

Pandemic Transition Playbook

COVID-19 Control Plan

Version 2.2 – May 18, 2020

Introduction and Overview

- Neighborhood is focused on keeping its staff, visitors, and members safe and healthy while being cognizant of staff's return to work barriers, while navigating the COVID-19 crisis.
- During the Response Phase, the Crisis Emergency Response Team (CERT) coordinated actions to protect the health of staff, while continuing to serve our members, and support our providers.
- CERT will continue to develop safety guidance through the Transition Phase post High Alert Phase.
- Neighborhood's COVID-19 Control Plan incorporates federal and state guidelines, but will have a Neighborhood timetable and actions to ensure staff safety while meeting business needs.
- The CEO and Executive Leadership (ELT) will determine the sequence and pace of staff returning on-site to ensure consistency across the organization.

Levels of the Pandemic Transition

Overview

Phase 1

- Only essential staff on-site with social distancing and use of face coverings required
- Restricted business travel
- No visitors

Phase 2

- Distributed workforce with some on-site and most remote
- Common space restrictions with workforce compliance of safety measures required
- Critical business travel at ELT discretion
- Visitors by appointment only, screened and escorted, compliant with safety measures

Phase 3

- Additional workforce on-site with select staff working remote
- Business travel at ELT discretion
- Walk-in visitation considered, screened and escorted, compliant with safety measures

Phase 4

- Workforce and visitors allowed in facility without restrictions
- Cease safety measures, as appropriate

- Transition from each phase is proposed by CERT/ELT and approved by the CEO
- Staff will receive at least 30 day notice before transitioning to a new phase
- CERT/ELT may also recommend to the CEO transitioning back to a prior phase
- If a need arises to restrict the buildings further, advance notice may not be possible

Pandemic Transition Phase

Transition Phase 1 (Current High Alert Level 3)

NEIGHBORHOOD ACTIONS

- Limit access to the building
 - Pre-approved essential employees granted access to building to complete critical job functions on-site
 - Non-essential employees must seek approval and schedule an appointment to be on-site
 - Workforce remains predominately remote
 - Visitors do not have access
- Face coverings/masks in common areas and social distancing required
- Restrict all business travel
- Cancel in-home member visits, provider office visits, and external marketing events
- Cancel all in-person (face-to-face) meetings; require virtual meetings
- **NEW for Transition Phase 1:** Require workforce training
 - Prepare staff for protocols required on-site during Transition Phase Level 2 and 3

Pandemic Transition Phase

Transition Phase Level 2

Recommended triggers to de-escalate from Transition Phase Level 1 to Level 2

- Governor declares Rhode Island at Reopening RI Phase 2
- Dependent care resources adequate to support staff
- Neighborhood is prepared for executing all safety measures

NEIGHBORHOOD ACTIONS

- Coordinate limited number of departments or staff to return to the building (as approved by ELT); others continue working from home
- Access points to building limited to lobby where on-site health screenings occur prior to anyone entering the building
- Staff required to wear a face covering/mask when likely within 6 feet of someone else
- Common spaces have occupancy restrictions to maintain social distancing
- Common spaces and high touch areas are regularly disinfected
- Social distancing is required throughout building
- Critical business travel may resume at ELT discretion
- Limited visitors may enter facility by appointment only, be screened prior to entering, follow safety measures, and escorted to specific areas in the building

Pandemic Transition Phase

Transition Phase Level 3

Recommended triggers to de-escalate from Transition Phase Level 2 to Level 3

- Governor declares Rhode Island at Reopening RI Phase 3
- Dependent care resources adequate to support staff, majority of schools and daycare return on-site
- All non-critical businesses allowed to resume operations with restrictions

NEIGHBORHOOD ACTIONS

- Additional workforce on-site with select staff continuing to work remotely
- Continue on-site health screenings
- Continue restrictions to use of common spaces with regular cleaning and disinfection
- Maintain social distancing requirements
- Consider relaxing use of face coverings/masks
- Limit large gatherings to meet RIDOH requirements, virtual meetings preferred
- Business travel may resume at ELT discretion
- Walk-in visitor access considered with health screening prior to entering, compliant with safety measures, and escorted to limited areas in the building
- External marketing event attendance and in-home member and in-office provider visits may resume, as appropriate

Post Crisis

Transition Phase Level 4

Recommended triggers to close the crisis response:

- Vaccine and/or treatment available for COVID-19 available to most staff

NEIGHBORHOOD ACTIONS

- On-site staff requirements are based on current (some newly defined) policies
- Cease on-site safety measures, as appropriate
- Continue good hygiene practices

Ongoing Actions Until Risk Subsides

1. Continue threat assessment and monitor for leading practices
2. Host regular meetings of the CERT Command, CERT, and Leadership Team to understand impacts and coordinate actions
3. Consider recommendations and abide by requirements of public agencies and public officials
4. Distribute frequent communications to staff
5. Require exposed or infected employees to remain home for the duration of the recommended quarantine/isolation period
6. Continue use of Human Resources High Alert hot line and email to track concerns related to COVID-19 and related impacts
7. Stock supplies such as sanitizer, disinfectant and face coverings/masks for staff
8. Enhance building cleanings

Measures to Keep Staff Safe

Transition Levels 1, 2, 3

1. **Workforce Training:** Before additional staff return on-site, provide education on good hygiene guidelines, donning/doffing face coverings, and other heightened protocols and procedures as relates to prevention of spread of COVID-19
2. **Daily Self-screening of Staff:** Directive to staff to conduct self-screening for exposure or symptoms and report concerns to Human Resources High Alert hot line/email and primary care provider
3. **On-site Health Screenings:** Procedure for daily screening prior to entering facility for employees and visitors with protocol for symptomatic individuals
4. **Social Distancing:** Precautions taken to keep staff at least 6 feet apart or separated by a physical barrier
5. **On-site Use of Face Coverings:** Face coverings/masks provided and required for all people on-site when social distancing is not possible
6. **Exposure to COVID-19:** Report to Human Resources High Alert and self-quarantine for required time period
7. **Positive COVID-19 Cases:** Report to Human Resources High Alert, self-quarantine for required time period, conduct contact tracing in coordination with RIDOH
8. **Responding to Case or Outbreak in Building:** Based on contact tracing, require other staff to self-quarantine and conduct deep cleaning of areas of building exposed

Workforce Training

Measures to Keep Staff Safe

- Required training for all staff
- Introduction of protective measures to prevent spread of COVID-19
- Instructions and requirements for:
 - Daily self-screening and on-site screening
 - Personal hygiene and hand washing
 - Mask usage, donning and doffing
 - Social distancing
 - Contact tracing
 - Sanitizing and disinfection
- Additional training for selected personnel
 - On-site screeners and isolation procedures
 - Disinfection team
 - Staff with responsibilities for inbound/outbound member or provider visits

COVID-19 Symptoms

CDC Guidance as of May 13, 2020

- People with COVID-19 have had a wide range of symptoms reported – ranging from mild symptoms to severe illness.
- Symptoms may appear 2-14 days after exposure to the virus.
- People with these symptoms or combination of symptoms may have COVID-19:
 - Cough
 - Shortness of breath or difficulty breathing
 - Fever
 - Chills
 - Muscle pain
 - Sore throat
 - New loss of taste or smell
- This list is not all possible symptoms. Other less common symptoms have been reported, including gastrointestinal symptoms like nausea, vomiting, or diarrhea.
- As of April 1, RIDOH recommends that anyone with COVID-19 symptoms should be tested.

Daily Self-Screening

Measures to Keep Staff Safe

STAFF RESPONSIBILITY

- Conduct daily at-home self-screening for exposure or symptoms, including taking temperature before coming to the building
- Stay home if test positive, have been exposed, or have symptoms for COVID-19
- Report any COVID-19 symptoms or exposure to Human Resources High Alert (and PCP)
 - Human Resources will advise on next steps
 - Staff may require written clearance from a doctor

DAILY SCREENING QUESTIONS

1. In the last 14 days, have you been exposed or in close contact with someone with a confirmed diagnosis of COVID-19?
2. Have you had non-work-related travel overnight to another state or country in the past 14 days?
3. Have you had any signs or symptoms of fever in the past 72 hours, such as chills, sweats, "feverish" feelings or had a temperature of 100.4°F or greater?
4. In the last 14 days, have you had any of the following symptoms that cannot be explained by seasonal allergies or other non-contagious condition? Cough, shortness of breath or chest tightness, nasal congestion/runny nose, sore throat, diarrhea, vomiting, loss of taste and/or smell, or headache

On-Site Screenings

Measures to Keep Staff Safe

STAFF RESPONSIBILITY

- Observed for overt symptoms
- Verbal/non-verbal confirmation of daily self-screening
- Temperature checked for everyone entering the building
- If screening is denied or if screening indicates risk, person is not allowed to enter building, directed to contact HR High Alert and may need medical clearance to return
- Managers to ensure staff's compliance with safety measures

LOGISTICS

- Daily on-site screenings of all people before entering the building
- Barriers in place to funnel people through screenings prior to entering building
- Entry limited to lobby with capacity expansion through the cafeteria entrance, as needed
- Staggered entry times may be required to manage flow and maintain social distancing
- Adequate training, PPE, and thermometers for screeners

Potential Exposure to COVID-19

Measures to Keep Staff Safe

EXPOSURE MEANS

- Being within 6 feet of a person with COVID-19 for a prolonged period of time (greater than 5 minutes)
- Having unprotected direct contact with infectious droplets (being coughed on)
- Within period of 48 hours before the individual became symptomatic

STAFF RESPONSIBILITY

- Notify the Human Resources High Alert immediately if they have had exposure to a known COVID-19 case
- Additional details available in the staff tool kit

RETURN TO WORK CRITERIA

Based on current CDC guidance:

- Staff with a potential exposure are required to quarantine for 14 symptom free days

Positive COVID-19 cases

Measures to Keep Staff Safe

RETURN TO WORK CRITERIA

Based on current CDC guidance:

- At least 3 days (72 hours) have passed *since recovery*, defined as resolution of fever without the use of fever-reducing medications; **and**
- Improvement in respiratory symptoms (e.g., cough, shortness of breath); **and**
- At least 10 days have passed *since symptoms first appeared*; **and**
- Staff must be cleared by Human Resources High Alert before return to office

STAFF RESPONSIBILITY

- If you are sick, stay home
- Notify the Human Resources High Alert immediately if they have a suspected or confirmed COVID-19 diagnoses
- Human Resources will work with RIDOH, as necessary
- Additional details available in the staff tool kit

Responding to a Positive Case or Outbreak

Measures to Keep Staff Safe

NEIGHBORHOOD RESPONSIBILITY: DEEP CLEANING AND DECONTAMINATION

- Enhanced cleanings of the building occur throughout the day of high traffic areas and touch points (stair railings, doorknobs)
- Close off areas used by the person who is sick for at least 24 hours before conducting deep cleaning and disinfecting overnight
- HVAC guidance is under review
- Once area has been appropriately disinfected, it can be opened for use.

STAFF RESPONSIBILITY: CONTACT TRACING

- Staff should regularly clean high-touch surfaces within their workspace. Facilities will provide the necessary cleaning supplies distributed in multiple locations on each floor.
- Keep log of people in “close contact” meaning have shared space with someone within 6 feet for more than 5 minutes, a list of their activities, and locations in the building.
- Should a staff member become ill with COVID-19, the person will provide contact tracing log information to RIDOH. Any requests by RIDOH will be considered.

Use of Face Masks and Coverings On-Site

Measures to Keep Staff Safe

STAFF RESPONSIBILITY: FACE COVERINGS AND OTHER PPE

- CDC recommends wearing cloth face coverings in public settings where other social distancing measures are difficult to maintain especially in areas of significant community-based transmission.
 - Required to wear a face covering when likely to be within 6 feet of someone else (i.e., walking through the building)
 - Staff may remove face coverings when alone in their office, but are required to don a mask if someone enters that space
 - Required in common areas/public areas/hallways
 - Required in open work stations – e.g., cubicles
 - Required in offices when someone is within 6 feet
- Staff are supplied 2 washable, cloth face masks to be cleaned after each use;
 - Staff may wear their own face coverings if they choose, as appropriate to dress code
- Monitored and enforced by management and security; non-compliance with safety policies may result in disciplinary action up to and including termination
- Based on CDC findings, not required or recommended to wear gloves except for (1) those conducting on-site screenings and (2) those performing deep cleanings
- Continued good hygiene by washing their hands regularly and use hand sanitizer when washing hands is not available
- Visitors provided disposable masks if they do not have their own

Social Distancing Guidelines

Measures to Keep Staff Safe

GUIDELINE

- Maintain at least 6 feet of space or barrier between people throughout the building; enforced by management and security; non-compliance with safety policies may result in disciplinary action up to and including termination
- Eliminate contact with others, such as handshakes or embracing coworkers, visitors or friends

WORKSPACES

- Whenever possible, work stations should be arranged to allow separation through a barrier/wall or space of at least 6 feet; alternatively, managers should stagger work schedules to ensure 6 feet of separation between work stations

LUNCHES AND BREAKS

- Managers to encourage staggered break-times within their teams and to eat outside or at their desks
- Limited seating will be available in the cafeteria and no seats within 6 feet of one another

COMMON AREAS (Conference Rooms, Coffee Stations, Copier Rooms, Bathrooms, Gym)

- Limit occupancy of confined spaces to ensure 6 feet of separation between staff; additional markings added as guidelines to keep people separated (such as marked spaces every 6 feet on the floor)
- Staff required to disinfect their own work space and equipment before and after use, giving special attention to high touch surfaces; cleaning supplies provided

Social Distancing Examples

Security Desk in Lobby with Plexiglas



Neighborhood's Plan is Flexible

Further Considerations

1. Unknown timeline for controlled treatment of and prevention (vaccine) from COVID-19
2. Ability to test staff for COVID-19 antibodies, or its validity; or ability for on-going testing for COVID-19
3. Governor's [plan to re-open the Rhode Island economy](#) and future business restrictions or guidance
4. Guidance for when staff should return on-site following a positive COVID-19 diagnosis continues to be refined and updated by experts
5. Ability to conduct contact tracing of symptomatic or exposed staff within the building, in member homes, and in the community
6. Balance between staff's ability to return on-site based on individual circumstances and Neighborhood's business needs
7. Neighborhood will remain responsive to new guidelines and restrictions and act accordingly

Next Steps

- Submit any additional questions [here](#)
- Attend one of Pete's CEO Town Halls on 6/10 and 6/12
- FAQ document provided to all staff the week of 6/15 based on all questions submitted during the staff briefings, through the survey link and during the town hall meetings.