

RETURN TO WORK AMID COVID-19: A Cleveland Clinic Guide for Events



Contents

A Message from Dr. Mihaljevic.....	3
Overview.....	4
Adding Layers of Protection.....	5
General Recommendations.....	6
Health and Safety.....	7
Handwashing.....	8
Vaccination.....	9
Screening.....	11
Preparing the Workplace.....	12
Recognizing Symptoms.....	14
Event Industry-Specific Guidance.....	16

We're on the Same Team



The COVID-19 pandemic has been a season of change and unprecedented challenges. While the future seems uncertain, we need to keep pushing forward together. Our communities want to know what will happen next. Will they be safe? How are organizations adapting? What can they expect from the future?

As leaders, we need to deliver clear, accurate and concise answers to these questions. We owe it to our employees and clients. Communication has never been more important. Honesty and transparency are essential. It's time to share information, not to withhold it. We are all on the same team. Not only within our organizations, but in our broader industries and communities.

The COVID-19 pandemic has brought out the best in America's workforce, whatever they do. As we begin to transition to the world's "new normal," there are many new health and safety issues to consider. To help ease this transition, we offer our Cleveland Clinic AtWork® services. I urge you to read this book carefully and visit our *Creating a Safe Workplace* site (clevelandclinic.org/covid19atwork). Both offer expert insight and resources for safely resuming operations.

Tomislav Mihaljevic, MD
Chief Executive Officer & President, Cleveland Clinic

Contributing Cleveland Clinic Experts

James I. Merlino, MD

Chief Clinical Transformation Officer,
Back to Work Initiative Lead

Kristine Adams, MSN, CNP

Associate Chief Nursing Officer, Care
Management and Ambulatory Services

Mary Curran

Executive Director, Center for Design

Marleina Davis, JD

Deputy Chief Legal Officer

Tom Fraser, MD

Vice Chair, Infectious Diseases
Medical Director, Infection Prevention

Amy Freadling, PhD, LPCC-S, CEAP

Director, Staff and Employee
Assistance Program

Steve Gordon, MD

Chair, Infectious Diseases

Amanda Hagen, MD, MPH, FACOEM

Medical Director,
Cleveland Clinic AtWork

K. Kelly Hancock, DNP, RN, NE-BC, FAAN

Chief Caregiver Officer

Nate Hurlle

Senior Director, Continuous Improvement

Carla McWilliams, MD

Chief Quality Officer
Chair, Infectious Diseases,
Cleveland Clinic Weston

Wanda Mullins, MPH, RN

Senior Director, Infection Prevention

William Peacock

Chief Operations Officer

Jeffrey Perelman

Senior Director, Transactions,
Strategy Office

Heather Phillips

Senior Director,
Corporate Communications

Leopoldo Pozuelo, MD, FACP, FACLP

Vice Chair, Clinical Operations,
Psychiatry and Psychology

Pat Rios

Sr. Director, Infrastructure,
Construction and Engineering

Brian Rubin, MD, PhD

Chair, Robert Tomsich Pathology and
Laboratory Medicine Institute

Gordon Snow, JD, MBA

Chief Security Officer

Rania Tadross

Director, Special Events

Paul Terpeluk, DO

Chair, Occupational Health

Maggie Tuitele

Director of Event Sales & Marketing,
Cleveland Clinic Lou Ruvo Center for
Brain Health

Talia Varley, MD, MPH

Physician Lead, Advisory Services
Cleveland Clinic Canada

Anthony Warmuth, FACHE, CPHQ, CPPS

Executive Director,
Clinical Transformation

Lisa Yerian, MD

Chief Improvement Officer

James B. Young, MD

Executive Director of Academic Affairs



Overview

The COVID-19 pandemic has created a number of new challenges. While managers and employees may feel a sense of urgency to get their business back to normal, there are important safety guidelines that should be followed to allow for safe, stable operations.

These resources will help you through the key steps of operating your business in the wake of the COVID-19 pandemic, including:

- › Making sure your facility is fully clean, disinfected and equipped with a blueprint for maintaining safe conditions.
- › Setting up a support system for employees as they navigate emotional challenges presented by the COVID-19 pandemic.
- › Creating a plan for a safe work environment that protects employees and customers alike from risks connected to COVID-19, including exposure and transmission.

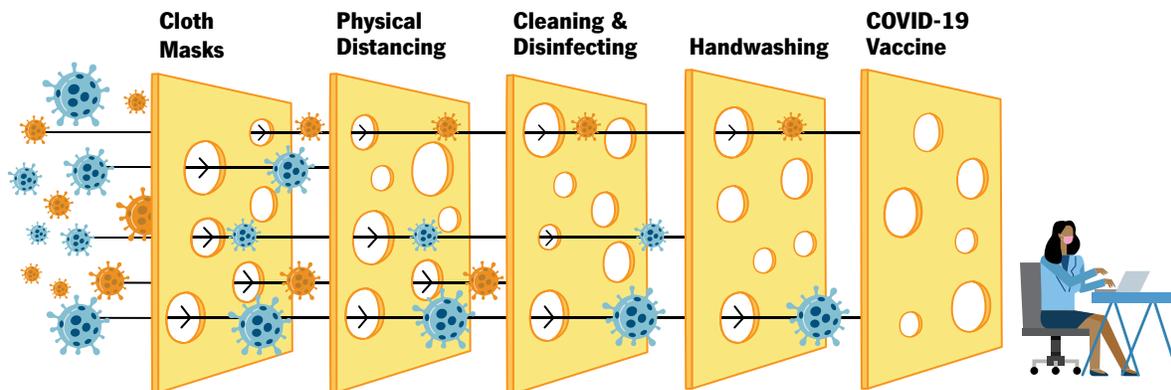
*The response to the COVID-19 pandemic is continuously evolving as we learn more about the virus and the best techniques to address the associated risks. Cleveland Clinic's materials are based on currently available data and guidelines from the CDC and other resources as of **March 23, 2021**. This guidance may change from time to time and should be used only as a general reference. Employers are solely responsible for determining the best practices to deploy within their work environments.*

Please visit clevelandclinic.org/Covid19atwork for the latest updates or to request additional information.

Adding Layers of Protection

This guide describes many ways to keep the safety of your employees and customers central to your COVID-19 planning and response. While no single tactic is 100% effective, when used together, they add layers of protection. These proven practices address a variety of risk points and should be considered as a collection of actions to keep your workplace safe in the era of COVID-19.

In 1990, James Reason, PhD, introduced the “**Swiss Cheese Model**” that has been adopted to improve safety across many industries. In any work setting, there are inherent risks. Most of the time these risks are never realized because safeguards are in place to prevent them. These safeguards are represented in his model as multiple layers of swiss cheese. However, every process has “holes” that, under the right circumstances, can line up and lead to an error, accident or “hazard” as Reason described it.



The COVID-19 pandemic requires multiple layers of protection to keep the workplace safe. These layers of swiss cheese serve as safeguards for your organization and your people. When used together consistently, the holes (or weaknesses) in any single layer of protection should be offset by the strengths of another layer of intervention.

Per Reason’s model, the more layers of effective interventions that are implemented, the less likely your business will contribute to the spread of COVID-19. For example, face coverings can slow the spread of COVID-19 and help prevent pre-symptomatic carriers from unknowingly transmitting it to others. However, no mask is 100% effective. Maintaining 6 feet* from other individuals in your workplace is an effective way to reduce transmission of the virus, but may not always be possible. Cleaning and disinfecting equipment is extremely important, but it is impossible to keep a surface completely disinfected between cleanings. Frequent handwashing is essential to prevent the spread of the virus, and is just one element of a larger infection prevention strategy. Encouraging your employees to get the COVID-19 vaccine when they are eligible will help communities build herd immunity. While any one of these interventions is not perfect, when used in conjunction with a broader range of safety practices, the risk of COVID-19 transmission is significantly reduced.

This guide provides an overview of these safeguards to prevent the risk of infection spreading in your place of business and tools to support your workforce through these trying times.

General Recommendations

The best ways for employees and guests to protect themselves from COVID-19:



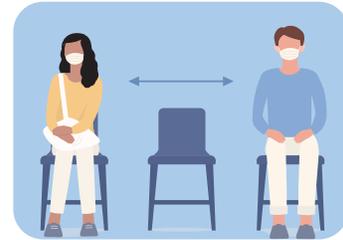
Wear a face mask:

Protect yourself and others with a snug-fitting, non-valved, multilayer face mask at all times when outside of your home. This includes indoor and crowded outdoor spaces. Try to avoid touching your face.



Cover your mouth and nose:

When you cough or sneeze, cover your mouth and nose with a tissue or your sleeve, rather than your hands. Properly dispose of your tissue in a trash can.



Practice social and physical* distancing:

Avoid non-essential group gatherings and crowded places. Maintain a 6-foot* distance from others.



Get vaccinated:

Be sure to get the COVID-19 vaccine when it becomes available to you.



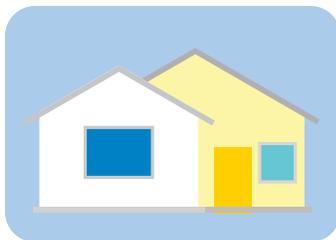
Wash your hands:

Stop the spread of disease-causing germs by washing your hands often. Use hand sanitizer if soap and water are not available.



Clean and disinfect:

Use a virus-killing disinfectant to clean frequently touched surfaces such as phones, keyboards, doorknobs, handles and faucets.



Stay home when sick:

Avoid leaving home if you are sick. If you want or need to connect with your healthcare providers, first do so by phone or through virtual visits.



Avoid care facilities:

Limit nonessential visits to nursing homes, long-term care facilities or retirement communities, and ensure diligence with safety protocols if you do visit.



Maintain healthy habits:

Get enough sleep, eat healthy foods, drink plenty of water and exercise, if you are able, to help keep your immune system strong.

Health and Safety

Make sure your business operates safely and responsibly. Following these guidelines will help facilitate a safer environment as your workplace reopens.

Face masks

Non-valved, multilayer face masks can be used for source control outside the home. Studies from the Centers for Disease Control and Prevention (CDC) have shown that face masks effectively limit spread of the COVID-19 virus, protecting wearers as well as those around them when used as a complement to physical and social distancing. They are not a replacement for adequate distancing.

The CDC recently published research suggesting that layering a cloth mask over a surgical mask, double masking when a mask only has one layer, or knotting and tucking a single mask, may improve the fit of masks and provide additional protection from potentially infectious particles. However, if your mask already has multiple layers and fits tightly, it is not necessary to double mask.

How to wear a mask or face cover

The CDC recommends keeping these criteria in mind when wearing a mask or face cover:

- › It should be snug but comfortable against the sides of the face.
- › It should cover the nose, mouth and chin.
- › It needs to be secured with ties or ear loops.
- › It should be non-valved and made with multiple layers of material.
- › It must allow you to breathe without restriction.
- › It should be able to withstand machine washing and drying and not get damaged or change shape.

How to keep masks and face covers clean

The CDC recommends washing cloth face masks frequently, either by hand or in a washing machine. Individuals should take care not to touch their eyes, nose, mouth or face when removing a worn face covering, and to wash their hands immediately after removing them as they may carry infectious contaminants.



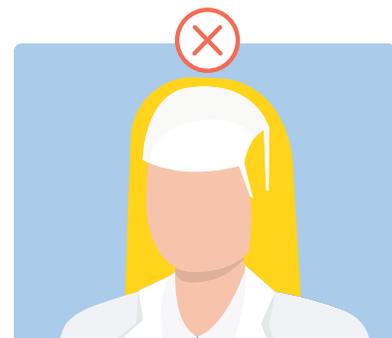
Correct



Mask Necklace



Mask Goatee



Mask Visor

Handwashing

Washing our hands is one of the easiest and most important things we can do to stay healthy and stop the spread of bacteria and viruses.

Wash your hands:

- › Whenever they look dirty.
- › Before, during and after you prepare food.
- › Before eating.
- › Before and after contact with an ill person.
- › Before and after treating a cut, sore or wound.
- › After using the toilet or changing diapers.
- › When entering or exiting the workplace.
- › After blowing your nose, coughing, or sneezing. (Wash your hands more often when you are sick to prevent spreading your illness to those around you.)
- › After touching animals or animal waste.
- › After touching garbage, body fluids, or anytime you have doubt if your hands are clean.

What's the proper technique for hand washing?



Wet your hands with clean running water (warm or cold).



Lather your hands with soap. Rub together 20+ seconds. Don't forget wrists, back of hands, between fingers and under nails.



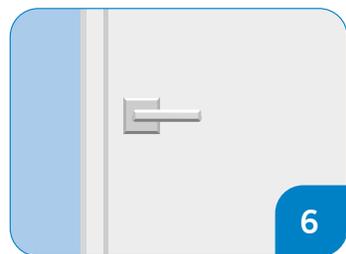
Rinse your hands well under running water.



Turn off the water with your elbow (or a clean towel).



Dry your hands with a clean towel or air dry them.



Used a towel? Use it to open the bathroom door.

When should we use alcohol-based hand sanitizers?

The CDC recommends washing hands with soap and water whenever possible to reduce the amounts and types of all germs and chemicals on them. However, if soap and water are not available, an alcohol-based

hand sanitizer that contains at least 60% alcohol should be used. Hand sanitizers with lower alcohol levels are not as effective in killing germs.

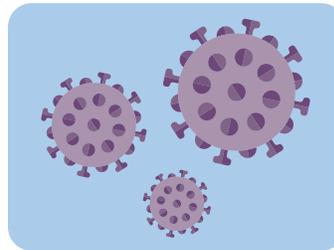
Vaccination

The arrival of the first COVID-19 vaccines sparked excitement, hope and anticipation for better days ahead. But for the COVID-19 vaccine to put an end to this deadly pandemic, enough of us need to get it. Cleveland Clinic strongly encourages you to get the vaccine when you're eligible.

How was the COVID-19 vaccine developed and how does it work?



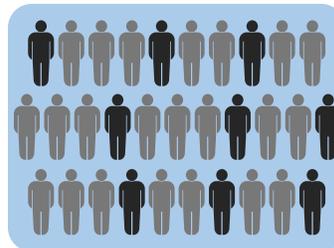
Vaccines save millions of lives each year from deadly diseases caused by viruses or bacteria. Because of the COVID-19 pandemic, work on a vaccine to protect against the virus is happening at lightning speed. That doesn't mean they're skipping important steps along the way, though.



Normally, a vaccine works to train your body to recognize and respond to proteins that are produced by a bacteria or virus. All three authorized vaccines work by getting your immune system to defend itself if you are exposed to COVID-19.



Similar to other vaccines, pharmaceutical companies had to go through a well-defined process of research, development and approval before their COVID-19 vaccines can be authorized for emergency use.



We know how quickly COVID-19 can spread from person to person. When a large number of people in a community are vaccinated, the virus can't spread as easily. Encouraging as many people as possible to receive a safe and effective COVID-19 vaccine is the best way we can begin to slow the spread of the virus.

Is the COVID-19 Vaccine Safe?

Yes. Given the speed of development of these vaccines, it's understandable that there are questions about whether or not there's been enough research and testing to ensure the vaccines are safe. But all vaccines must go through rigorous clinical trials to determine safety and efficacy, with at least two months of patient follow-up, and report their findings to the FDA.

As with many vaccines, you may be sore where it's injected. You may also develop fatigue, fever and muscle aches afterward. This seems to be more common with the second dose of vaccine. If this happens, it means your immune system is taking notice of the vaccine and reacting.

Should I be concerned about a severe allergic reaction to the COVID-19 vaccine?

No. Allergic reactions, including shortness of breath and hives, were uncommon during COVID-19 vaccine trials. All recipients receiving the vaccine will be monitored for at least 15 minutes after vaccination for possible immediate hypersensitive reactions. If you have a history of allergic reactions to vaccines, talk to your healthcare provider before receiving a COVID-19 vaccine.

What side effects can I expect from the vaccines?

In the clinical trials, the vaccines were very effective with only mild side effects that are common in all vaccines. These include fever, fatigue, muscle aches and headache. There were no serious safety concerns.

If I've had COVID-19 should I get vaccinated anyway?

We still recommend that you get the vaccine even if you've had COVID-19. However, you may consider waiting 90 days after getting infected as it's not common to get COVID-19 again within three months of first being infected.



If I'm pregnant, breastfeeding or trying to conceive, can I get immunized?

While pregnant and breastfeeding women weren't included in the first COVID-19 vaccine trials, safety data is reassuring. Since the vaccines don't contain the live virus, they aren't thought to increase the risk of infertility, miscarriage during the first or second trimester, stillbirth or birth defects. There's also no evidence to suggest the vaccine is a risk to a breastfeeding baby. That said, getting the vaccine while trying to conceive, during pregnancy or when you are breastfeeding is a personal choice. We encourage you to talk to your Ob/Gyn to help you make a decision together.

Screening

The CDC recommends screening your employees and guests by:

1. Having employees and guests take their temperature before they arrive.



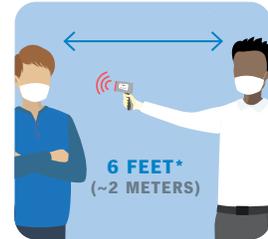
Confirming their **temperature is less than 100.4°F (38.0°C)**.



Confirming they are **NOT coughing or experiencing shortness of breath**.



Looking for signs of illness, which could include flushed cheeks and/or fatigue.



Maintaining at least 6 feet* distance between the person taking the temperature and the employee.

2. Following recommended barrier controls, or using proper PPE for screeners:

- › Stand behind a physical barrier (glass or plastic partition) to protect their face and mucous membranes from respiratory droplets that may be produced when someone coughs, sneezes or talks.
- › If no physical barrier is available, put on a facemask, eye protection (goggles or disposable face shield that fully covers the front and sides of your face), a single pair of disposable gloves and a gown if you expect to have extensive contact with someone.
- › Clean your hands with either soap and water for 20 seconds or with hand sanitizer containing at least 60% alcohol.
- › Use a new pair of disposable gloves. If disposable or non-contact thermometers are used to screen multiple people and you did not have physical contact with an individual, you do not need to change your gloves before the next check.
- › Look for signs of illness, which could include flushed cheeks or fatigue.
- › Confirm individuals aren't coughing or experiencing shortness of breath.
- › Check the individual's temperature by reaching around or through an opening in the partition. (Keep your face behind the barrier at all times.)
- › If non-contact thermometers are used, follow the manufacturer's instructions for cleaning and disinfecting.
- › Reusable thermometers must be cleaned between each check.
- › After screening the last person, remove and discard PPE and gloves, and clean your hands with either soap and water for 20 seconds or with hand sanitizer containing at least 60% alcohol.

Asymptomatic screening for those with known exposure

The CDC recommends COVID-19 testing for unvaccinated persons who have been in close contact with an individual who has been diagnosed with COVID-19. Individuals with known exposure should be tested immediately after being identified, and then again 5-7 days following the last exposure or immediately if symptoms develop.

Preparing the Workplace

Employers must take appropriate precautions to reopen their business to create a safe, protected work area for employees, customers and patrons. This includes assessing exposure risk, potential exposure sources and transmission routes, and appropriate controls.



Clean and Disinfect

Plan

- › **What needs to be cleaned?**
Not all areas will need the same level of cleaning. For example, in spaces left unoccupied for 7 or more days, only routine cleaning is needed. High-touch surfaces (e.g., sinks, doorknobs, elevator buttons, etc.) should be prioritized and disinfected regularly.
- › **What resources and equipment are needed?** Consider the size and availability of your current environmental services or janitorial workforce, the type and availability of cleaning products, and what personal protective equipment (PPE) is appropriate for those cleaning.

Implement

- › **Clean visibly dirty surfaces** with soap and water prior to disinfection.
- › **Use the appropriate cleaning or disinfectant product.** Use an EPA-approved disinfectant against COVID-19, and read the label to make sure it meets your needs.
- › **Follow the directions on the label.** The label will include safety information and application instructions.
- › **Clean or replace air filters regularly** per manufacturer's instructions.
- › **Post a list** that indicates the date and time high-touch areas were cleaned last.

Maintain

- › **Continue routine cleaning and disinfection.** Continue or revise your plan based upon appropriate disinfectant and PPE availability. Routinely disinfect frequently touched surfaces at least daily.
- › **Maintain safe practices for additional layers of protection,** such as frequent handwashing, using cloth face coverings, staying home if you are sick and social distancing.
- › **Empower employees to keep their work areas clean** by providing EPA-approved cleaning products.

Preparing the Workplace

Distancing

The workplace looks and feels very different than it did before COVID-19. Although we are reentering the workplace, maintaining social distance will still be important for the safety of our employees.

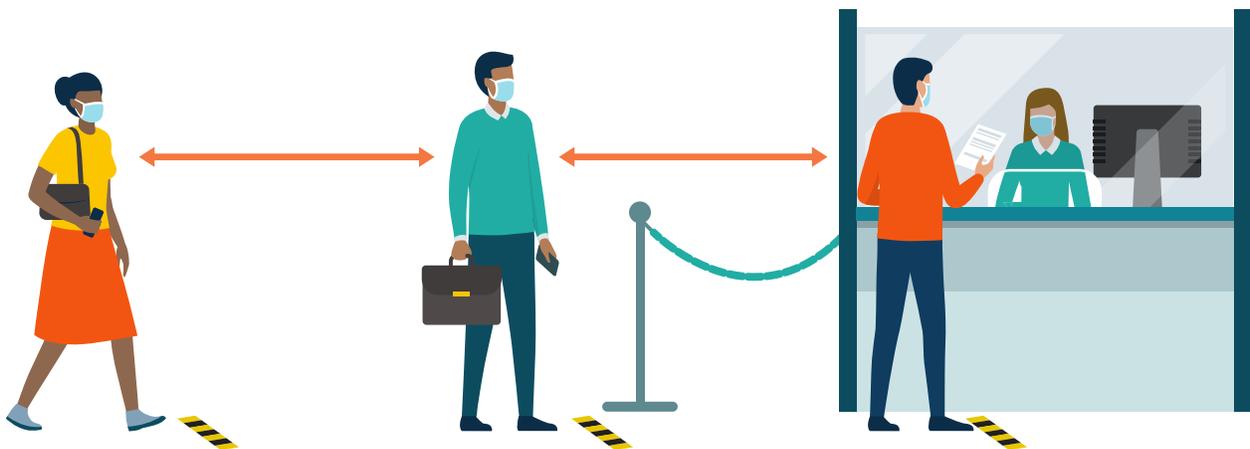
Social distancing means avoiding large gatherings. Physical distancing means maintaining distance (at least 6 feet or 2 meters*) from others when possible. Both social and physical distancing are important precautions. Businesses should consider the following distancing strategies:

- › Set limits on how many people are in your building at one time. This may mean changing your policies to allow flexible worksites (e.g., work-from-home) and flexible work hours (e.g., staggered shifts).
- › Increase physical space between employees at the worksite. This may include:
 - Adding extra space between workspaces to ensure 6 feet* of distance between workers.
 - Encouraging employees to avoid elevators, and reducing elevator capacity.
 - Creating one-way traffic flow through aisles, stairways and hallways.
- › Altering meeting practices to phone or video rather than in-person whenever possible. When a physical meeting is required, ensure 6 feet* of space between each employee, insist that all employees wear masks, and clean and disinfect meeting room surfaces.
- › Postpone non-essential travel and events.
- › Stagger break times.

S → A → F → E

SIX AWAY FROM EVERYONE

Keep 6 feet between you + others to help prevent the spread.



*Cleveland Clinic recommends maintaining 6 feet of distance between yourself and others. Other authorities may make different recommendations in certain circumstances. For the most up-to-date recommendations, please visit www.cdc.gov.

Recognizing Symptoms

Your employees may have concerns about possible exposure to COVID-19* — and how to tell the difference between symptoms of the virus and other common illnesses. It is important to educate your employees about the symptoms of COVID-19. These resources will help you and your workers recognize symptoms.

What Symptoms Should I Be Watching For?

Patients with confirmed infection with COVID-19 reported these symptoms (as of [March 23, 2021](#)):



Fever.



Chills.



Cough.



Shortness of breath or difficulty breathing.



Diarrhea.



Nausea or vomiting.



Muscle or body aches.



Congestion or runny nose.



Headache.



Fatigue.



New loss of taste or smell.

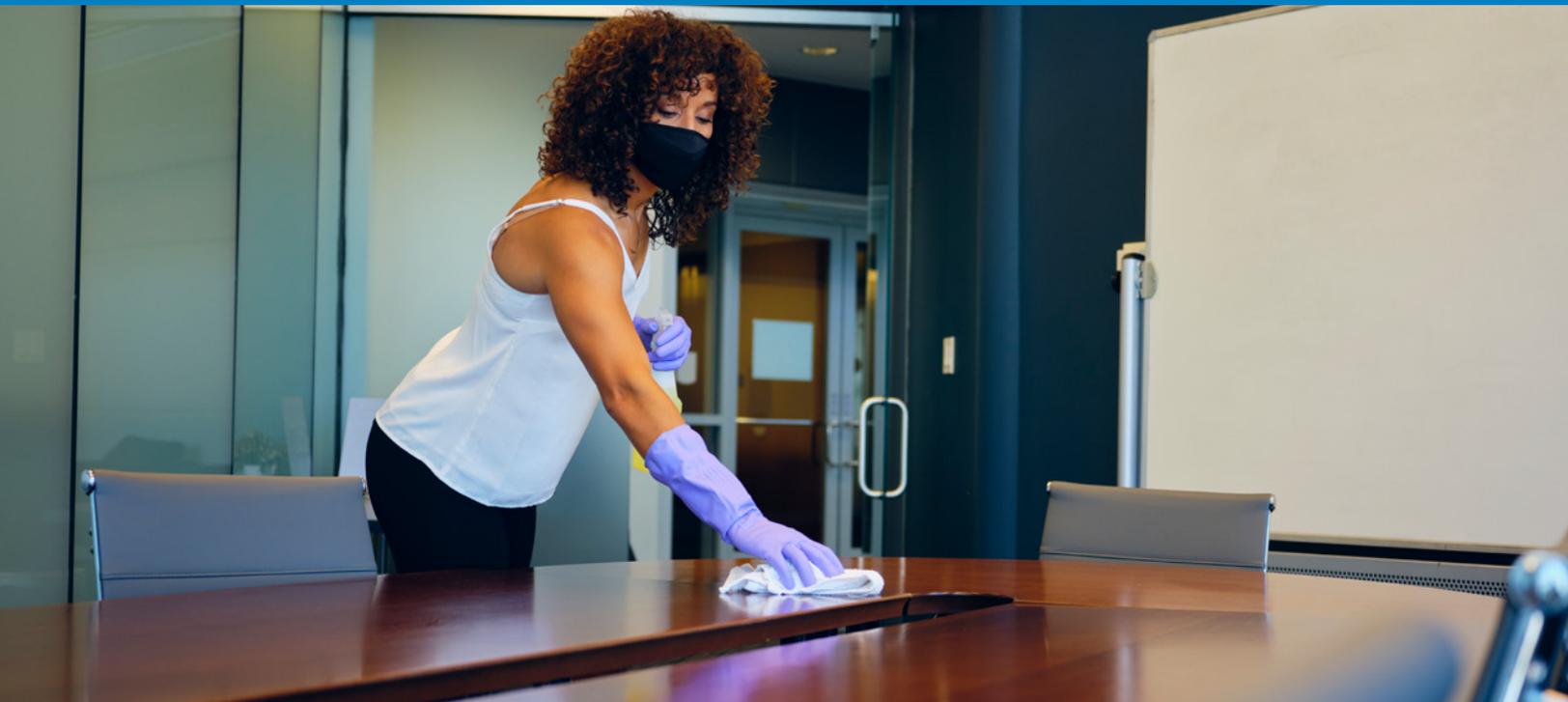


Sore throat.

This list does not include all possible symptoms. Children have similar symptoms to adults and generally have mild illness.

Symptoms can range in severity from very mild to severe. In about 80% of patients, COVID-19 causes only mild symptoms. For an up-to-date list of symptoms, please consult the CDC's website.

*The CDC defines exposure as being in close contact (within 6 feet of an infected individual) for a total of 15 minutes or more. For the most recent recommendations, please visit www.cdc.gov.



How do I handle an employee who has symptoms or becomes ill at work?

Follow these steps if one of your employees begins having suspected COVID-19 symptoms or feels ill during the work day:

- › Immediately separate the employee who is ill from other workers, customers and visitors.
- › Send the employee home and instruct them to follow-up with a healthcare provider for appropriate testing and treatment.
- › Close off all areas that the ill employee was using until they can be cleaned appropriately.
- › Refer to the CDC’s guidance for cleaning and disinfecting your building when someone is sick.

What should I do if an employee has been exposed* to someone who has COVID-19?

Follow these procedures for employees who have been exposed to someone but don’t have symptoms:

- › Screen all of your employees before and when arriving at work each day with symptom or other screening tools (e.g., temperature).

- › Perform regular self-monitoring as outlined by your occupational health program.
- › Ensure affected employees quarantine from the workplace for an appropriate time from the date of exposure based on local guidance. This is typically 14 days, but can vary with testing and concerns around variant strains.
- › Unvaccinated individuals with known exposure* should be tested immediately after being identified, and then again 5-7 days following the last exposure or immediately if symptoms develop.

Fully vaccinated individuals who meet the following criteria are not required to quarantine:

- › They are fully vaccinated (2 weeks have passed since the second dose in a 2-dose series, or 2 weeks after their dose in a single-dose vaccine).
- › They are within 3 months following the last vaccine dose in the series.
- › They remain asymptomatic since their current exposure* to COVID-19.

Fully vaccinated people should still self-monitor for symptoms of COVID-19 for 14 days following exposure, and seek clinical evaluation if indicated.

*The CDC defines exposure as being in close contact (within 6 feet of an infected individual) for a total of 15 minutes or more. For the most recent recommendations, please visit www.cdc.gov.

Event Industry-Specific Guidance

Every industry faces unique operational challenges. Event hosts have a responsibility to ensure the health and safety of their employees and guests. Return to work guidance for event hosts includes:

Disinfect high-touch areas frequently:



Light switches



Door knobs and locks



Credit card machines



Pens and pencils



Table tops and sides, and under rims of chairs



Auditorium seating

Clean

- › **Enhance cleaning of all areas**, including more frequent cleaning of common areas, restrooms, meeting spaces and back-of-house spaces using EPA-approved disinfectants that meet CDC requirements for use and effectiveness against viruses, bacteria, and airborne and bloodborne pathogens.
- › **Provide disinfecting wipes and sanitizer stations for guests in high-traffic spaces** (e.g., lobby and personnel entrances, elevator landings, and other public spaces).
- › **Use cleaning checklists to ensure consistency of cleaning and disinfection practices.**

Screen

- › **Conduct daily symptom assessment for employees** prior to the beginning of every shift, including temperature screening and monitoring for COVID-19 symptoms. Vendors and other business contacts should also be screened before entry.
- › **Conduct temperature and symptom screening for guests** and request that they wash their hands before entering the facility. Decline entry for symptomatic customers.

Separate

- › **Maintain physical distancing*** throughout the facility, including at entrances and exits, the front desk, concierge spaces, restaurants and back-of-house areas. Use floor markers or other signage to reinforce physical distancing. Pay special attention to areas where patrons queue (e.g., ticket lines, refreshment areas and restrooms).
- › **Ensure maximum capacity does not exceed local jurisdiction restrictions** associated with the pandemic.
- › **Ensure adequate supply of appropriate personal protective equipment (PPE) for your employees.** This includes face masks for all employees and disposable gloves for those involved in food preparation, cleaning and other facility maintenance, following CDC guidelines.
- › **Ensure 6 feet* of space between individuals from different households**, and install barriers if this is not possible. Consider reducing occupancy to accommodate adequate physical distancing.
- › **Require employees and guests to wear non-valved, multilayer face masks.**

Adjust

- › **Hold events outdoors when possible.**
- › **Develop a liberal refund policy** to encourage guests to stay home when feeling ill.
- › **Encourage digital ticketing and contactless payments.**
- › **Identify dedicated entrances and separate exits, if possible.**
- › **Limit unnecessary visits requiring physical interaction with patrons.** Use technology solutions where possible to reduce interaction (e.g., mobile ordering, text or call on arrival for seating, contactless payment options).
- › **Alter food and beverage services.** Avoid self-serve stations or only allow buffets to be served by employees with appropriate physical distancing. Possible alternatives to self-serve or buffet foods (e.g., breakfast bars) include boxed to-go meals and service with no-contact food delivery.
- › **Designate specific areas in which the consumption of food and beverages is permitted.**
- › **Provide a break room space for your employees** to allow them to remove their masks and drink water while maintaining physical distancing.
- › **Ensure all bar items (e.g., glassware, barware) are covered and not within 6 feet of customers.** Extend plexiglass shield to cover ice and other items in drink wells.
- › **Consider suspending valet services if possible.** If not possible, valets must wear masks and single-use gloves, which they change after driving each vehicle. The valet team should sanitize each vehicle as it arrives, focusing on those parts of the vehicle in which the valet will come into contact (e.g., door handles, steering wheel, shifter, driver seat). Upon guest return, offer the same cleaning service.
- › **Change shuttle procedures.** Limit the number of passengers in a shuttle at any one time. Install barriers that limit seat occupancy to ensure social distancing, and open shuttle windows if possible. Disinfect seats as they are vacated, and frequently disinfect railings and other surfaces.

- › **Reduce air recirculation and increase the amount of fresh air introduced into environments.** Minimize the speed of airflow in conditioned spaces.
- › **Reduce occupancy in areas of excessive air movement** (e.g., close to doors and drafts).
- › **Monitor these additional safety measures** and take an active role to ensure that all staff are complying with all precautions. Provide coaching and support for those that need retraining.
- › **Consider reassigning employees in high-risk groups** (e.g., those > 65 or with pre-existing conditions) to tasks that limit their exposure.

Communicate

- › **Remind employees and customers of your commitment to health and safety** prevention measures with signage near the entrance, in the lobby, and in break rooms. Include reminders about the importance of new procedures, as well as hand washing, face masks, physical distancing and cough etiquette.
- › **Maintain an incident command team or COVID-19 task force** that includes representatives from Corporate Communications. Meet regularly and share information that communication professionals can provide to the organization and guests.
- › **Notify your customers in advance of the safety precautions you have in place** so that they know what to expect upon arrival. Update website, signage and reservation systems to set expectations.
- › **Develop repetitive, consistent messaging.** Ensuring that everyone understands what is happening is difficult. Script important messages intended for the public.
- › **Remind third-party delivery drivers and any other outside suppliers of your requirements.**
- › **Monitor comments** on the intranet and social media. Respond when necessary, and consult with experts as needed to dispel rumors, answer questions and address concerns.
- › **Encourage employees to get the seasonal influenza vaccine, and the COVID-19 vaccine when it becomes available to them.**

The response to the COVID-19 pandemic is continuously evolving as we learn more about the virus and the best techniques to address the associated risks. Cleveland Clinic's materials are based on currently available data and guidelines from the CDC and other resources as of **March 23, 2021**. This guidance may change from time to time and should be used only as a general reference. Employers are solely responsible for determining the best practices to deploy within their work environments.

Please visit clevelandclinic.org/Covid19atwork for the latest updates or to request additional information.

About Cleveland Clinic

Cleveland Clinic is a nonprofit, multi-specialty academic medical center that integrates clinical and hospital care with research and education. Cleveland Clinic was founded in 1921 by four renowned physicians with a vision of providing outstanding patient care based upon the principles of cooperation, compassion and innovation. Today, Cleveland Clinic is one of the largest and most respected hospitals in the country. *U.S. News & World Report* consistently names Cleveland Clinic as one of the nation's best hospitals in its annual "America's Best Hospitals" survey. Each year thousands of patients travel to Cleveland Clinic from every state in the nation and more than 180 countries around the world.

Cleveland Clinic AtWork is registered in the U.S. Patent Office. Cleveland Clinic has been partnering directly with employers for more than 50 years with programs focused on executive health, wellness and expert second opinions. If you are interested in learning more about Cleveland Clinic's Employer Solutions, please visit: <https://my.clevelandclinic.org/departments/employer-healthcare-solutions>.

For more information about how to cope with the COVID-19 pandemic, visit clevelandclinic.org/copingwithcovid19.

