# Washington State COVID-19 Response "New Normal" planning

Prepared at the request of

# Important Context regarding this document

This document is an overview and framework for consideration only, and does not include legal or regulatory advice or recommendations on how to address the COVID-19 situation for your business or employees.  Each business is responsible to seek appropriate and up to date guidance and follow rules from public authorities before implementation of any measures.

The situation surrounding COVID-19 is dynamic and rapidly evolving, on a daily basis. This document represents one scenario based on discrete data from a particular point in time. It is not intended as a prediction or forecast about duration of lockdown; peak of viral infections; efficacy of government or health care responses to the virus; or other health or societal impacts, and does not represent an "official BCG view."  It also is not intended to: (i) constitute medical or safety advice, nor be a substitute for the same; nor (ii) be seen as a formal endorsement or recommendation of a particular response. As such you are advised to make your own assessment as to the appropriate course of action to take, using this presentation as guidance. Please carefully consider local laws and guidance in your area, particularly the most recent advice issued by your local (and national) health authorities, before making any decision.

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within the 'important context' set forth on slides 1-2

# <span style="color:green">_Important Context_ regarding this document (cont.)</span>

This document is developed in the spirit of partnership between public, private and non-profit sectors; we recognize that the fight against COVID-19 requires shared responsibility and common purpose across employers, workers, customers and visitors

Ideas are intended to demonstrate how employers deemed 'non-essential' can operate in a "New Normal" in a way that aligns with public health guidelines

Associated materials and "checklists" are based on a series of interviews with public health and health care leaders and experts around the region

Amongst other topics, those interviews focused on capturing viewpoints and perspectives on what a "safe" operation would look like in a post "Stay Home, Stay Healthy" phase

BCG has also canvassed the world for practices already being implemented, which have been incorporated as appropriate

The associated materials are only **proposals** for consideration

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## "New Normal" objective

### FROM:

**Only essential businesses** allowed to operate in a relatively "normal" way under **"Stay Home, Stay Healthy"**

### TO:

**Essential AND/OR safe** businesses allowed to operate in the "New Normal" **after public health pre-requisites are met**

# Two-tiered checklist for employers

## Baseline recommendations
### For review today

Checklist of how any employer should help create a "New Normal" to fight COVID-19

Proposed mitigation actions that should be applied broadly as the impact of phasing in operations is assessed

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## Additional considerations
### For review tomorrow

List of practices observed around the world to mitigate risk

Considerations will vary in relevance by sector and operation; those feasible & relevant should be implemented

**Employers have a strong incentive to meet (and exceed where/when appropriate) baseline recommendations as adverse public health outcomes could result in more stringent restrictions and/or a return to "Stay Home, Stay Healthy"**

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# Baseline recommendations for employers

Employers **should develop a Safe Work Plan that meets these recommendations** to resume operations

### Supporting a common "New Normal" foundation to mitigate COVID-19

The following checklist provides proposals for employers in Washington State to reopen non-essential operations.

These actions will run in parallel to public health efforts.

Protecting Washingtonians through a safe reopening and acting as good stewards of our local communities is our priority.

Subject to change based on public health guidance.

## Workplace Safety

❑ **Adhere to federal, state and local public health and worker safety guidelines**

❑ **Work from home** for operations able to be performed remotely

❑ **Maintain physical distancing wherever possible** of 6 feet, including with visitors/customers

❑ **Avoid gatherings** of >10 people in any office meeting room or shared social space (e.g., cafes, lobbies); everyone should maintain physical distancing of at least 6 feet

❑ **Routine sanitization** of high-touch surfaces and shared resources (e.g., doorknobs, elevators, vending machines, points of sales)

❑ **Ask workers/volunteers to self-certify** that they have experienced no CV-19 symptoms since last day of work at, or visit to, the workplace

❑ **Ask workers/volunteers to stay home and seek medical guidance if they are experiencing any known symptoms**

❑ **Ask workers/volunteers to self-quarantine per local public health guidelines if confirmed to have COVID-19 or exposed to confirmed case**
  - Please see supporting guidance from the WA State Department of Health: <u>Click for link</u>

❑ **Response protocols** for workers, volunteers and visitors reporting symptoms and/or are confirmed to have COVID-19 (e.g., isolation)

❑ **Avoid non-essential travel** and propose self-quarantine per local public health and worker safety guidelines after any high-risk travel as defined by the CDC (e.g., international travel)

❑ **Have the ability to log all workers and volunteers** that come on premise for purposes of supporting public health contact tracing

❑ **Available contact** for all workers, volunteers and visitors to report concerns and/or potential violations of the Safe Work Plan

❑ **Regular self-monitoring and updates** of the Safe Work Plan

❑ **Communication of Safe Work Plan** to all workers, volunteers and visitors including any future modifications

## Workforce Support

❑ **Provide workers/volunteers with masks** for any public-facing job and/or those whose responsibility includes operating within physical distancing limits of 6 ft. for extended periods of time
  - Note: N95 masks should not be used except for public health approved roles

❑ **Identify available alternative work assignments** for workers/volunteers upon requests due to concerns related to workplace safety. Priority should be given for workers/volunteers who are considered high-risk/vulnerable as defined by public health officials

❑ **Train workers/volunteers** on symptom detection, sources of high risk to COVID-19, prevention measures (including household suppression) and leave benefits/policies (e.g., UI for workers that need to self-quarantine)

## Customer & Visitor Expectations

❑ **Visible entry point signage for workers, volunteers and visitors on shared responsibilities** (including proper hygiene & sanitization, physical distancing/PPE guidance and information for reporting concerns)

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# Additional considerations: Workplace safety
Employers should consider & implement listed elements where feasible/relevant

**Helping develop individualized, flexible Safe Work Plans**

Each individual employer should develop and implement a Safe Work Plan.

The following lists are considerations and examples to aid in the development of individual plans.

Note: Employers are not recommended to implement all listed examples. These are provided as known practices being utilized to-date and are subject to change.

**Encouraging proper hygiene & health practices**
- Encourage workers/volunteers do regular temperature checks at home before coming to work
- Avoid non-essential person-to-person contact (e.g., handshakes)

**Health screenings on-premise**
- Routine temperature checks & screens

**Enabling tracking and tracing**
- Notify and isolate all workers/volunteers in contact with an individual that develops symptoms
- Have the ability to log visitors that come on-premise

**Sanitation procedures**
- Provide hand sanitizer at entrances/exits
- Clean surfaces between meetings/customer visits
- Sanitize/quarantine deliveries/packages
- Perform nightly deep cleaning

**Limiting shared office resources**
- Limit shared desks/workspaces
- Reduce use of shared office supplies/resources
- Limit shared food at worksite
- Limit cafeteria capacity and services
- Limit public kitchens/vending

**Methods to enact distancing procedures**
- Implement reduced maximum capacity limits
- Stagger arrival times to avoid congestion
- Limit ingress/egress points while maintaining fire exits
- Stagger entry into stores/facilities
- One-way store/facility aisles
- Use distance markings at places of congregation
- Enact plexiglass protection between workstations or at check out
- No contact payment/pickup
- Virtual meetings even when in office
- Re-organize floor layouts to permit physical distancing
- Stagger breaks and usage of common areas
- Avoid sitting face-to-face
- Create isolated work cells/teams where possible

**Ensuring governance & accountable roles over plan**
- Appoint team/lead to manage ongoing Safe Work Plan
- Designate a hygiene leader for each shift and facility who is responsible for protocol audits
- Regular reporting of worker and customer sentiment and tracking of public health trends

**On-going training to meet health guidelines**
- Host pre-return to work training
- Use of training methods that do not involve personal meetings

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# Additional considerations: <u>Workforce support</u>
Employers <u>should consider & implement listed elements where feasible/relevant</u>

## Helping develop <u>individualized, flexible</u> Safe Work Plans

Each individual employer should develop and implement a Safe Work Plan.

The following lists are considerations and examples to aid in the development of individual plans.

<u>Note</u>: Employers are not recommended to implement all listed examples. These are provided as known practices being utilized to-date and are subject to change.

### Ongoing communication to workforce
- Provide content for vulnerable workers to help navigate *Back to Work* (e.g. aggregate helpful materials, explain evolving gov't benefits)

### Enacting modified working models
- Job shares that allow for reduced hours
- Offer partial workforce or alternate day of week operating model
- Different in office working hours (e.g. two shifts: 6:30a-12:30p and 1p-7p with time between shifts)

### Expanded / extended work from home & leave policies
- Provide one time home office supply voucher
- Tiered PTO (e.g. FTEs get additional 80 hours; PTE get additional 40 hours; all paid out at year end if not used)
- Create workforce relief/aid fund and adopt policy on how funds will be distributed

### Decreasing commute risks & pressure on public transport
- Promote and enable individual commutes (e.g., subsidized biking/parking)
- Employer-sponsored buses/transit options
- Alternative hours to limit transportation during high public traffic hours

### Providing additional training and resources
- Provide guidance on virtual and in person teams
- Provide career planning and resources
- Train managers to support new *Back to Work* model

### Enabling access to education and childcare
- On site day care or study rooms for limited number of children per day
- Voucher for online education tools
- Access to apps to match caregivers with need (including recently displaced workers)
- Priority for childcare for workers not able to WFH

### Building morale and virtual culture
- Create virtual HR office hours and/or HR hotline
- Virtual companywide meetings
- Create networks for workers to connect/share remote working best practices
- Sponsor well-being challenges geared to staying physically and mentally healthy

### Supporting mental health needs
- Access, reduced cost and/or free counseling
- Access, reduced cost and/or telemedicine consultations
- Benefit extensions for household members
- Access to meditation/mindfulness content
- Digital support groups to decrease isolation and share ideas
- Virtual play dates for families with children of similar ages

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# Implementation considerations

All employers should develop their own unique plans based on checklists

Plans should be self-monitored & updated regularly based on evolving public health guidelines

Plans should be communicated to the workforce...
- *Following similar approach to regular policy changes – email, etc.*

...and shared publicly to build community confidence
- *e.g., posted at entrances for visitors, emailed to subscribers*
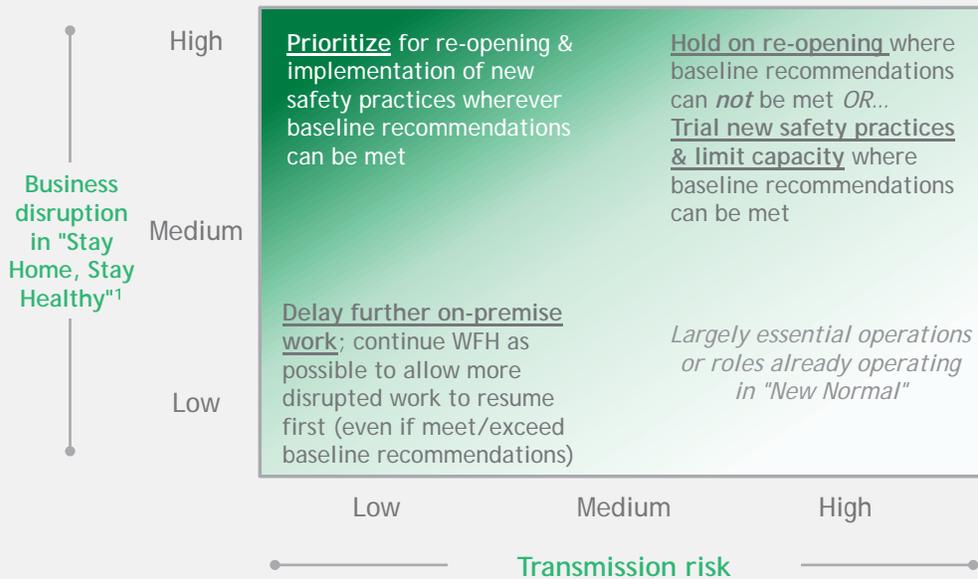
Employers should be prepared to take additional measures if public health requires

# Framework to help employers develop own tailored plan

Can be applied to different types of work (e.g., office-based work separate from retail/production work)



High

**Business disruption in "Stay Home, Stay Healthy"[1]**

Medium

Low

**Prioritize** for re-opening & implementation of new safety practices wherever baseline recommendations can be met

**Hold on re-opening** where baseline recommendations can *not* be met *OR...*
**Trial new safety practices & limit capacity** where baseline recommendations can be met

**Delay further on-premise work**; continue WFH as possible to allow more disrupted work to resume first (even if meet/exceed baseline recommendations)

*Largely essential operations or roles already operating in "New Normal"*

Low            Medium            High

**Transmission risk**

1. Extent to which operations and workforce can effectively operate under "Stay Home, Stay Healthy"
2. Virus transmission risk based on factors such as contact intensity, workplace density, public interaction & degree of high risk workers

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# Role of employers in aiding screening, tracking and tracing

| Should be... | Baseline recommendation (broadly meets criteria/is actionable) | Consider where feasible / relevant (may not be broadly actionable) | Not recommended for employers (criteria gaps and/or resource scarcity) |
|---|---|---|---|
| **Actionable** & pragmatic to implement<br><br>**Simple** in order to be adopted broadly<br><br>**Effective** mitigating risk of COVID-19 cases<br><br>**Timely** to improve public health outcomes and enable economic recovery<br><br>**Permissible** by law, including HIPAA and state employment law<br><br>**Ethical, safe & privacy protective**, avoiding harm and being respectful of individual needs and preferences | **Screening**<br>• Asking for self-certification from workforce<br><br>**Tracking**<br>• Logging workers & volunteers that come on-premise | **Screening**<br>• Temperature checks on-premise<br><br>**Tracking**<br>• Logging visitors & customers that come on-premise | **Screening**<br>• COVID-19 tests<br>• Immunity tests<br><br>**Tracking**<br>• Logging exposure between individuals<br><br>**All Tracing** |

# Employers should create policies to support employees at high risk from COVID-19

**According to the CDC, high-risk/vulnerable communities are**
- Persons 65 years and older
- Persons of all ages who have certain underlying medical conditions

**Policies should be created to support these communities based on state and federal guidelines** such as Washington State Proclamation 20-46, "Opening Up American Again" and Americans with Disabilities Act / nondiscrimination laws (which can cover both underlying health conditions and age)

These guidelines include the following actions:
- Employers should **utilize all available options for alternative work assignments** to protect high-risk employees
- Employers should continue to **allow telework whenever possible and feasible with business operations**, and to strongly consider special accommodations for personnel who are members of a vulnerable population
- Employers should work together with employees to think of creative solutions that will meet the needs of both

Note: These proposals come from a working group of legal professionals.  BCG did not develop the proposals nor do we provide any legal advice.  These materials are only drafts for consideration

# Proposal to support returning to work in a "New Normal" for high risk employees

| Guiding principles | Actions to consider |
|---|---|
| Work with employees | • Send all employees information on how to ask for an accommodation to their work schedule, site, or other circumstances<br>• Discuss telework and other possible accommodations (e.g., temporary adjustments to the work location or job assignments, modified work schedule to reduce the risk of exposure, use of plexiglass barriers, etc.)<br>• Develop and communicate a policy on how to determine which requests will be a given priority |
| Respect employees' privacy | • Consider how to protect employees' confidential medical information as you protect your workforce from infection and illness |
| Review and update policies | • Requests for reasonable accommodation under the Americans with Disabilities Act, the Washington Law Against Discrimination, or other nondiscrimination laws should be processed with respect to the provisions of these laws<br>• Consider interim solutions while processing such requests under nondiscrimination laws<br>• Follow Proclamation 20-46 guidance when you cannot find an alternative work arrangement for an employee<br>    ▪ Uphold obligations related to unemployment and health insurance benefits<br>    ▪ Do not take adverse employment action against employees who exercise rights under the Proclamation that would result in permanent replacement of their employment positions |

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# Appendix

# Appendix: Employer resources to support vulnerable employees

Washington State Resources
- Washington Proclamation 20-46 "High-Risk Employees—Workers' Rights" – <u>Link</u>
- Washington State Coronavirus Response (COVID-19) Website, Business & Workers page (Maintained by the state's Joint Information Center) – <u>Link</u>
- Washington State Human Rights Commission, COVID-19 and Compliance with Non-Discrimination Laws – <u>Link</u>

Federal Resources
- White House Guidelines "Opening Up America Again" – <u>Link</u>
- Center for Disease Control
  - Guidance for stopping spread of coronavirus - <u>Link</u>
  - People Who Are at Higher Risk for Severe Illness – <u>Link</u>
- Federal Office of Disability Employment Policy - Job Accommodation Network
  - The ADA and managing reasonable accommodation requests from employees with disabilities in response to COVID-19 - <u>Link</u>
- Equal Employment Opportunity Commission
  - Pandemic preparedness in the workplace and the Americans with Disabilities Act - <u>Link</u>
  - What You Should Know About COVID-19 and the ADA, the Rehabilitation Act, and Other EEO Laws – <u>Link</u>

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