



COVID-19

FOSTORIA AREA SAFETY COUNCIL

# RETURN TO WORK

**A PATH FORWARD TOOLKIT**

IN PARTNERSHIP WITH

FOSTORIA AREA CHAMBER OF COMMERCE  
FOSTORIA ECONOMIC DEVELOPMENT CORP.

Fostoria Area



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ECONOMIC DEVELOPMENT CORPORATION



# RETURN TO WORK

## What will return to work look like?

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This is a question being grappled with at all levels and its timing weighs heavily on us all as we attempt to balance safety and making ends meet. No matter the timing, one thing is certain, returning to work will be a gradual process and will vary by many factors including location, sector, business type and/or size and health status of employees. It will require continued social distancing, use of PPE and other safety measures. We now know when some Ohio businesses may reopen as Ohio Governor Mike DeWine announced on April 27 the roll out of [Responsible Restart Ohio](#). Beginning May 4, Healthcare may open including dentists and veterinary clinics, General Office with the request if employees are working from home, please continue to do so, and Construction, Manufacturing and Distribution. Beginning May 12, Consumer, Retail and Services may open. However, some businesses are still closed-see the [full list here](#).

Each sector has specific operating requirements;

[Manufacturing, Distribution and Construction Operating Requirements](#)

[General Office Operating Requirements](#)

[Consumer, Retail and Services Operating Requirements](#)

All employers need to consider how to best decrease the spread of COVID-19 and lower the impact in the workplace. This guide should work in conjunction with the State's plan and will focus on three areas based upon the Center for Disease Control guidance for employers. This guide also includes guidance recently issued by OSHA and takes into consideration information from the Ohio Department of Health and provides workplace safety printable signs.

We have embedded external links for additional information and resources throughout the document and other useful links to full text of the guidance issued by both the CDC, OSHA and the Ohio Department of Health and other helpful resources. In addition, is the Smart Start Playbook developed by Magna and shared with us via RGP/Jobs Ohio. The [Magna Smart Start Playbook](#) is a great comprehensive example of policy, communication, leadership and resources and may be used as a template for your own business.

We realize information and regulations are and will change daily. We will provide updates and amend this document as appropriate, including the State of Ohio's plan to announced throughout this week. Updated versions will be posted on both the [Chamber](#) and [FEDC](#) COVID-19 Resource pages.

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## Section 1: General Workplace Considerations

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## Section 2: Center for Disease Control Guidance

Center for Disease Control has issued guidance for employers focuses on three areas of activities:

- Reduce transmission among employees
- Maintain healthy business operations
- Maintain a healthy work environment

The CDC Guidance for employers full text is linked here. The CDC has also published guidance specifically for small business, which is linked here.

*\*Guidance provided in this guide applies to non-healthcare settings. For guidance on healthcare settings, please click here.*

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## Section 3: OSHA Guidance Overview

OSHA has issued guidance on preparing workplaces for COVID 19. We have provided a general overview the guidance issued by OSHA. The complete document is linked here.

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## Section 4: Links to Additional Resources

Magna Smart Start Playbook

Employers Guide to the CARES Act: Emergency Sick Leave & FMLA

Ohio Chamber Webinar: Paid Leave Under the Families First Coronavirus Response Act Webinar Slides

CISA Guidance on Essential Critical Infrastructure Workforce

Version 3.0 (issued April 17, 2020)

Section 4: includes additional resources in addition to those listed above.

# SECTION 1:

## GENERAL WORKPLACE CONSIDERATIONS

- Encourage sick workers to stay home. Employees who appear to have symptoms (i.e., fever, cough, or shortness of breath) upon arrival at work or who become sick during the day should immediately be separated from other employees, customers, and visitors and sent home. CDC Cleaning & Disinfecting recommendations after identifying a sick employee of confirmed COVID-19.
- Screen employees for symptoms. Screening may include self reporting and/or temperature checks. The CDC has also created a screening tool which may be used one oneself or others.
- Identify a workplace coordinator who will be responsible for COVID-19 issues and their impact on the workplace.
- Posting signage that encourages hand hygiene and stop the spread signage at workplace entrances and in other areas where they are likely to be seen, including handwashing signs in restrooms
- Promote frequent and thorough handwashing, including by providing workers, customers, and worksite visitors with a place to wash their hands. If soap and running water are not immediately available, provide alcohol-based hand rubs that contain at least 60% alcohol.
- Encourage respiratory etiquette, including covering coughs and sneezes. Provide customers and the public with tissues and trash receptacles.
- Employers should explore whether they can establish new policies and practices, such as flexible worksites (eg, telecommuting) and flexible work hours (eg, staggered shifts), to increase the physical distance among employees and between employees and others if local and state health authorities recommend the use of social-distancing strategies. Department of Labor, EEOC
- Minimizing contact among workers, clients, and customers by replacing face-to-face meetings with virtual communications and implementing telework, if feasible

# GENERAL WORKPLACE CONSIDERATIONS

- Discourage workers from sharing phones, desks, offices, or other work tools and equipment, when possible.
- Maintain regular housekeeping practices, including routine cleaning and disinfecting of surfaces, equipment, and other elements of the work environment. Products that meet EPA's criteria for disinfecting against COVID-19.
- Establishing alternating days or extra shifts that reduce the total number of employees in a facility at a given time, allowing them to maintain distance from one another while maintaining a full onsite work week
- Installing physical barriers, such as clear plastic sneeze guards
- Installing a drive-through window for customer service
- Discontinuing nonessential travel to locations with ongoing COVID-19 outbreaks. CDC's Traveler's Health Notices can provide latest guidance on travel.
- Developing emergency communications plans, including a forum for answering workers' concerns and internet-based communications, if feasible
- Providing workers with up-to-date education and training on COVID-19 risk factors and protective behaviors (eg, cough etiquette and care of PPE)
- Installing high-efficiency air filters
- Increasing ventilation rates in the work environment
- Specialized negative-pressure ventilation in some settings, such as for aerosol-generating procedures (eg, airborne infection isolation rooms in healthcare settings and specialized autopsy suites in mortuary settings)

## SECTION 2: CDC RECOMMENDATIONS

### Preparing Workplaces for a COVID-19 Outbreak

Businesses and employers can prevent and slow the spread of COVID-19. Employers should plan to respond in a flexible way to varying levels of disease transmission in the community and be prepared to refine their business response plans as needed. According to the Occupational Safety and Health Administration (OSHA), most American workers will likely experience low (caution) or medium exposure risk levels at their job or place of employment (see OSHA guidance for employers for more information about job risk classifications).

Businesses are strongly encouraged to coordinate with state and local health officials so timely and accurate information can guide appropriate responses. Local conditions will influence the decisions that public health officials make regarding community-level strategies. CDC has guidance for mitigation strategies according to the level of community transmission or impact of COVID-19.

All employers need to consider how best to decrease the spread of COVID-19 and lower the impact in their workplace. This may include activities in one or more of the following areas:

- reduce transmission among employees,
- maintain healthy business operations, and
- maintain a healthy work environment.

### REDUCE TRANSMISSION AMONG EMPLOYEES

Actively encourage sick employees to stay home:

- Employees who have symptoms (i.e., fever, cough, or shortness of breath) should notify their supervisor and stay home.
- Sick employees should follow CDC-recommended steps. Employees should not return to work until the criteria to discontinue home isolation are met, in consultation with healthcare providers and state and local health departments.
- Employees who are well but who have a sick family member at home with COVID-19 should notify their supervisor and follow CDC recommended precautions.

## SECTION 2: CDC RECOMMENDATIONS

### **Identify where and how workers might be exposed to COVID-19 at work:**

- See [OSHA COVID-19 webpage](#) for more information on how to protect workers from potential exposures and [guidance for employers](#), including steps to take for jobs according to exposure risk.
- Be aware that some employees may be at [higher risk for serious illness](#), such as [older adults](#) and those with chronic medical conditions. Consider minimizing face-to-face contact between these employees or assign work tasks that allow them to maintain a distance of six feet from other workers, customers and visitors, or to telework if possible.

### **Separate sick employees:**

- Employees who appear to have [symptoms](#) (i.e., fever, cough, or shortness of breath) upon arrival at work or who become sick during the day should immediately be separated from other employees, customers, and visitors and sent home.
- If an employee is confirmed to have COVID-19 infection, employers should inform fellow employees of their possible exposure to COVID-19 in the workplace but maintain confidentiality as required by the Americans with Disabilities Act (ADA). The employer should instruct fellow employees about how to proceed based on the [CDC Public Health Recommendations for Community-Related Exposure](#).

### **Educate employees about how they can reduce the spread of COVID-19:**

- Employees [can take steps to protect themselves](#) at work and at home. Older people and people with serious chronic medical conditions are at higher risk for complications.
- Follow the policies and procedures of your employer related to illness, cleaning and disinfecting, and work meetings and travel.
- Stay home if you are sick, except to get medical care. Learn [what to do if you are sick](#).

## SECTION 2: CDC RECOMMENDATIONS

- Inform your supervisor if you have a sick family member at home with COVID-19. Learn what to do if someone in your house is sick.
- Wash your hands often with soap and water for at least 20 seconds. Use hand sanitizer with at least 60% alcohol if soap and water are not available.
- Avoid touching your eyes, nose, and mouth with unwashed hands.
- Cover your mouth and nose with a tissue when you cough or sneeze or use the inside of your elbow. Throw used tissues in the trash and immediately wash hands with soap and water for at least 20 seconds. If soap and water are not available, use hand sanitizer containing at least 60% alcohol. Learn more about coughing and sneezing etiquette on the CDC website.
- Clean AND disinfect frequently touched objects and surfaces such as workstations, keyboards, telephones, handrails, and doorknobs. Dirty surfaces can be cleaned with soap and water prior to disinfection. To disinfect, use products that meet EPA's criteria for use against SARS-CoV-2, the cause of COVID-19, and are appropriate for the surface
- .Avoid using other employees' phones, desks, offices, or other work tools and equipment, when possible. If necessary, clean and disinfect them before and after use.
- Practice social distancing by avoiding large gatherings and maintaining distance (approximately 6 feet or 2 meters) from others when possible.

### MAINTAIN HEALTHY BUSINESS OPERATIONS

**Identify a workplace coordinator** who will be responsible for COVID-19 issues and their impact at the workplace.

### **Implement flexible sick leave and supportive policies and practices.**

- Ensure that sick leave policies are flexible and consistent with public health guidance and that employees are aware of and understand these policies.

## SECTION 2: CDC RECOMMENDATIONS

- Maintain flexible policies that permit employees to stay home to care for a sick family member or take care of children due to school and childcare closures. Additional flexibilities might include giving advances on future sick leave and allowing employees to donate sick leave to each other.
- Employers that do not currently offer sick leave to some or all of their employees may want to draft non-punitive “emergency sick leave” policies.
- Employers should not require a positive COVID-19 test result or a healthcare provider’s note for employees who are sick to validate their illness, qualify for sick leave, or to return to work. Healthcare provider offices and medical facilities may be extremely busy and not able to provide such documentation in a timely manner.
- Review human resources policies to make sure that policies and practices are consistent with public health recommendations and are consistent with existing state and federal workplace laws (for more information on employer responsibilities, visit the [Department of Labor’s](#) and the [Equal Employment Opportunity Commission’s](#) websites).
- Connect employees to employee assistance program (EAP) resources (if available) and community resources as needed. Employees may need additional social, behavioral, and other services, for example, to cope with the death of a loved one.

**Assess your essential functions** and the reliance that others and the community have on your services or products.

- Be prepared to change your business practices if needed to maintain critical operations (e.g., identify alternative suppliers, prioritize existing customers, or temporarily suspend some of your operations if needed).
- Identify alternate supply chains for critical goods and services. Some goods and services may be in higher demand or unavailable.

## SECTION 2: CDC RECOMMENDATIONS

- Talk with companies that provide your business with contract or temporary employees about the importance of sick employees staying home and encourage them to develop non-punitive leave policies.
- Talk with business partners about your response plans. Share best practices with other businesses in your communities (especially those in your supply chain), chambers of commerce, and associations to improve community response efforts.

**Determine how you will operate if absenteeism spikes** from increases in sick employees, those who stay home to care for sick family members, and those who must stay home to watch their children if dismissed from childcare programs and K-12 schools.

- Plan to monitor and respond to absenteeism at the workplace.
- Implement plans to continue your essential business functions in case you experience higher than usual absenteeism.
- Prepare to institute flexible workplace and leave policies.
- Cross-train employees to perform essential functions so the workplace can operate even if key employees are absent.

**Consider establishing policies and practices for social distancing.** Social distancing should be implemented if recommended by state and local health authorities. Social distancing means avoiding large gatherings and maintaining distance (approximately 6 feet or 2 meters) from others when possible (e.g., breakrooms and cafeterias). Strategies that business could use include:

- Implementing flexible worksites (e.g., telework)
- Implementing flexible work hours (e.g., staggered shifts)
- Increasing physical space between employees at the worksite

## SECTION 2: CDC RECOMMENDATIONS

- Increasing physical space between employees and customers (e.g., drive through, partitions)
- Implementing flexible meeting and travel options (e.g., postpone non-essential meetings or events)
- Downsizing operations
- Delivering services remotely (e.g. phone, video, or web)
- Delivering products through curbside pick-up or delivery

**Employers with more than one business location** are encouraged to provide local managers with the authority to take appropriate actions outlined in their COVID-19 response plan based on local conditions.

### **MAINTAIN A HEALTHY WORK ENVIRONMENT**

**Consider improving the engineering controls using the building ventilation system.** This may include some or all of the following activities:

- Increase ventilation rates.
- Increase the percentage of outdoor air that circulates into the system.

**Support respiratory etiquette and hand hygiene for employees, customers, and worksite visitors:**

- Provide tissues and no-touch disposal receptacles.
- Provide soap and water in the workplace. If soap and water are not readily available, use alcohol-based hand sanitizer that is at least 60% alcohol. If hands are visibly dirty, soap and water should be chosen over hand sanitizer. Ensure that adequate supplies are maintained.

## SECTION 2: CDC RECOMMENDATIONS

- Place hand sanitizers in multiple locations to encourage hand hygiene.
- Place posters that encourage hand hygiene to help stop the spread at the entrance to your workplace and in other workplace areas where they are likely to be seen.
- Discourage handshaking – encourage the use of other noncontact methods of greeting. Direct employees to visit the coughing and sneezing etiquette and clean hands webpage for more information.

### **Perform routine environmental cleaning and disinfection:**

- Routinely clean and disinfect all frequently touched surfaces in the workplace, such as workstations, keyboards, telephones, handrails, and doorknobs.
  - If surfaces are dirty, they should be cleaned using a detergent or soap and water prior to disinfection.
  - For disinfection, most common EPA-registered household disinfectants should be effective. A list of products that are EPA-approved for use against the virus that causes COVID-19 is available here. Follow the manufacturer's instructions for all cleaning and disinfection products (e.g., concentration, application method and contact time, etc.).
- 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. To disinfect, use products that meet EPA's criteria for use against SARS-Cov-2, and are appropriate for the surface.

### **Perform enhanced cleaning and disinfection after persons suspected/confirmed to have COVID-19 have been in the facility:**

- If a sick employee is suspected or confirmed to have COVID-19, follow the CDC cleaning and disinfection recommendations.

## SECTION 2: CDC RECOMMENDATIONS

### **Advise employees before traveling to take additional preparations:**

- Check the [CDC's Traveler's Health Notices](#) for the latest guidance and recommendations for each country to which you will travel. Specific travel information for travelers going to and returning from countries with travel advisories, and information for aircrew, can be found on the [CDC website](#).
- Advise employees to check themselves for symptoms of COVID-19 (i.e., fever, cough, or shortness of breath) before starting travel and notify their supervisor and stay home if they are sick.
- Ensure employees who become sick while traveling or on temporary assignment understand that they should notify their supervisor and promptly call a healthcare provider for advice if needed.
- If outside the United States, sick employees should follow company policy for obtaining medical care or contact a healthcare provider or overseas medical assistance company to assist them with finding an appropriate healthcare provider in that country. A U.S. consular officer can help locate healthcare services. However, U.S. embassies, consulates, and military facilities do not have the legal authority, capability, and resources to evacuate or give medicines, vaccines, or medical care to private U.S. citizens overseas.

### **Take care when attending meetings and gatherings:**

- Carefully consider whether travel is necessary.
- Consider using videoconferencing or teleconferencing when possible for work-related meetings and gatherings.
- Consider canceling, adjusting, or postponing large work-related meetings or gatherings that can only occur in-person.
- When videoconferencing or teleconferencing is not possible, hold meetings in open, well-ventilated spaces.

# OSHA Guidance for Employers Overview

## **DEVELOP INFECTIOUS DISEASE PREPAREDNESS & RESPONSE PLAN**

Develop an infectious disease preparedness and response plan that can help guide protective actions against COVID-19. Stay abreast of guidance from federal, state, local, tribal, and/or territorial health agencies and consider how to incorporate those recommendations and resources into workplace-specific plans. Plans should consider and address the level(s) of risk associated with various worksites and job tasks workers perform at those sites. Such considerations may include the following:

- Where, how, and to what sources of SARS-CoV-2 workers may be exposed
- Nonoccupational risk factors at home and in community settings
- Controls necessary to address those risks

Follow federal and state, local, tribal, and/or territorial (SLTT) recommendations regarding development of contingency plans for situations that may arise because of outbreaks.

## **PREPARE TO IMPLEMENT BASIC INFECTION CONTROL MEASURES**

For most employers, protecting workers depends on emphasizing basic infection prevention measures. As appropriate, all employers should implement good hygiene and infection control practices, including the following:

Develop Policies & Procedures for Prompt Identification & Isolation of Sick People, if Appropriate

- Develop, Implement and Communicate Workplace Flexibilities & Protections
- Implement Workplace Controls

# **DEVELOP POLICIES & PROCEDURES FOR PROMPT IDENTIFICATION & ISOLATION OF SICK PEOPLE**

Prompt identification and isolation of potentially infected individuals is a critical step in protecting workers, customers, visitors, and others at a worksite.

Employers should inform and encourage employees to self-monitor for signs and symptoms of COVID-19 if they suspect possible exposure. Employers should develop policies and procedures for employees to report when they are sick or experiencing symptoms of COVID-19.

When appropriate, employers should develop policies and procedures for immediately isolating people who have signs and/or symptoms of COVID-19 and train workers to implement them. Move potentially infected people to a location away from workers, customers, and other visitors.

Take steps to limit spread of the respiratory secretions from a person who may have COVID-19.

If possible, isolate people suspected of having COVID-19 from those with confirmed infection to prevent further transmission.

Restrict the number of personnel entering isolation areas.

Protect workers in close contact with (ie, within 6 feet) a sick person or who have prolonged/repeated contact with such persons by using additional engineering and administrative controls, safe work practices, and PPE.

# DEVELOP, IMPLEMENT & COMMUNICATE WORKPLACE FLEXIBILITY & PROTECTIONS

Actively encourage sick employees to stay home.

Ensure that sick leave policies are flexible and consistent with public health guidance and that employees are aware of these policies.

Talk with companies that provide your business with contract or temporary employees about the importance of sick employees staying home and encourage them to develop nonpunitive leave policies.

Do not require a healthcare provider's note for employees who are sick with acute respiratory illness to validate their illness or to return to work, as healthcare provider offices and medical facilities may be extremely busy and not able to provide such documentation in a timely manner.

Maintain flexible policies that permit employees to stay home to care for a sick family member. Employers should be aware that more employees may need to stay at home to care for sick children or other sick family members than is usual.

Recognize that workers with ill family members may need to stay home to care for them. Be aware of workers' concerns about pay, leave, safety, health, and other issues that may arise during infectious disease outbreaks. Provide adequate, usable, and appropriate training, education, and informational material about business-essential job functions and worker health and safety, including proper hygiene practices and the use of any workplace controls (including PPE).

Work with insurance companies (eg, those providing employee health benefits) and state and local health agencies to provide information to workers and customers about medical care in the event of a COVID-19 outbreak.

# IMPLEMENTATION OF WORKPLACE CONTROLS

During a COVID-19 outbreak, when it may not be possible to eliminate the hazard, the most effective protection measures are (listed from most effective to least effective) engineering controls, administrative controls, safe work practices (a type of administrative control), and PPE.

## **Engineering controls:**

Engineering controls involve isolating employees from work-related hazards. In workplaces where they are appropriate, these types of controls reduce exposure to hazards without relying on worker behavior and can be the most cost-effective solution to implement. Engineering controls for SARS-CoV-2 include the following:

- *Administrative controls*

Administrative controls require action by the worker or employer. Typically, administrative controls are changes in work policy or procedures to reduce or minimize exposure to a hazard. Examples of administrative controls for SARS-CoV-2 include the following:

- *Safe work practices*

Safe work practices are types of administrative controls that include procedures for safe and proper work used to reduce the duration, frequency, or intensity of exposure to a hazard. Examples of safe work practices for SARS-CoV-2 include the following:

- *Personal protective equipment (PPE)*

While engineering and administrative controls are considered more effective in minimizing exposure to SARS-CoV-2, PPE may also be needed to prevent certain exposures. While correctly using PPE can help prevent some exposures, it should not take the place of other prevention strategies.

# REQUIREMENTS FOR PPE

Employers are obligated to provide their workers with PPE needed to keep them safe while performing their jobs. The types of PPE required during a COVID-19 outbreak is based on the risk of being infected with SARS-CoV-2 while working and job tasks that may lead to exposure.

Workers, including those who work within 6 feet of patients known to be, or suspected of being, infected with SARS-CoV-2 and those performing aerosol-generating procedures, need to use respirators.

*Respirator Considerations are as follows:*

- Selected based on the hazard to the worker
- Properly fitted and periodically refitted, as applicable (eg, respirators)
- Consistently and properly worn, when required
- Regularly inspected, maintained, and replaced, as necessary
- Properly removed, cleaned, and stored or disposed of, as applicable, to avoid contamination of self, others, or the environment
- National Institute for Occupational Safety and Health (NIOSH)-approved, N95 filtering facepiece respirators or better must be used in the context of a comprehensive, written respiratory protection program that includes fit-testing, training, and medical examinations.
- When disposable N95 filtering facepiece respirators are unavailable, consider using other respirators that provide greater protection and improve worker comfort. Other types of acceptable respirators include a R/P95, N/R/P99, or N/R/P100 filtering facepiece respirator; an air-purifying elastomeric (eg, half-face or full-face) respirator with appropriate filters or cartridges; powered air purifying respirator (PAPR) with high-efficiency particulate arrestance (HEPA) filter; or supplied air respirator (SAR).

# REQUIREMENTS FOR PPE

## *Respirator Considerations Continued:*

- Consider using PAPRs or SARs, which are more protective than filtering facepiece respirators, for any work operations or procedures likely to generate aerosols (eg, cough-induction procedures, some dental procedures, invasive specimen collection, blowing out pipettes, shaking or vortexing tubes, filling a syringe, centrifugation).
- Use a surgical N95 respirator when both respiratory protection and resistance to blood and body fluids is needed.
- Face shields may also be worn on top of a respirator to prevent bulk contamination of the respirator. Certain respirator designs with forward protrusions (duckbill style) may be difficult to properly wear under a face shield. Ensure that the face shield does not prevent airflow through the respirator.
- Consider factors such as function, fit, ability to decontaminate, disposal, and cost.
- Respirator training should address selection, use (including donning and doffing), proper disposal or disinfection, inspection for damage, maintenance, and the limitations of respiratory protection equipment.

## SECTION 4: ADDITIONAL RESOURCES

### Center For Disease Control

- CDC Screening Tool
- CDC Guidance for Employers

### OSHA

- OSHA Guidance for Employers

### FDA

### Department of Labor

- COVID-19 and the American Workplace
- Coronavirus Resources

### Responsible Restart Ohio

### Ohio Department of Health

- Anitbody Test Kits
- Guidance on Dispute Resolution for Essential & Non-Essential
- Business & Employers COVID-19 Checklist

### Seneca County General Health District

### Hancock County public health

### Wood County Health Department

### Fostoria Area Chamber of Commerce COVID-19 Business Resource Page

- FACC Small Business Resiliency Toolkit

### Fostoria Economic Development COVID-19 Resources

### Ohio Chamber COVID-19 Business Resource Page

### U.S. Chamber of Commerce

- U.S. Chamber of Commerce Foundation: A Path Forward

### Cares ACT: Paid Leave Under the Families First Coronavirus Response Act

### Legal FAQ's for Employers

### OCC Webinar

### Printable Resources

### Workplace Tips for Employees

### Guidance for Employers

### Workplace Safety Customizable Flyer