League of California Cities
Planning for the Next Normal at Work Playbook
September 23, 2020

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Disclaimer:

This presentation is intended to provide an overview of the COVID-19 pandemic and certain aspects of Kaiser Permanente's response to COVID-19. This presentation reflects events and conditions reasonably believed by Kaiser Permanente to exist as of September 11, 2020. The presentation is not intended to be reflective of all aspects of Kaiser Permanente's response within its national care delivery system.

Kaiser Permanente's response to COVID-19 has been multi-faceted. Kaiser Permanente is following the guidance of the World Health Organization and the Centers for Disease Control and Prevention and is working closely with local and national agencies to monitor and respond to COVID-19. The future impact of COVID-19 and Kaiser Permanente's response thereto could differ materially from the information in this presentation depending upon the duration and severity of the pandemic. The views and opinions expressed by presenters and participants are their own and do not necessarily reflect the view of the Permanente Medical Groups, Kaiser Foundation Hospitals, Kaiser Foundation Health Plan, Inc., and each of their affiliates and subsidiaries ("Kaiser Permanente").

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Framework overview

Dimensions of health to consider when restarting your workforce

COVID-19 continues to cause significant effects on physical, mental, and social health. We've developed this framework to help you address these challenges as you respond to changing health and regulatory conditions in order to sustain your business.

Physical health

Workplace safety

Modify workplace safety plans, communicate policies, and stay up-to-date with critical information from the Centers for Disease Control and Prevention (CDC) and Occupational Safety and Health Administration (OSHA).

Screening & returning to work

Learn about current COVID-19 testing protocols, Kaiser Permanente's role in disability and leave management, and the role of the federal guidance in employee screenings.

Mental & emotional health

Well-being

Address the impact of mental health, stress, and anxiety on your workforce and how we can support with mental health and addiction care.

Social health

Social drivers

Learn about the social and economic needs of your workforce and how to help the communities where your employees live and your businesses are located.

Policies & environment

HR policy: Considerations and resources to develop or modify HR policies to support a healthy workforce and mitigate the spread of COVID-19.

Regulations: Regulatory and legislative guidance to reference based on where employees live and work.

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Chapter 1

Modify workplace safety plans for COVID-19

From sanitation guidelines to ventilation capabilities in your office, you can begin preparing your workplace for employees to return.

Key takeaways:

- Tailor your safety plan to your workplace, including a hazard assessment
- Mitigate risks of transmission using:
    1. Employee sanitation
    2. Environmental sanitation
    3. Containment strategies
- Monitor Centers for Disease Control and Prevention (CDC) and Occupational Safety and Health Administration (OSHA) guidance
- Communicate frequently and consistently

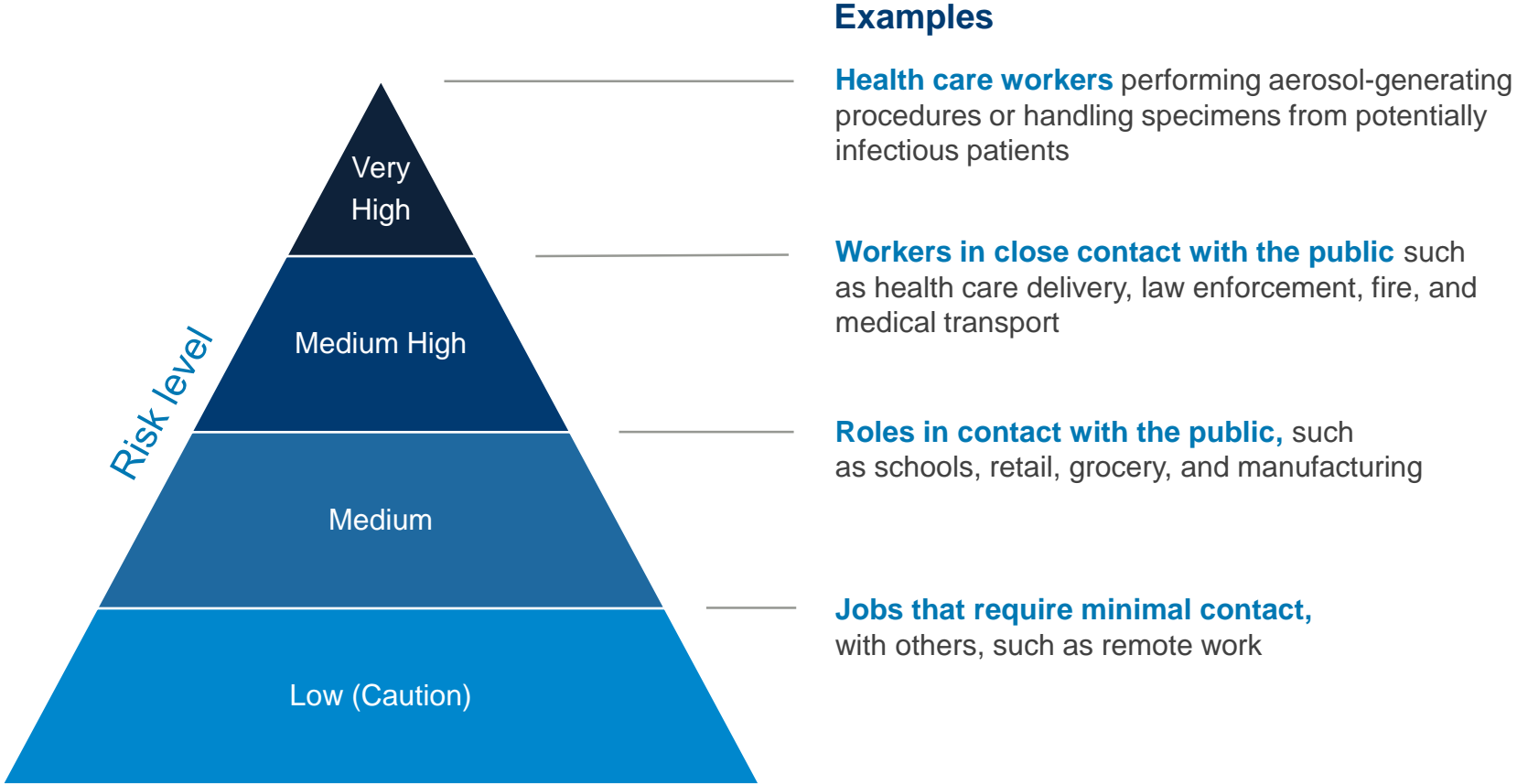## Data points

💧 **91%**   👤 **62%**   🌡 **61%**

In an ongoing Mercer survey on COVID-19, the vast majority of nearly 500 U.S. employers that responded said they're taking actions to protect their workforce, such as enhancing cleaning and disinfecting (91%) and providing masks (62%).

According to a Business Group on Health survey, 61% of large employers have implemented daily temperature checks for employees entering the worksite.

1. Mercer pulse survey, April 2020.
2. Business Group on Health employer survey, May 2020.

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Assessing safety when returning to work

As you plan employees' return to the workplace, consider the levels of employee health risk.

Risk level

Very High

Medium High

Medium

Low (Caution)

Examples

Health care workers performing aerosol-generating procedures or handling specimens from potentially infectious patients

Workers in close contact with the public such as health care delivery, law enforcement, fire, and medical transport

Roles in contact with the public, such as schools, retail, grocery, and manufacturing

Jobs that require minimal contact, with others, such as remote work

Risk mitigation strategies

- Practice physical distancing
- Minimize shared objects
- Limit in-person gatherings
- Limit travel
- Promote and support sanitation/hygiene measures
- Align company policies to support mitigation
- Develop and communicate containment protocols
- Communicate frequently

Source: OSHA.

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Please answer in the Q&A box:
What are some high-touch surfaces in your workplace?

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Mitigate your employees' exposure in the workplace

Identify and disinfect high-touch areas frequently (before each use)
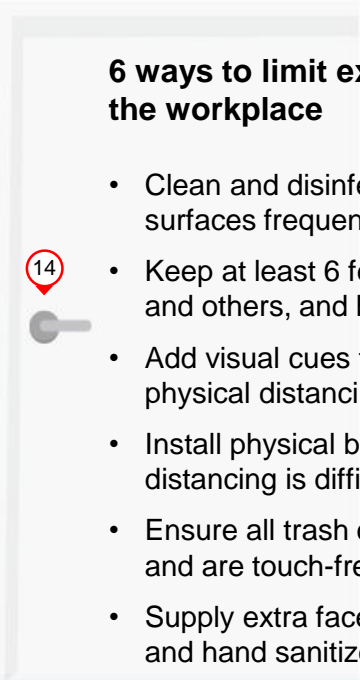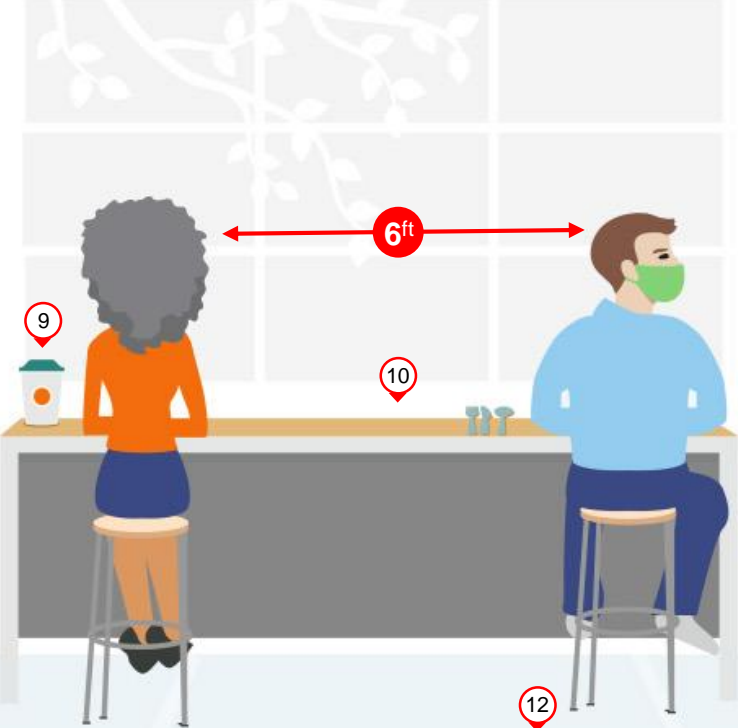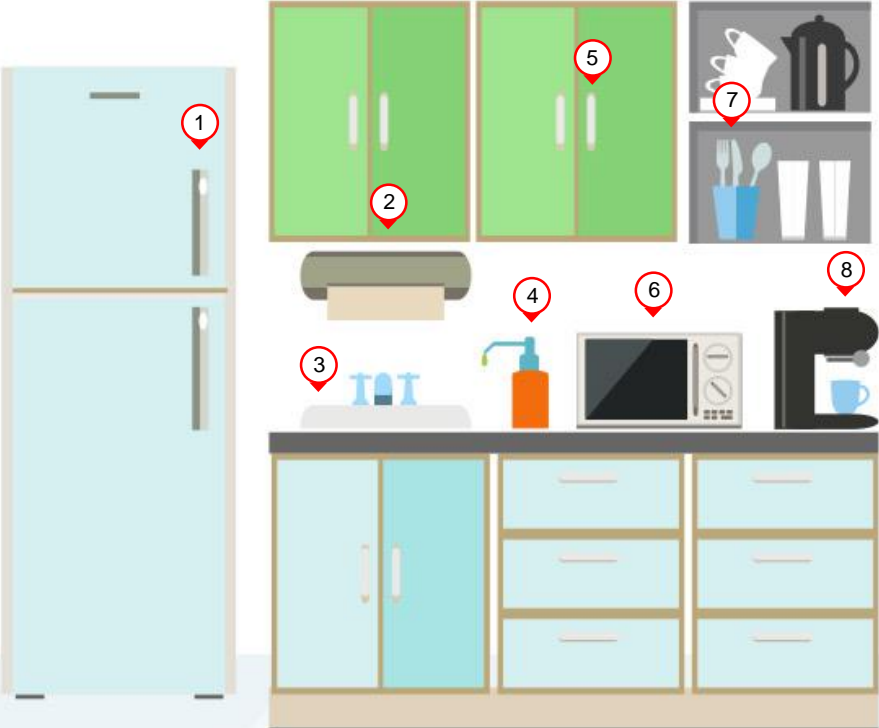
6 ways to limit exposure in the workplace

- Clean and disinfect high-touch surfaces frequently

- Keep at least 6 feet between yourself and others, and between workstations

- Add visual cues to reinforce physical distancing

- Install physical barriers where distancing is difficult

- Ensure all trash cans have lids and are touch-free

- Supply extra face masks, tissues, and hand sanitizer in prominent places

Additional resources

- CDC

- WHO

1. Refrigerator

2. Hand dryers and towel dispensers

3. Sinks

4. Soap pump

5. Cabinet handles

6. Microwave buttons

7. Shared utensils

8. Coffeepot

9. Coffee cup

10. Desk and table surfaces

11. Copiers and faxes

12. Computers

13. Phones

14. Door handles

Flu prevention supports the health care system

Who should get a flu shot?

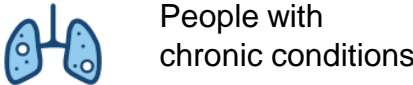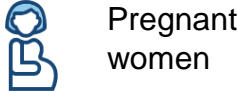Everyone 6 months and older should get a flu vaccine each year.

How does a flu shot work?

- It helps your body create antibodies to fight the flu virus.
- It takes 2 weeks for the flu shot to start working.

Who is at high risk for flu complications?

Young children

65+ Adults 65 and older

Pregnant women

People with chronic conditions
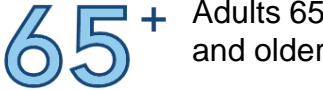
What are flu complications?

The flu can lead to serious health problems. You could be hospitalized for:

- Pneumonia
- Respiratory failure
- Heart inflammation

Source: *Key Facts About Seasonal Flu Vaccine*, CDC.gov, 2020.

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Chapter 2

COVID-19 screening and returning to work safely

The unprecedented and evolving COVID-19 response requires vigilance in your screenings, leave policies, and return-to-work guidelines to ensure safety, trust, and business continuity.

Key takeaways:

- Develop a return-to-work policy under COVID-19.
- Evaluate your leave-of-absence (LOA) policies — flexibility is key.
- Provide LOA guidance to employees.
- Plan and prepare managers to address changes in productivity.
- In a unionized workforce, engage with your unions to maximize alignment and collaboration.

Data point

20%

According to an ongoing Mercer pulse global survey, 20% of employers are updating benefit programs to better meet employee needs.

*Mercer pulse global survey #5, July 2020.

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COVID-19 diagnostic testing priorities

To help with testing priorities and keep workplaces safe, establish or update leave management and return-to-work guidelines that include employee self-reporting of symptoms, appropriate testing, and medical documentation.

CDC priorities for COVID-19 testing[1]

High priority

- Hospitalized patients with symptoms

- Health care facility workers, workers in congregate living settings (apartments, condominiums, student or faculty housing, transitional housing, prisons and shelters, domestic violence and abuse shelters, etc.), and first responders with symptoms[2]

- Long-term care facility or other congregate living setting residents with symptoms

Priority

- Persons with COVID-19 symptoms

- Persons without symptoms who are prioritized by health departments or clinicians, for any reason

Kaiser Permanente testing and care information

Testing criteria continue to expand as our capacity increases. Current information on testing and care can be found at kp.org.

- The latest information on Kaiser Permanente COVID-19 care and testing

- COVID-19: How to get the care you need based on your symptoms

1. CDC *Evaluating and Testing Persons for Coronavirus Disease 2019 (COVID-19)* (May 5, 2020). **2.** Certain states have differing prioritization guidelines for other essential workers who have regular contact with large numbers of people, including grocery store, pharmacy, food service, transportation, delivery, and other critical infrastructure workers.

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Employee screening guidance

Key takeaways

Employers must screen everyone with the same role equally, and any mandatory medical test of employees should be job-related and consistent with business necessity.

Employers may take employees' temperatures at the worksite. At-home self-assessments may also be an option and can save time and reduce unnecessary exposure in line at workplace entrance screenings.[1]

Employers may require COVID-19 tests.

Employers may ask employees if they're experiencing COVID-19 symptoms.[2]

All information must be kept separate and secure.[3]

1. Colorado employers with >50 employees should also do on-site temperature checks.
2. Symptoms are being updated regularly: CDC Symptoms of Coronavirus, CDC Symptoms Flyers – Multiple Languages.
3. Pandemic Preparedness in the Workplace and the Americans with Disabilities Acct.
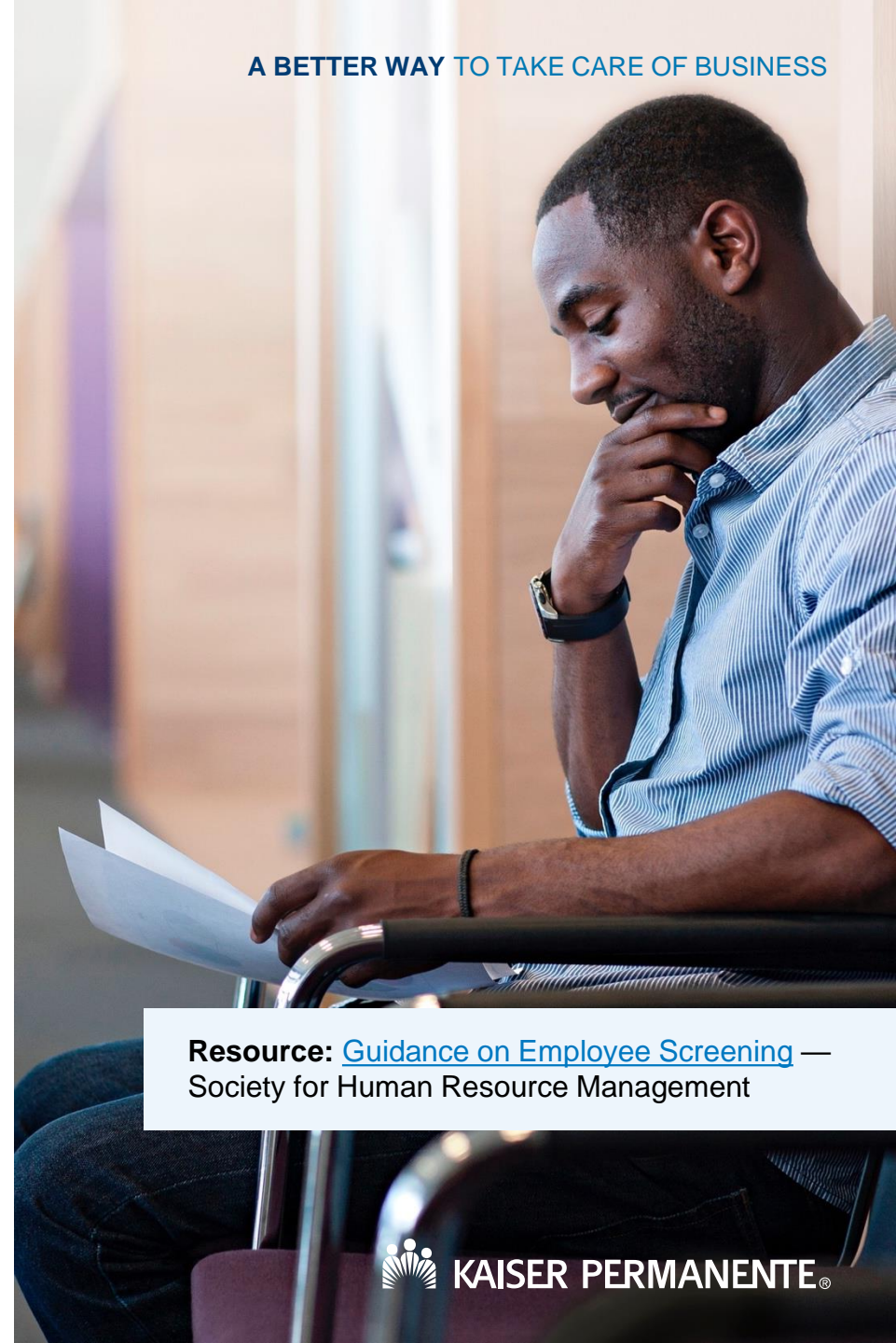
Resource: Guidance on Employee Screening — Society for Human Resource Management

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On-site temperature screening process and resources

When screening temperatures, stand ≥6 feet away from the employee, verbally confirm their temperature (<100.4°F) and that they're not experiencing symptoms, and visually inspect them for signs of illness (flushed cheeks or fatigue).[1]

Additional considerations when taking temperatures at the worksite[2]

Topic	Considerations
Who can take temperatures	• If you have an on-site nurse or EMT who can take temperatures, that's ideal. • A nonmedical professional can take temperatures as long as they have proper training, PPE, a no-touch thermometer, and an understanding of confidentiality considerations.
Safety, privacy, and employee relations	• How will you select an employee to administer the infrared scan? • How will that employee be protected from the virus? • How will the privacy of employees subjected to the infrared scan be protected? • How will this action affect employee morale?
PPE	• PPE may include a combination of gloves, masks, eyewear, and a gown. • Screening staff do not need to wear PPE if they can maintain a 6-foot distance.
Physical distancing	• Ensure staff stays ≥6 feet apart while waiting to have their temperatures measured.
Privacy considerations	• If possible, avoid employees lining up for temperature checks. • Check temperatures in private, and keep identity of employees with fevers confidential. • Ideally, temperature check should happen before employee enters facility.

What Kaiser Permanente is doing

We're requiring temperature screenings at Kaiser Permanente medical facility entry points for all physicians, employees, members, and visitors.

1. CDC: Communities, Schools, Workplaces, and Events. **2.** SHRM: A Guide to Employee Temperature Checks.

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Chapter 3

Mental health and emotional well-being

COVID-19 and the shelter-in-place orders have had significant impacts on employees' mental health.

Key takeaways:

- Anticipate a surge in mental health symptoms that may coincide with the timing of returning to work.

- Reinforce a psychologically healthy workforce where employees feel safe, respected, and empowered.

- Offer self-care tools, employee assistance programs (EAP), and clinical resources for the unique stressors of your workplace.

Data points:

93%

of employees believe that companies that survive COVID-19 will be those who support their employees' mental health[1]

2020

2018

83%
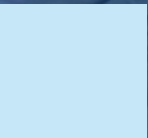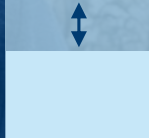
69%

As of June 2020, more than 8 in 10 Americans say the future of our nation is a significant source of stress. The previous high was less than 7 in 10, in 2018.[2]

1. "New Data From Ginger Shows Nearly 70 Percent of Workers Feel More Stressed During COVID-19 Than at Any Other Point in Their Entire Professional Career," Bloomberg, April 9, 2020.
2. Stress in America 2020, American Psychological Association.

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Mental health and wellness during a time of crisis

COVID-19 has had a sudden and dramatic impact on our collective mental health. The pandemic has contributed to:

- **Social isolation**
- **Health-related anxieties**
- **Fear of uncertainty**
- **Change in routines**
- **Financial stress**

- **Loss**
- **Grief**
- **Trauma**
- **Increased substance use**

In addition, some communities are experiencing the dual effects of racial injustice and health impacts.

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Please answer in the Q&A box:
What are some ways you're taking care of your own emotional well-being?

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Planning for the "next normal"

Offer and promote available resources

Ensure access to robust mental health services —
Make sure employees know how to engage in the mental health care offered by their health plan.

Promote and optimize EAP services — Communicate what is offered and remind employees that their participation is confidential (a common misunderstanding of EAP services), including work-life services, leverage support for managers, and consider expanding the number of EAP sessions or temporarily providing on-site EAP services. Consider adding EAP services or alternatives if your organization does not currently have them.

Provide self-care tools for resilience — Promote the use of emotional well-being resources available through your employer health and wellness partners.

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EAP alternatives

If your organization doesn't offer an EAP, consider taking the following steps:

❑ In the event of a crisis, contact your mental health carrier to inquire about one-on-one mental health services.

❑ Offer the list of community resources to employees (referenced in this guide including national mental health crisis numbers such as suicide prevention, national crisis mental health support, etc.).

❑ Have employees leverage medical benefits for mental health care and resources.

❑ Work with local faith organizations and other community resources in their area to support employees.

❑ Leverage available mental health employer webinars (e.g., Business Groups on Health, Gallup, Kaiser Permanente or other health plans, wellness vendors, etc.).

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Steering employees to the right care

COVID-19 and the shelter-in-place orders have had significant impacts on physical, mental, and social health, and we've developed this framework to help you identify behaviors and the solutions to help you direct your employees to the right care at the right time.

Employee characteristics

Well	Mild	Moderate	Severe
• Effective communication • Socially, spiritually active • Calm and confident • Strong and cohesive families • Emotionally and physically healthy	• Changes from normal behaviors • Poor focus, loss of interest • Irritable and pessimistic • Temporary and mild distress .	• Unresolved loss, trauma, wear and tear, inner conflict • Social isolation • Sleeplessness and self-medicating • More severe and lasting effects .	• Constant and disabling distress • Depression, severe anxiety • Symptoms get worse or get better then worse again • Relationships and work suffer

Employer response

To continue healthy choices	To recover and build resilience	To begin healing	To get help
Keep fit, eat right, and relax	Get adequate sleep and talk to someone you trust	Talk to a medical provider, counselor, faith advisor, or EAP specialist	Seek medical treatment

Source: Naval Reserve Officers Training Corps.

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Chapter 4

Impact of COVID-19 on the social drivers of health

Where your employees live and their ability to meet their everyday needs (food, housing, job security, etc.) impact their health and productivity at work.

Key takeaways:

- Address the social and economic needs of your entire workforce (including those who are furloughed, laid off/terminated, or on reduced hours).

- Consider ways to help the communities where your employees live and where your businesses are located.

- Kaiser Permanente's telehealth and culturally responsive care benefits everyone, especially vulnerable workers.

Stats:

65%

Nearly 2 in 3 Americans believe that the economic impact will have a bigger impact on them than the virus itself [1]
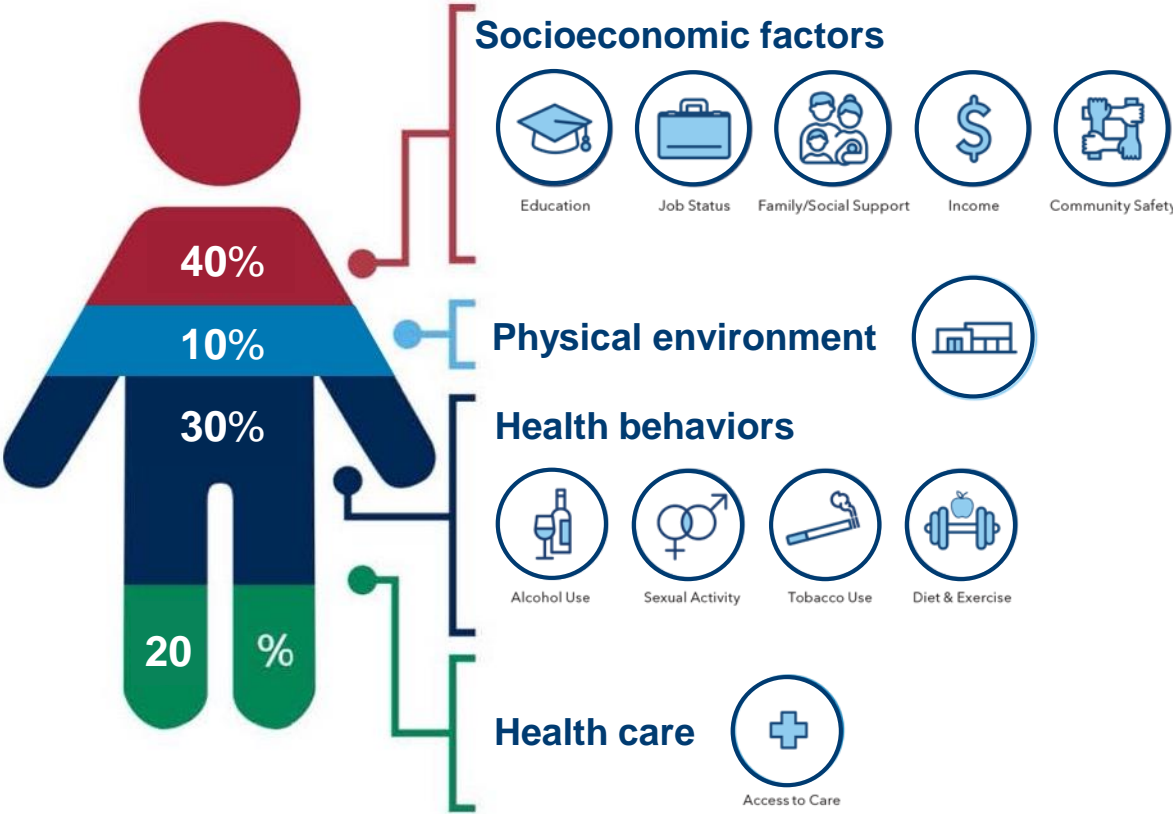
49%

Nearly half of those with social needs reported a negative mental health impact from COVID-19 [2]

1. *Harris Poll, Wave 7, online, nationally representative sample*, April 11-13, 2020, n=2,013.
2. *2020 KP National Social Needs Survey: Preliminary Findings.*

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Social drivers of health account for up to 40% of health outcomes

The social drivers of health (also known as the social determinants of health) are the conditions in which people live, work, and play. They account for up to 40% of health outcomes, which impact both employee health and business productivity.[1]

Social and economic factors play a significant role in how people meet the everyday demands of life. A person's access to basic nutrition, a place to live, and economic opportunities all play a role in health.[2]

40%
10%
30%
20%

Socioeconomic factors

Education | Job Status | Family/Social Support | Income | Community Safety

Physical environment

Health behaviors

Alcohol Use | Sexual Activity | Tobacco Use | Diet & Exercise

Health care

Access to Care

Source: *University of Wisconsin, County Health Ranking Model, 2018.*
1. Peer-reviewed social driver models vary, but most list the impact of socioeconomic factors on health outcomes between 20% and 80%.
2. Also known as basic human needs.

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Resource for Kaiser Permanente members

Thrive Local connections

Live agents to assist with the following services:

- Housing and shelter
- Childcare
- Financial assistance
- Employment
- Food assistance
- Transportation
- Utility assistance
- Other critical services

National call center for Kaiser Permanente members

800-443-6328

Call center
Monday through Friday,
8 a.m. to 5 p.m. local time

Resources for non–Kaiser Permanente members:

- findhelp.org
- 211.org (by phone: 211)
- helpwhenyouneedit.org

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Chapter 5

Review and update HR policies to reflect the next normal

Addressing HR policies will give employees peace of mind so they have greater capacity to be present at work and help meet pressing organizational challenges.

Key takeaways:

- **HR** has a unique role in supporting the greatest assets of an organization — employees and talent — during a time of uncertainty, change, economic challenges, and physical distancing.

- **Local and national governmental policies** will play a significant role in policies to help mitigate the impacts of COVID-19.

- **In a unionized workforce,** discuss HR policy changes with your partner unions, and identify policies subject to bargaining.

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Start with what you have and what you know

Review your plans and policies to identify which ones are still current and relevant in this new environment and which ones need adjustment. These adjustments may be temporary or highlight a longer-term shift in your approach to conducting business. Rely on your existing governance and bargaining structures, and modify as appropriate.

Benefit plans

- Medical/dental
- FSA and dependent care FSA plans
- 401(k)/pension plans
- Disability
- Life
- Voluntary

HR policies and/or protocols

- Time and attendance
- Work hours
- Bereavement
- HIPAA/privacy
- Work accommodations related to ADA
- Hiring/rehiring policies
- Severance
- Workplace safety
- Travel
- Telecommute/work from home
- Company equipment use policy

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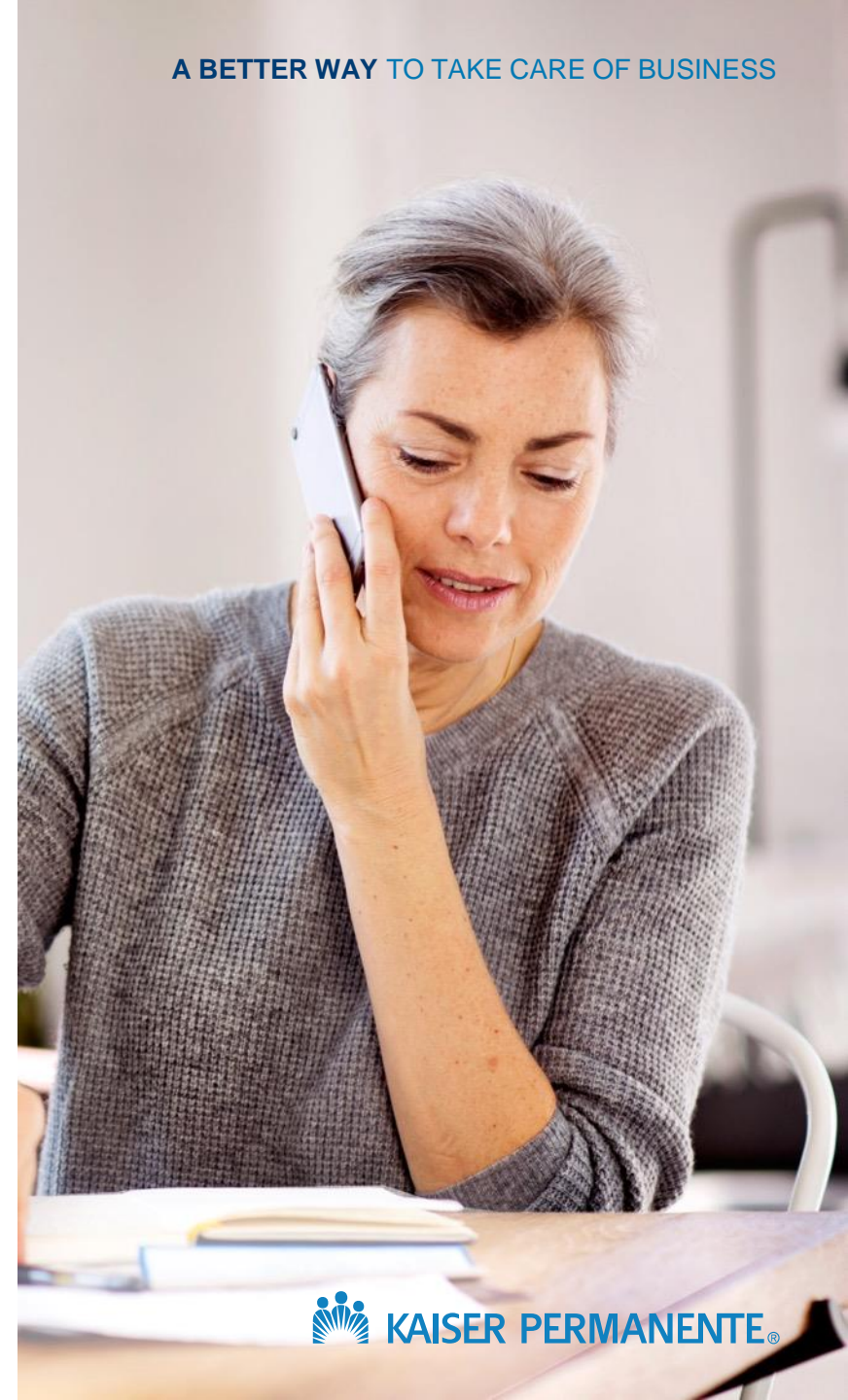
Share updates with employees regularly and often

You may need to create new communication channels, align communications with your union partners to ensure consistent messaging, and repeat messages many times. People are distracted with the many demands on them at this time. Be patient with employees and look for easy ways to help them find the information that's relevant to their situation when they need it.

Consider how your business processes will change in light of the new requirements based on CDC and DOH information, and how those changes impact your HR policies: things like working shift hours, wage earning, disability, and time off.

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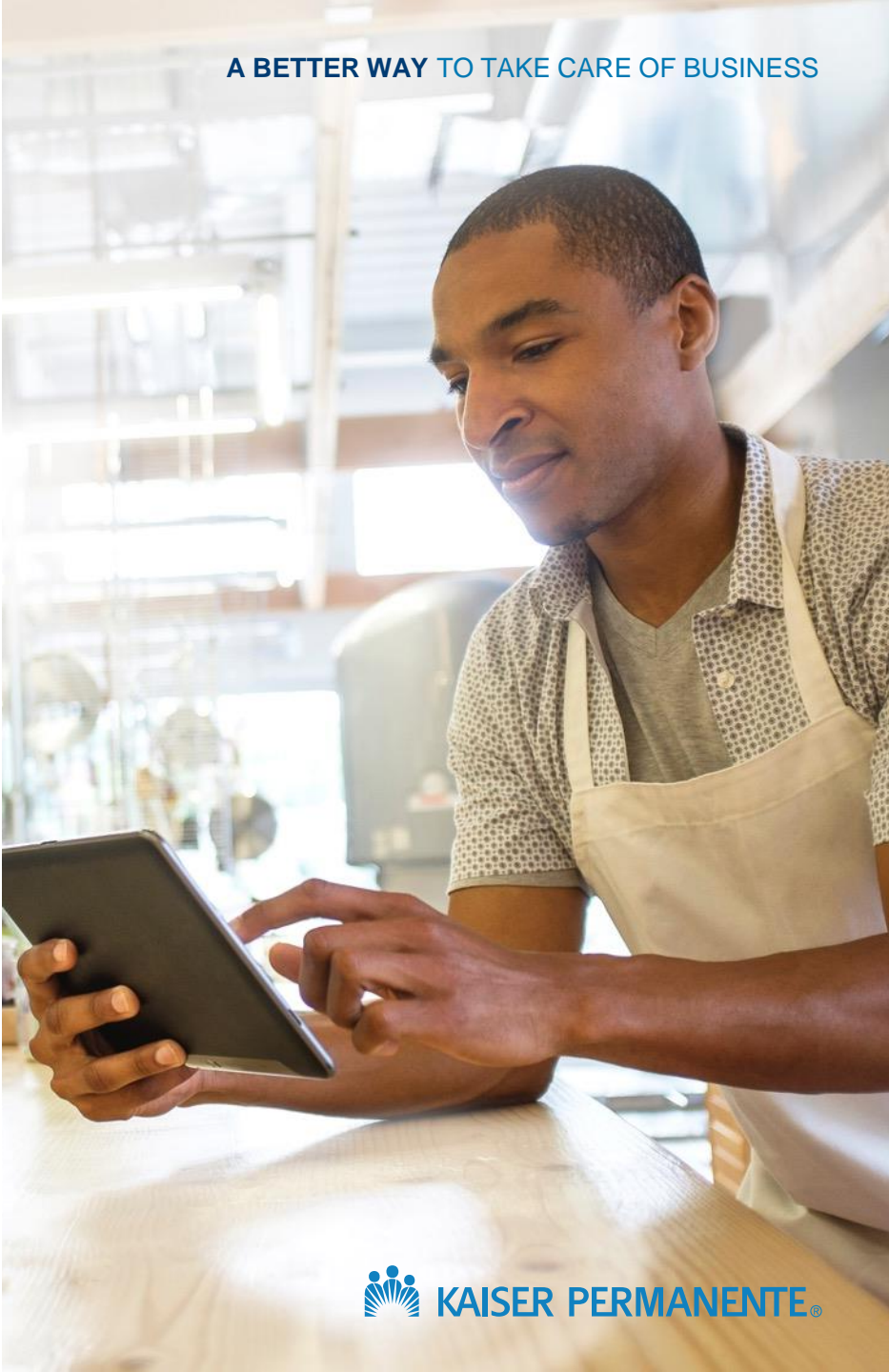
Chapter 6

Monitor federal and local regulatory and legislative guidance

Reinforce safe and healthy workforce practices by staying connected with the latest regulatory and legislative guidance.

Key takeaways:

- Review guidance from federal agencies, including the White House Coronavirus Task Force.

- Check your state's Department of Health guidance for reopening businesses and protecting your workforce.

- Read county and municipality orders, which may be more restrictive than state guidelines.

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Federal regulatory agency guidance and resources

Department of Labor (family and medical leave, wage and hour)

- Coronavirus resources regarding workplace safety, wages, hours, and leave

- Guidance regarding Families First Coronavirus Response Act, employee paid leave rights

- DOL Families First Coronavirus Response Act (FFCRA) poster

EEOC (disability accommodation, privacy)

- What you should know about the ADA, the Rehabilitation Act and the coronavirus

- Coronavirus and COVID-19 portal

IRS (taxes)

- COVID-19-related tax credits for required paid leave provided by small and midsize businesses FAQs

- FAQs: Employee Retention Credit under the CARES Act

OSHA (workplace safety)

- U.S. Occupational Safety and Health Administration COVID-19 page

Department of Treasury

- Overview of assistance the CARES Act provides for American workers, families, and small businesses

Centers for Medicare & Medicaid Services (CMS)

- TriAgency Guidance (June 23, 2020)

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California regional guidance

Regulatory guidance

Cal/OSHA Guidance on Requirements to Protect Workers From Coronavirus

Department of Fair Employment and Housing — Resources and Guidance

- DFEH Employment Information on COVID-19 (disability accommodation, privacy)

Labor Commissioner COVID-19 Information

- FAQs on Laws Enforced by the California Labor Commissioner's Office (paid sick leave, school closure leave, wages and hours)

Employment Development Department (state disability, unemployment)

California Coronavirus (COVID-19) Response Portal (includes links to emotional health resources, child care resources)

- Resilience Roadmap

California Executive Order on Workers' Compensation Coverage

Shelter-in-place and reopening guidance

- California released a framework for reopening the economy and focused mainly on building the public health infrastructure to safely remove the stay-at-home orders that are in place. An update is available here.

- California released a "Resilience Roadmap" that describes the stages of reopening, county and industry variances, and guidance for the general public.

- California announced the resumption of health services delayed during the state of emergency. The California Department of Public Health issued guidance on resuming deferred health care services, available here.

- California's Department of Public Health and Division of Occupational Safety and Health published guidance for limited services and office workspaces.

- California's counties have issued additional orders that may be more restrictive than the state order.

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Chapter 7

Business spotlights

Your business and employees have unique needs and safety concerns as workplaces reopen.

Key takeaways:

Review business-specific health and safety guidance amid COVID-19 for the following work environments:

- Small business

- Industries

  - Construction
  - Grocery and essential retail
  - Health care
  - Hospitality
  - K-12 education
  - Manufacturing
  - Public safety
  - Transportation

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Public safety overview

Public safety — also referred to as emergency responders and first responders — include but aren't limited to law enforcement, fire services, emergency medical services, dispatch/911 call center staff, and emergency management officials.

Unique COVID-19 challenges and opportunities for public safety:

- Regular public exposure in the course of their jobs and an increased risk of close contact with persons with confirmed or possible COVID-19

- High levels of workplace stress and anxiety, making mental health support and resources particularly important (see Chapter 3)

- Increased workloads during a severe pandemic and diminished staff sizes as employees and their families become ill or are quarantined

- A highly unionized workforce, with communications, policies, and resources that need to be aligned for greater impact and support

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Public safety guidance and considerations

General public safety field considerations that can help reduce risk of exposure to the coronavirus:

❑ Assess the hazards to which employees may be exposed.

❑ Evaluate the risk of exposure. OSHA's occupational exposure risk pyramid provides examples of emergency response work tasks associated with the exposure risk levels.

❑ Deliver up-to-date safety messaging on the current status of resources and protocols.

❑ Select, implement, and ensure workers use controls to prevent exposure.

❑ Ensure only trained personnel wearing appropriate PPE come into contact with individuals who have or may have COVID-19.

❑ Confer with your partner unions to ensure your health and safety messages align to avoid mistrust or confusion.

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Please answer in the Q&A box:
Which chapter(s) do you think will be most useful to support employee well-being?

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This playbook is provided for informational purposes and should not be considered comprehensive or definitive instructions for safely returning your employees to work. We encourage you to stay up to date with the guidance from the Centers for Disease Control (CDC), your local department of health, and any relevant national and local regulations.

Kaiser Permanente does not necessarily endorse the services mentioned.
Any organizations listed are for easy identification only.

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Survey

- For "Event ID" use: **15**
- For "Consultant ID" use: **B**
- Today's date is **09/23/2020**
- Two easy options:
  - Open browser and type in **https://tinyurl.com/2020KPWebinar**
  - Open your smartphone camera and focus it on the QR code and then click on the notification that pops up

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Q & A

Link to playbook

https://business.kaiserpermanente.org/thrive/resource-center/covid-19-return-to-work-playbook

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