University Hospitals

University Hospitals Healthy Restart Playbook

Guidance on Preparing Workplaces for COVID-19

Introduction

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Dear Friend,

For over 150 years, University Hospitals has cared for our community and that commitment extends beyond the walls of our institution. Since the start of the COVID-19 pandemic, UH has provided expert advice -- information on best practices for staying safe, advice on symptom management and when to seek care, as well as the latest advances in COVID-19 care, such as testing and access to clinical trials. Our experts have worked closely with the Centers for Disease Control and the Ohio Department of Health to ensure that we have aligned best practices to help stop the spread of this disease.

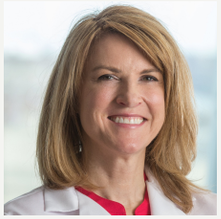
And now, UH clinical leaders and infectious disease experts are *ready to help you take care of your workforce, facilities and customers by creating the* **University Hospitals Healthy Restart Playbook** that provides resources to help you reopen safely.

The restart of our economy comes as good news; but also with caution. An ease in restrictions carries a risk that the number of COVID-19 cases could grow. You can help mitigate this risk by taking proactive steps to keep people safe. To help you in this effort, we have aggregated key recommended best practices in alignment with current guidance from federal and state agencies. Additionally, UH infectious disease experts have provided context and simplification of the material to help you navigate your reactivation implementation plans, sharing what we have learned around COVID-19 and arming you with strategies for a safe and healthy restart.

The University Hospitals Healthy Restart Playbook is also accompanied by a website (www.uhhospitals.org/restart) full of additional content and videos from our nationally recognized experts at the UH Roe Green Center for Travel Medicine & Global Health. The UH Roe Green Center is physician-led and staffed by board-certified infectious disease specialists who have been on the leading edge of research, prevention, and treatment of pandemic diseases for 30 years.

Additionally, University Hospitals offers consultative and advisory services to help your organization jump start its reopening. To inquire about our services, please contact me at JZoltanski_Restart@UHhospitals.org.

Thank you for all that you have done during this pandemic and for your continued support as we fulfil our *UH mission: To Heal. To Teach. To Discover*.



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Our clinical expert team

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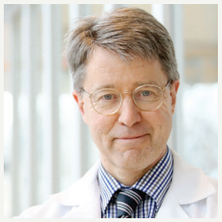

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For employers and community leaders

University Hospitals has put together this Healthy Restart Playbook collecting guidance as you transition from COVID-19 response mode to recovery mode. In putting this together, we know employers have the following goals in mind:

- To keep people—your employees and customers—safe.
- To keep the working and community environments safe.
- To build trust with your workforce and customers.

As you re-open, leaders can:

- Follow governor's and department of health recommendations and pay attention to applicable requirements on when and how to re-open
- Define your company's plan to keep employees and customers safe
- Determine the appropriate and required protective gear for employees
- Establish a core team to focus on your company's revival plan
- Review company policies, especially sick leave, that may need to be updated
- Consider adopting a detailed screening protocol
- Communicate company policy for return-to-work criteria
- Work with experts to implement recommended physical distancing in your business and reconfigure common areas, as needed
- Communicate the company's commitment to keeping your employees safe and provide frequent updates

We are here to serve you and remain as committed as ever to uphold the *UH mission: To Heal. To Teach. To Discover*.

- University Hospitals Healthy Restart Team

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About COVID-19

Coronavirus (COVID-19) is an illness caused by a virus that appears to spread from person-to-person. Due to its global reach, the World Health Organization classified COVID-19 as a global pandemic on March 11, 2020. As the pandemic grows, scientific information about COVID-19 continues to develop.

According to the Centers for Disease Control and Prevention (CDC), COVID-19 can cause mild to severe illness; with most severe illness occurring in adults 65 years and older and people of any age with serious underlying medical problems. Symptoms may appear 2-14 days after exposure to the virus. People with these symptoms or combinations of symptoms may have COVID-19: cough and shortness of breath or difficulty breathing; or at least two of these symptoms: fever, chills, repeated shaking with chills, muscle pain, headache, sore throat, and new loss of taste or smell.

The best way to prevent illness is to avoid being exposed to this virus. There is no vaccine at this time. The CDC describes COVID-19 as a respiratory disease that appears to spread person-to-person and through the air—like the flu virus. It explains that virus-containing droplets from coughs or sneezes can land in the mouth or nose of another person and that it may spread by touching an infected surface with your hand, and then touching your eyes, nose or mouth. The CDC also reports that recent studies indicate that people with the virus may be able to spread it before symptoms appear but, in general, people are thought to be most contagious when they are the most symptomatic.

Business owners and leaders of non-profit organizations can look to the governor's office and the state health departments, including the Ohio Department of Health (ODH), and to the Centers for Disease Control and Prevention (CDC), Occupational Health and Safety Administration (OHSA), and World Health Organization (WHO) for as new guidance on infection control and COVID-19 develops.

University Hospitals Healthy Restart can assist your company in understanding the clinical basis for these guidelines and how they may apply to your company's business as you evaluate your company's specific circumstances and work to meet your company's goals during re-opening.

What employers need to know

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How can Northeast Ohio businesses and non-profits best prepare to reopen their doors? University Hospitals medical experts have prepared this document to explain the science behind infection control measures recommended by current official guidelines and how you can consider implementing it in your workplace.

Business owners and leaders of non-profit organizations can look to the governor's office and the state health departments, including Ohio Department of Health (ODH), and to the Centers for Disease Control and Prevention (CDC), Occupational Health and Safety Administration (OSHA), and World Health Organization (WHO) for guidance on infection control and COVID-19.

For guidance from Governor DeWine's Responsible RestartOhio: https://coronavirus.ohio.gov/wps/portal/gov/covid-19/responsible-restart-ohio/

For resources from Ohio Department of Health (ODH): https://coronavirus.ohio.gov/wps/portal/gov/covid-19/employers-and-employees/

This Playbook is intended as an informational resource for employers as they seek to responsibly re-open and should be used for informational and educational purposes only. It should not be used as a replacement for medical or legal advice. Employers are solely responsible for complying with all applicable legal requirements and making decisions regarding their operations and employees based on their individual circumstances.

Because what each employer does is specific to its needs, facts and circumstances, please contact us directly if you are looking for specific advice. As understanding of COVID-19 and applicable guidelines are changing quickly, the information in this version of the document may not be current.

Please refer to the website—www.uhhospitals.org/restart—for the most recently updated information and Playbook.

Although this content is reviewed and approved by health care professionals, UH does not guarantee the accuracy or completeness. UH is not responsible for any errors or omissions or actions taken in reliance or from use of such information. Please review the **important notice** on the last page for more information.

Screen, Clean, 6 Feet In-between™ checklist

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Capturing the essence of the most current guidelines from the CDC and Ohio Department of Health to reduce the risk of transmission of COVID-19, consider implementing the following, in accordance with your company policies:

Screen:

Monitor the health of your employees every day

Clean:

Disinfect surfaces, equipment, and other elements of the work environment

6 Feet In-between:

Use masks and physical distancing among employees

Following current state and federal guidelines to reduce transmission, here are additional suggestions to consider implementing as you focus on your business' goals of:

KEEPING CUSTOMERS SAFE:

- ☐ Provide customers screening criteria for your business via your website so they can do self-assessment before they come to your business (e.g. reminder to bring / wear a mask)
- ☐ Place clear signage at entrance about mask recommendations and physical distancing
- ☐ Adopt safe food and product handling protocols
- ☐ Implement cash-less transactions where possible

KEEPING EMPLOYEES SAFE AND WELL:

- ☐ Screen—monitoring health every day
- ☐ Physical distancing in work areas
- ☐ Provide appropriate proper safety attire for employees as available and/or required (masks, face shields)
- ☐ Reassess company policies on flexible schedules (work from home, staggered starts back to work, cohort shifts)
- ☐ Provide educational resources (best practices for good COVID-19 hygiene, information on symptoms, recommendations on what to do if sick, when to get tested, how to keep employee families safe)
- ☐ Promote available resources and benefits (including well-being programs if available)

KEEPING THE WORKPLACE SAFE:

- ☐ Screen all employees coming into your facility, in accordance with company policies
- ☐ Clean surfaces based on recommendations from experts
- ☐ Place signage and other engineering control measures to inform public of physical distancing
- ☐ Limit gatherings to less than 10 people, while informing people to be greater than 6 feet apart, in accordance with state requirements, as they may be updated from time to time
- ☐ Set up hand hygiene and sanitation stations
- ☐ Implement limited or every other seating at break and lunch rooms
- ☐ Change cafeteria workflow and services (grab & go only, no self-serve)

Reactivating your business safely - Retail

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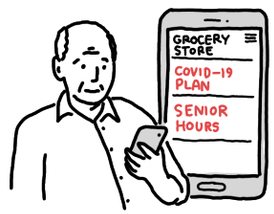
Here is one example of an employer's actions to support customers. It illustrates the latest recommendations and requirements from the CDC and the State of Ohio that you might consider implementing, in accordance with your company policies and your individual business needs:

Ask customers and guests not to enter if they have symptoms of COVID-19

Face coverings to be worn while shopping or visiting per the order of the Ohio Department of Health

CUSTOMER STORY

1

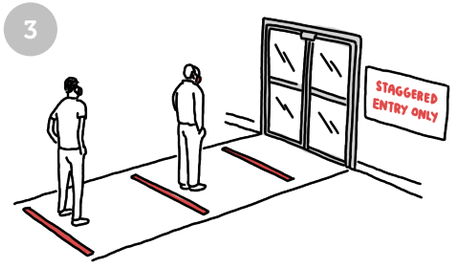


Customer views the retail store website and reviews information on latest actions the store has taken to provide a safe environment.

2

Customer notices and reads clear signage in the parking lot of the store describing changes in store policies.

3



Customer waits in line to enter the store and stands at a 6 foot physical distance from other customers and employees.

Customer shops in a one-way aisle and uses hand sanitizers placed throughout the store for customer use.

4

Customer checks out at the cashier with a clear plexi-glass barrier in between.

5

Customer pays with a touchless solution, avoiding contact with the payment kiosk.

6

Reactivating your business safely - Retail

University Hospitals

Here is one example of an employer's actions illustrating the latest recommendations and requirements from the CDC and the State of Ohio that you might consider implementing, in accordance with your company policies and your individual business needs:

The CDC emphasizes that one of the most important things that employers can do is to allow employees with symptoms of COVID-19 to stay home

Face coverings and 6 feet of physical distancing is strongly recommended by the CDC

EMPLOYER / COMPANY STORY

1

Company leader wears masks and trains staff on proper use of personal protective equipment.

2

Employee routinely does preventative cleaning on high-touch surfaces.

3

Employee, wearing a mask, washes hands per recommended guidelines.

4

Employee performs deep cleaning of the retail store per CDC guidelines, which goes beyond wiping high-touch areas.

5

In addition to preventative cleaning, employee spot cleans and disinfects reactively by frequently monitoring high-touch surfaces.

6

Employee retrieves cart after use from the customer and properly disinfects all surfaces before its next use.

Reactivating your business safely - Office

University Hospitals

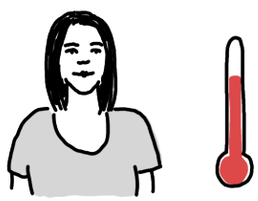
Here is one example of an employer's actions illustrating the latest recommendations and requirements from the CDC and the State of Ohio that you might consider implementing, in accordance with your company policies and your individual business needs:

The CDC emphasizes that one of the most important things that employers can do is to allow employees with symptoms of COVID-19 to stay home

Face coverings and 6 feet of physical distancing is strongly recommended by the CDC

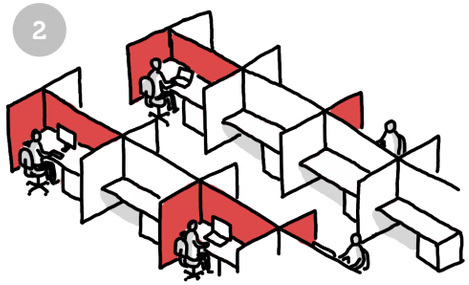
EMPLOYER STORY

1



Employee is screened upon arrival to work site.

2



Employees sit 6 feet apart from others in cubicles and wear masks.

3

Employees are able to attend digital and virtual meetings rather than in-person meetings.

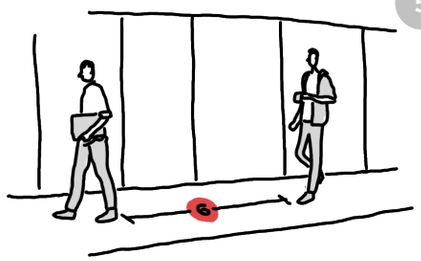
If appropriate and possible for operational needs, companies may adopt policies that allow employees to work from home.

Employee is able to get 'grab and go' food from the cafeteria.

4

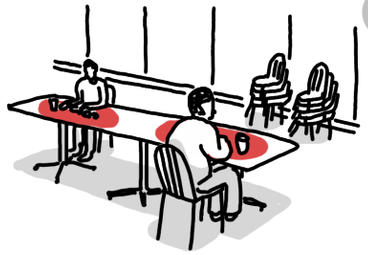
One-way pathways are implemented to avoid people crossing paths.

5



Physical distancing signage is placed in break areas, along with the removal of chairs, to remind employees to keep 6 feet of physical distance.

6



Reactivating your business safely - Manufacturer

University Hospitals

Here is one example of an employer's actions illustrating the latest recommendations and requirements from the CDC and the State of Ohio that you might consider implementing, in accordance with your company policies and your individual business needs:

The CDC emphasizes that one of the most important things that employers can do is to allow employees with symptoms of COVID-19 to stay home

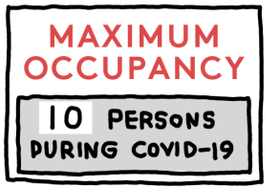
Face coverings and 6 feet of physical distancing is strongly recommended by the CDC and required in some circumstances

EMPLOYER STORY

1

Employees routinely disinfect high-contact surfaces including floors.

2



Leaders reduce and regulate the allowable occupancies according to governor's policy on occupancy and physical distancing.

3

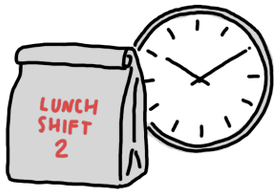
Leaders coordinate staggered arrival and entry of employees to minimize the density of people in the workplace.

When employees must be closer than 6 feet for necessary work, consider having them wear a mask and a face shield.

4

Coordinate staggered lunch and break times to help physical distancing in common areas.

5



Employees are aware of COVID-19 symptoms and policies are reviewed to permit employees to stay home if symptomatic, if possible.

6

Screening workflow example

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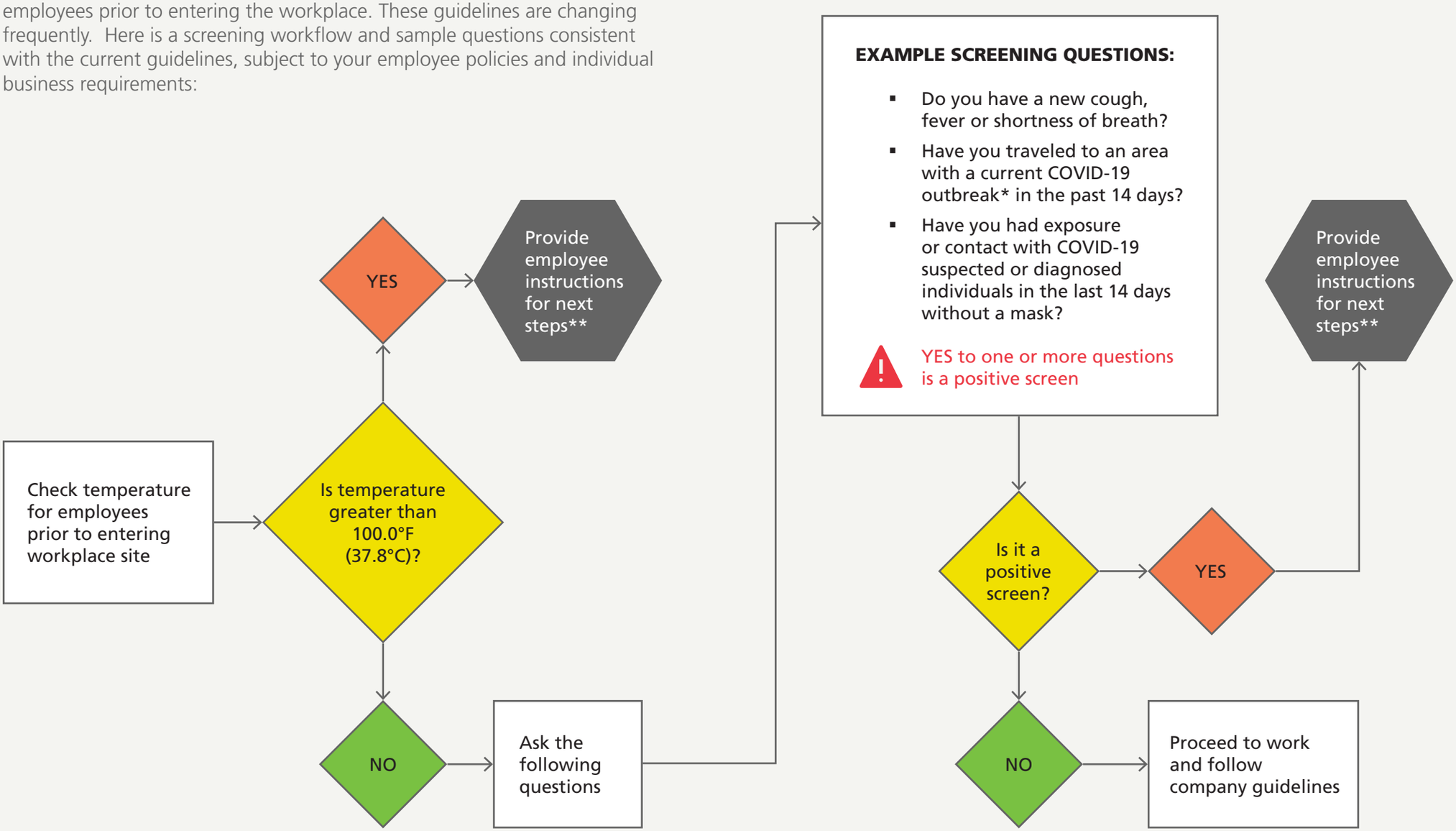
The CDC and some states, including Ohio, have recommended screening of employees prior to entering the workplace. These guidelines are changing frequently. Here is a screening workflow and sample questions consistent with the current guidelines, subject to your employee policies and individual business requirements:



* Check the CDC website often for up-to-date areas of concern

** Next steps may include reference to advising employees to seek medical attention, your company's sick leave policies, and/or provide information about a COVID-19 medical hotline that you make available

Screening

University Hospitals

The CDC and some states, including Ohio, have recommended screening of employees prior to entering the workplace. Here are screening questions consistent with these guidelines, subject to your employee policies and individual business requirements:

- Fever with a temperature of 100.0 degrees F or higher
- Symptoms of respiratory illness such as cough or shortness of breath
- Travel to an area with a current COVID-19 outbreak in the past 14 days
- Exposure or contact with COVID-19 suspected or diagnosed individuals in the last 14 days without a mask

Employers are advised by CDC guidelines to develop appropriate workplace policies to respond to employees who have positive answers to these questions or are symptomatic, including whether they can enter the workplace and/or advised to seek medical attention through a primary care physician or virtual visit.

Some suggestions for screening:

- Screeners may be placed outside your building at the doors where employees enter.
- Screeners should follow recommended guidelines.
- Provide screeners with your screening guidelines on paper before they begin screening.
- Provide screeners with an appropriate protective gear, including masks..
- If you are taking temperatures, do not use thermometers that go in the mouth or ear, instead use no-touch infrared thermometers or a temporal artery thermometers, which should be wiped with alcohol after use to avoid spreading illness.
- Post signs and provide handouts to your customers describing your screening procedures.

It is not recommended by official guidelines that employers use antibody testing as a screening method for employees returning to work at this time.

Handwashing

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What is the best way to wash my hands?

At home or work, wash your hands often—and correctly:

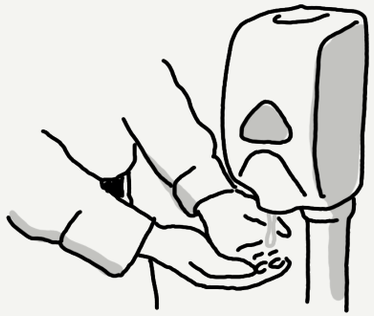
- Use clean, running water. Use warm water if it's available.
- Wet your hands before applying soap.
- Rub your soapy hands together for at least 20 seconds. Wash all surfaces well. This includes your wrists, palms, backs of hands, and between fingers.
- Remove the dirt from and clean under your fingernails.
- Rinse your hands thoroughly to remove all soap.
- Dry your hands with an air dryer or a clean paper towel.
- Turn off the faucet with a paper towel.

If soap and water are not available, an alcohol-based hand sanitizer can be used to clean your hands. When using this type of product:

- Put the gel in the palm of one hand.
- Rub your hands together.
- Rub the product over all surfaces of your hands and fingers until they are dry.

Wash your hands often and correctly.

If soap and water are not available, an alcohol-based hand saniziter can be used to clean your hands.



Why everyone should wear a mask

The virus appears to spread between people interacting in close proximity—for example, speaking, coughing, or sneezing—even if those people are not exhibiting symptoms. In light of current information, CDC recommends wearing cloth face coverings in public settings to slow the spread of the virus and help people who may have the virus and do not know it from transmitting it to others.

As the CDC has cautioned, face coverings are just one protective measure, and not a substitute for social distancing, personal hygiene, and additional cleaning protocols.

Probability of getting sick

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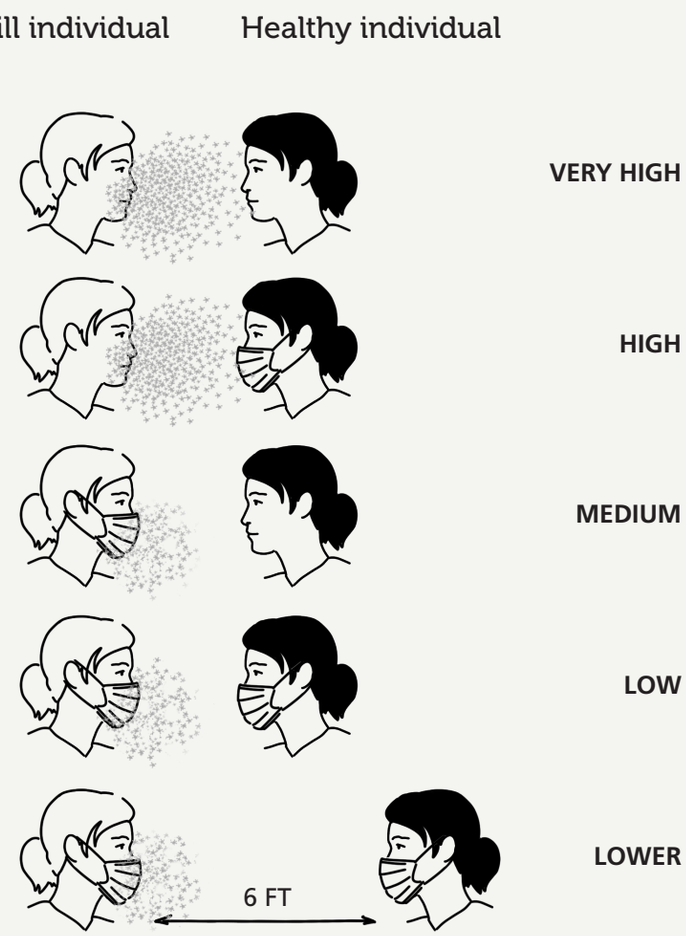
Science is continuing to deepen our understanding of COVID-19 and its transmission. Based on current studies, it appears transmission is similar to transmission of the other respiratory viruses, which is illustrated below:



Proper putting on and taking off of masks

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There are specific instructions for putting on and taking off masks from the CDC and OSHA to ensure that the protections from masks are not undone in the process. Please check these sites for more information, especially if using specially required protective gear for your employees.

FACE COVERING DO'S AND DON'TS FROM THE CDC:

Do:

- Make sure you can breathe through it
- Wear it whenever going out in public
- Make sure it covers your nose and mouth
- Wash after using

Don't:

- Use on a child under two years of age
- Use surgical masks or other PPE intended for healthcare workers

Source:
https://www.cdc.gov/coronavirus

To put on a tie-on mask:

While holding the mask in place with one hand, grab the bottom of the mask, separating the folds, and fit it under the chin towards the neck.

Take the top ties (one in each hand) and pull to the top of your head. Tie the upper ties snugly so the mask is secure and does not slip down the face.

Take the lower ties, pull behind the neck, and tie them snugly. With both hands, gently reform the nose wire over the nose to ensure proper and secure fit.

To put on an earloop mask:

With the nose wire at the top, put your fingers through the earloop and secure around the ears. Pull the mask from the top and bottom to fully open the folds of the mask, and adjust the mask around the face.

Gently form (do not pinch) the nose wire over the bridge of the nose and make final adjustments. This is to ensure proper and secure fit.

Face masks, face shields and gloves

For optimal protection, the guidance from the CDC currently is that everyone—employees, vendors and customers—should wear a mask in public **in addition to maintaining a distance of 6 feet**.

Sometimes when people have the virus, they don't know it because they don't feel sick. For these people, face masks could help prevent them from spreading the virus to others.

Read the Ohio Department of Health order (https://coronavirus.ohio.gov/static/publicorders/Directors-Stay-Safe-Ohio-Order.pdf) for employers, which includes masking requirements for customers and employees.

For situations when it is not possible to physically distance from others with whom you'll have contact for five cumulative minutes or more, guidance suggests that employees should wear a face mask and a plastic face shield.

Wearing gloves routinely as protection against infection is not recommended by the CDC. It's much more effective to frequently clean your hands. Use hand sanitizers with at least 60 percent alcohol or wash hands with soap and water.

High-risk groups

Many people who contract coronavirus will experience mild symptoms. Those considered at at high risk by the CDC for developing serious symptoms include:

- People older than age 65
- People with chronic heart or lung conditions, uncontrolled high blood pressure, diabetes, those who are immunosuppressed, pregnant or in cancer treatment.

If employees have family members who are at high risk, they may consider:

- Wear masks at home
- When arriving home from work, immediately wash or sanitize hands, and change clothes and shower if possible.
- Work uniforms can be laundered as usual.
- High-risk family member should wear masks at home, practice physical distancing and use separate bathrooms if possible.

Physical distancing

Physical distancing is important in slowing spread of the illness, according to all federal and state guidelines. This includes:

- Setting limits on how many people are in your building at a time—the Ohio Department of Health recommends allowing only 50 percent of your building's occupancy limit, which is available from your local fire department.
- Implement staggered start times for your workers, or schedule them to work on alternating days.
- Consider extending your business hours to spread out the number of customers at one time.
- In common areas, consider creating one-way traffic through aisles and signs reminding employees and customers to maintain a 6-foot distance.
- In offices, maintain 6 feet distance between workers.
- Encourage workers to avoid elevators and take stairways if possible. When elevator use is required, consider posting a sign in the elevator asking to limit occupancy to four people so that everyone can stay safely distanced in their own corner.
- Discourage hand-shaking or other physical contact.
- If possible, allow employees to work from home.
- For meetings, allow employees to phone in from their own desk or from home.
- For in-person meetings, attendees should wear face masks and maintain 6-foot distances, with less than 10 people in a room at a time.

Signage examples

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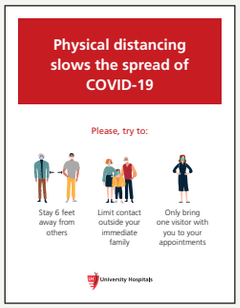
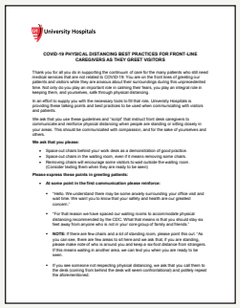
Safety communication & signage examples:

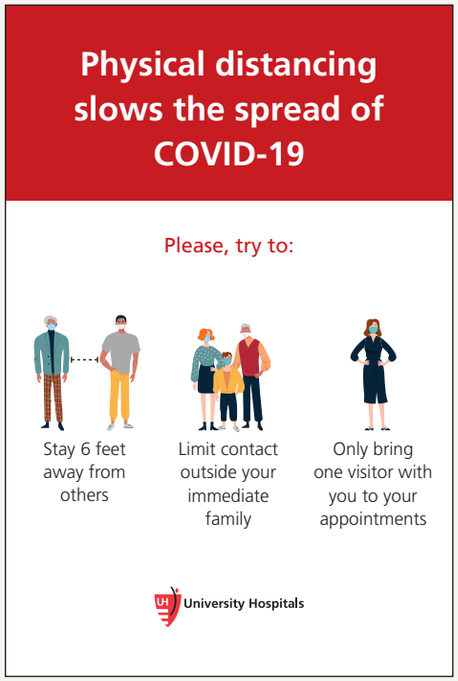
Tabletops



Fliers



Service excellence script



Posters

Mask signage

Common work areas

In order to implement the recommended physical distancing and infection control guidelines, employers may consider the following:

- In break rooms, encourage employees to practice physical distancing.
- Post signs to remind employees to wash hands.
- Stagger lunch breaks if possible.
- In the cafeteria, do not offer self-serve foods such as salad bars, instead offering packaged food to go and cashless payment, if possible.
- Consider marking the floor to help people keep appropriate distances while standing in line and arrange dining room seating to maintain social distancing.
- No potlucks or community food.

Environmental controls

Keeping a clean work environment is an important aspect of reopening your business during the COVID-19 pandemic.

Business owners and leaders of non-profit organizations can look to the governor's office and the state health departments, including the Ohio Department of Health (ODH), and to the Centers for Disease Control and Prevention (CDC), Occupational Health and Safety Administration (OHSA), and World Health Organization (WHO) for guidance on infection control and COVID-19.

In accordance with applicable state and federal guidelines, consider:

- Installing acrylic shields where employees and customers have frequent contact, such as check-outs.
- Installing high-efficiency particulate absorbing filters in your heating, ventilation and air conditioning systems.

Regular cleaning

Clean the workplace on a regular basis. Consult this list of products (https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2) recommended by the U.S. Centers for Disease Control (CDC) that meet criteria set by the Environmental Protection Agency (EPA) for use against the virus that causes COVID-19.

Make sure your cleaning staff has adequate personal protective equipment and good ventilation when using cleaning chemicals.

Do not combine cleaning products.

It is important to read the labels on all cleaning products and follow the directions on how long to leave the cleaner on before you wipe. Train your employees and cleaning staff to follow these instructions closely.

High-touch surfaces

Consistent with current guidelines from the CDC, instruct cleaning staff to pay close attention to all horizontal and vertical surfaces that are frequently touched, which can include keyboards, tables and counters, door knobs or push bars and light switches. These high-touch surfaces should be cleaned frequently. Clean self-pay stations, which operate on touchpads, as frequently as possible.

Discourage workers from using other workers' phones, desks, offices, or other work tools and equipment, when possible. If necessary, clean and disinfect them before and after use. Provide disposable wipes so that commonly used surfaces (for example, doorknobs, keyboards, remote controls, desks, other work tools and equipment) can be wiped down by employees before each use.

Deep cleaning

CDC guidelines recommend increasing the frequency of deep cleanings. A deep cleaning goes beyond wiping high-touch areas alone, and can include:

- Entire walls
- Entire doors
- Bottom of office chairs
- Hard scrubbing of floors
- Wall moldings
- Entire elevator cars
- Entire stairway handrails
- Window sills
- Door jambs
- Carpet extraction
- Entire bathroom
- Entire kitchens

Safety in manufacturing areas

University Hospitals

Per the CDC, OSHA, and the State of Ohio, changes in production practices may be necessary in order to maintain appropriate distances among workers. The CDC has created specific recommendations for manufacturing areas, illustrated below:

- Modify the alignment of workstations, including along processing lines, if feasible, so that workers are at least six feet apart in all directions (e.g., side-to-side and when facing one another), when possible. Ideally, modify the alignment of workstations so that workers do not face one another.
- Consider using markings and signs to remind workers to maintain their location at their station away from each other and practice social distancing on breaks.
- Use physical barriers, such as strip curtains, Plexiglas or similar materials, or other impermeable dividers or partitions, to separate workers from each other, if feasible.
- Facilities should consider consulting with a heating, ventilation, and air conditioning engineer to ensure adequate ventilation in work areas to help minimize workers' potential exposures.

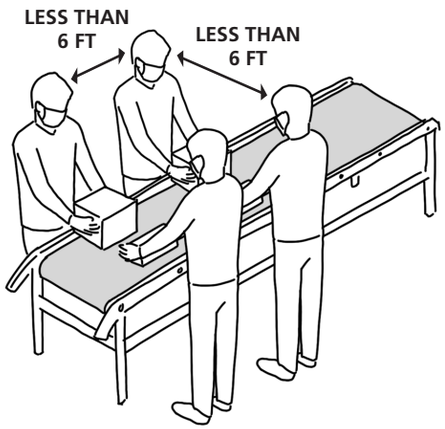
Source:
https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/meat-poultry-processing-workers-employers.html

Environmental safety in manufacturing areas

University Hospitals

The CDC has created specific recommendations for manufacturing areas, illustrated below, but be sure to check with all the guidelines applicable to your business as there may be additional considerations or requirements:

BAD



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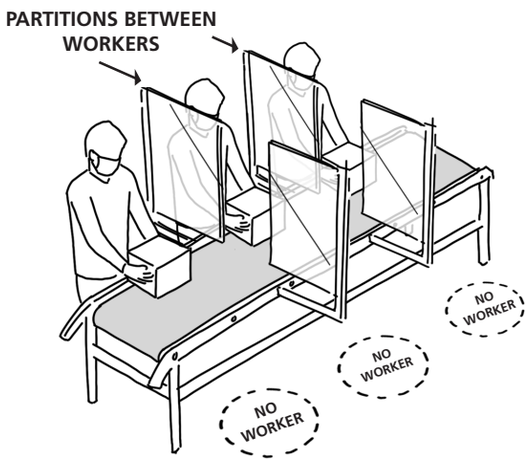

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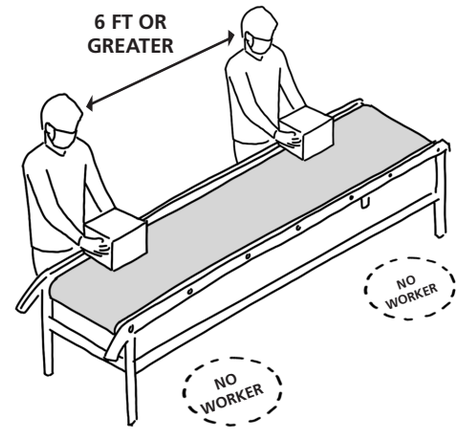

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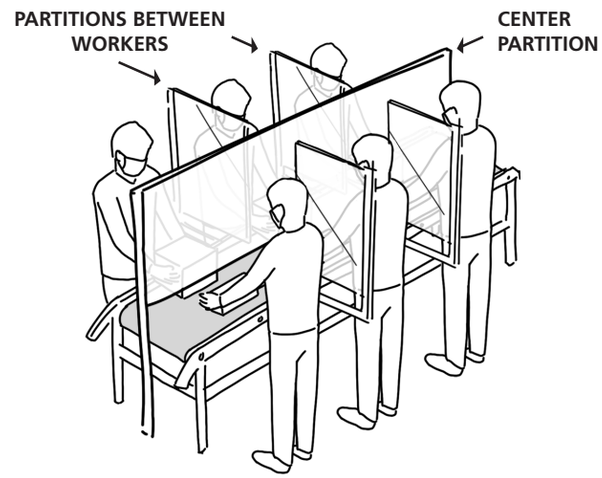

Physical distancing in common areas

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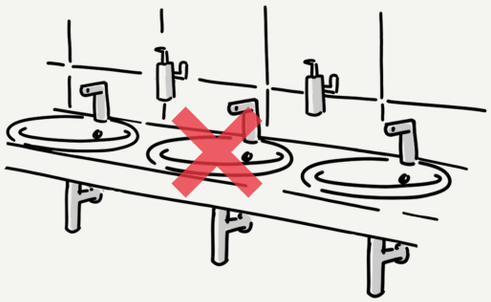
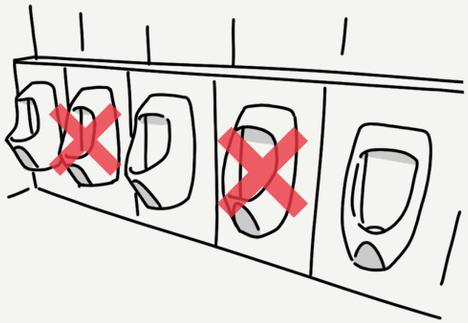
In order to implement the physical distancing recommendations and lower the density of people in common areas, businesses may want to remind employees, customers, and visitors to keep as much physical space as possible between them:



Due to space constraints, restrooms can be a challenging place to enforce physical distancing. Post signage throughout the bathrooms to ask guests to use every other urinal, stall, or sink.

Consider taping off sinks or toilets as a way to influence the occupancy. Any queuing should take place outside of the restroom.



In order to maintain 6-feet of separation in common areas like conference rooms or break rooms, consider removing chairs altogether or applying an "every other chair" policy. Consider posting signage inside and outside of these rooms, and send periodic email messages to remind employees of these constraints prior to scheduling meetings.

The CDC recommends to minimize traffic in enclosed spaces, such as elevators and stairwells.

Consider limiting the number of individuals in an elevator, such as 4 for large elevators or 2 for smaller elevators. Use signage inside and outside of the elevators to convey your policy.

Building trust: Employees

Designate a COVID-19 team leader to communicate between leadership and work teams.

Create a daily update for employees, in which every employee receives a message from their leader or COVID-19 team leader. Use these communications to inform your employees of COVID-related information and the measures you are taking to safeguard the workplace.

Building trust: Customers

Customers want to see that your business is taking steps to prevent spread of the virus. You can take the following steps suggested as best practices by the Ohio Department of Health and the CDC:

- Put up signs at customer entrances that let them know your business requirements, such as requesting that they do not enter if not wearing a mask or have a cough/fever.
- Reassure customers of your commitment to their safety by putting up signs reminding customers to keep 6 feet away from others.
- Explain your business's heightened cleaning procedures, daily employee screenings and mask requirements.
- Allow customers to see your staff cleaning your place of business.
- If available, provide hand sanitizer, tissues and no-touch disposal receptacles.

Get expert advice from University Hospitals

University Hospitals also offers consultative and advisory services to help your organization jump start its reopening.

To inquire about our services, please contact JZoltanski_Restart@UHhospitals.org.

Please follow www.uhhospitals.org/restart for updates.

Important notice

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This Healthy Restart Playbook ("Playbook") is intended for informational and educational purposes only. This Playbook should not be used as a replacement for medical or legal advice. Employers are solely responsible for complying with all applicable legal requirements and making decisions regarding their operations and employees based upon their individual circumstances. What each employer does is specific to its needs and facts and circumstances. Please contact us directly if you are looking for specific advice.

Adherence to any recommendations included in this Playbook will not ensure successful results in every situation. Furthermore, the recommendations contained in this Playbook should not be interpreted as setting a standard of care, or be deemed inclusive of all proper methods of operations. There is no guarantee that following all of these recommendations will prevent or reduce transmission of COVID-19.

As understanding of COVID-19 and applicable guidelines are changing quickly, the information in this Playbook is current as of the last update. Although this content was reviewed and approved by healthcare professionals, UH does not guarantee the accuracy or completeness of any of this information or that it represents the most up-to-date information and UH is not responsible for any errors or omissions or actions taken in reliance or from use of such information.
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