential Coronavirus Disease 2019 \(COVID-19\) Exposures: Geographic Risk and Contacts of Laboratory-confirmed Cases](#) to make recommendations. Individuals returning from travel to areas with community spread of COVID-19 must follow guidance they have received from health officials.



SOCIAL DISTANCING

Seat Unavailable

For information about social distancing, please visit:
<https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/social-distancing.html>

PROTECT YOURSELF & OTHERS



In the event that you are not allowed on campus due to a fever of 100.4 degrees or higher:

VISITORS ▶ *Please notify the person that you had an appointment with*

STUDENTS ▶ *Please call your Program Director*

EMPLOYEES ▶ *Please call your Supervisor*





PROCEDURES FOR STUDENTS CONCERNING COVID-19 PRECAUTIONS

When you arrive on campus, the following mandatory protocols will apply to each student while he/she is at the school. These protocols are in alignment with the recommendations for healthcare facilities:

- Everyone must enter through designated entry checkpoints; temperature checks will be taken prior to entering the building. This practice will be followed until further notice
 - We recommend arriving early to class given the number of students entering the school
 - Students are recommended to take their temperature at home prior to leaving for class to ensure their temperature is below 100.4. If you arrive at the school and are turned away for a temperature of 100.4 or above, we cannot ensure the privacy of this fact given other students will be in line with you).
- Masks must be worn at all times to include when in class, the common areas and when in groups of two or more. You may bring a mask, or one will be provided
- Local social distancing rules will apply
- Please ask for permission before you enter a school staff member's office, to ensure they are masked
- Proper hand hygiene, respiratory hygiene, and cough etiquette, listed in [CDC's interim infection control guidance](#) (e.g., cover nose and mouth when coughing or sneezing, dispose of tissues in waste receptacles), are expected
- Remain at home, if sick and contact your Instructor or Program Director
- Any COVID-19 exposure or COVID-19 diagnosis experienced by you, should be reported immediately to your Instructor, Program Director or Academic Dean

As a Concorde student, adhering to these mandatory procedures is a condition of continuing as a student. The Concorde student understands that failure to comply with the required COVID-19 protocols above may result in disciplinary action, up to termination from his/her program of study.

PROTECT YOURSELF & OTHERS

COVID-19 INFORMATION FROM THE CDC



KNOW HOW IT SPREADS:

- There is currently no vaccine to prevent coronavirus disease 2019 (COVID-19).
- **The best way to prevent illness is to avoid being exposed to this virus.**
- The virus is thought to spread mainly from person-to-person.
 - ▶ Between people who are in close contact with one another (within about 6 feet).
 - ▶ Through respiratory droplets produced when an infected person coughs, sneezes or talks.
 - ▶ These droplets can land in the mouths or noses of people who are nearby or possibly be inhaled into the lungs.
 - ▶ Some recent studies have suggested that COVID-19 may be spread by people who are not showing symptoms.

EVERYONE SHOULD:

Clean your hands often

- **Wash your hands** often with soap and water for at least 20 seconds especially after you have been in a public place, or after blowing your nose, coughing, or sneezing.
- If soap and water are not readily available, **use a hand sanitizer that contains at least 60% alcohol.** Cover all surfaces of your hands and rub them together until they feel dry.
- **Avoid touching your eyes, nose, and mouth** with unwashed hands.

Avoid close contact

- **Avoid close contact** with people who are sick.
- **Stay at home as much as possible.**
- **Put distance between yourself and other people.**
 - ▶ Remember that some people without symptoms may be able to spread virus.
 - ▶ This is especially important for **people who are at higher risk of getting very sick.**

Cover your mouth and nose with a cloth face cover when around others

- **You could spread COVID-19 to others** even if you do not feel sick.
- **Everyone should wear a cloth face cover when they have to go out in public**, for example to the grocery store or to pick up other necessities.
 - ▶ Cloth face coverings should not be placed on young children under age 2, anyone who has trouble breathing, or is unconscious, incapacitated or otherwise unable to remove the mask without assistance.
- **The cloth face cover is meant to protect other people** in case you are infected.
- Do **NOT** use a face mask meant for a healthcare worker.
- Continue to **keep about 6 feet between yourself and others.** The cloth face cover is not a substitute for social distancing.

Cover coughs and sneezes

- **If you are in a private setting and do not have on your cloth face covering, remember to always cover your mouth and nose** with a tissue when you cough or sneeze or use the inside of your elbow.
- **Throw used tissues** in the trash.
- Immediately **wash your hands** with soap and water for at least 20 seconds. If soap and water are not readily available, clean your hands with a hand sanitizer that contains at least 60% alcohol.

Clean and disinfect

- **Clean AND disinfect frequently touched surfaces** daily. This includes tables, doorknobs, light switches, countertops, handles, desks, phones, keyboards, toilets, faucets, and sinks.
- **If surfaces are dirty, clean them:** Use detergent or soap and water prior to disinfection.

