



KENDALL SQUARE ASSOCIATION

# **Future of (how we) Work Task Force**

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## Business Continuity During A Pandemic

# Zoom Guidelines

Turn on  
camera

Mute  
when you  
aren't  
speaking

Add  
comments  
or questions  
in the chat

**Problems?**  
Message Alex  
Barbat, our  
technical host



<p>KENDALL SQUARE ASSOCIATION</p> <p><b>FUTURE OF (how we) WORK</b></p> <p><b>TASK FORCE</b></p> <hr/> <p><i>Planning Office Space</i></p>		<p>KENDALL SQUARE ASSOCIATION</p> <p><b>Future of (how we) Work Task Force</b></p> <hr/> <p><b>Change Management</b></p>		<p>KENDALL SQUARE ASSOCIATION</p> <p><b>Future of (how we) Work Task Force</b></p> <hr/> <p><b>Vaccines and Population Health</b></p>	
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January 2021

February 2021

March 2021



What can we do to ensure safe and smooth business operations now and in the future?

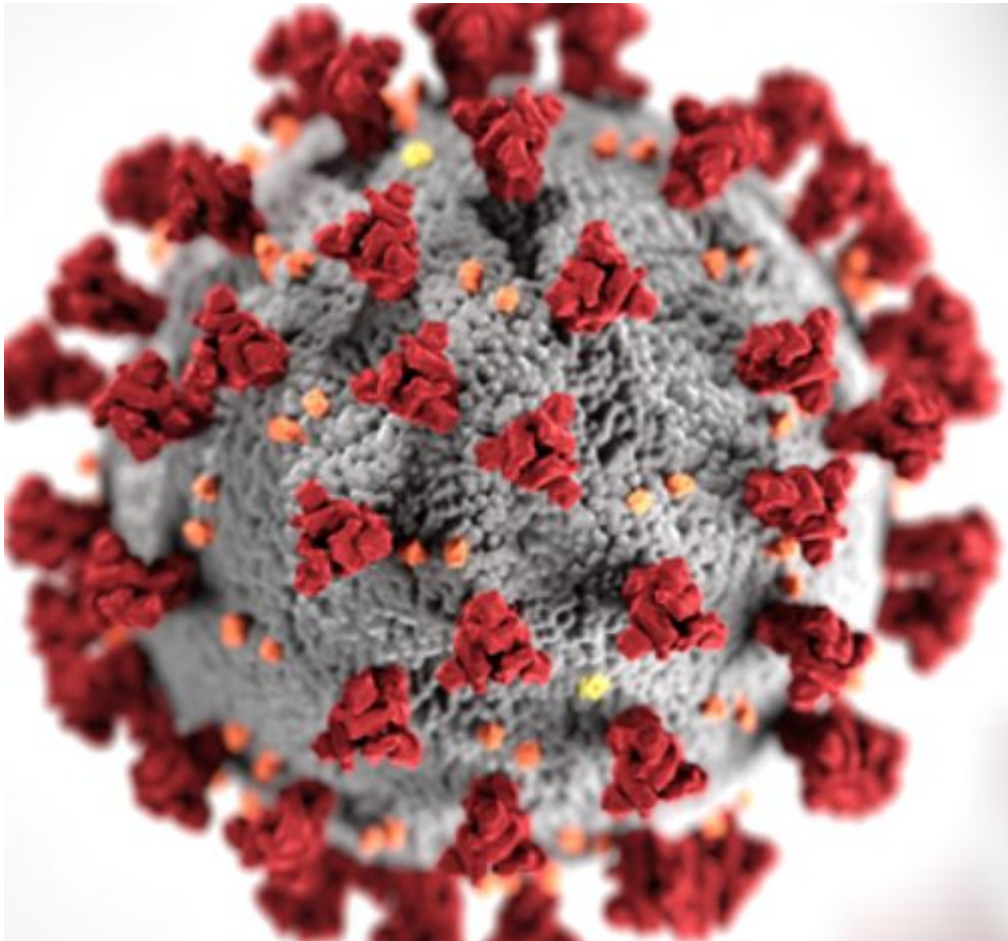




# Ron DiCola

Associate Vice President,  
Health Safety Environment





# COVID-19

CORONAVIRUS DISEASE 2019

Return to the Workplace (RTWP): A  
Health and Safety Perspective

Ron DiCola  
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# Safety Moment: COVID-19

Separation of shift groups

Physical Distancing

Flexibilization of  
working time

Home Office

Employee Assistance  
Program



# Overview

Background Information

Pandemic Preparedness

Key learnings that can guide RTWP

- Phased RTWP
- Organization, Roles & Responsibilities
- Worker Confidence
- Communication
- Cleaning
- Space Management
- Training Site Access



*March 11, 2020*



# Massachusetts Specific Workplace Safety Standards for Office Space to Address COVID 19

## TABLE OF CONTENTS

- ✓ Key Documents for Reopening
- ✓ Social Distancing
- ✓ Hygiene Protocols
- ✓ Staffing and Operations
- ✓ Cleaning and Disinfecting

Over 95% of what presented today is required by the state of Massachusetts



### SECTOR SPECIFIC WORKPLACE SPECIFIC SAFETY STANDARDS FOR OFFICE SPACES TO ADDRESS COVID-19

Updated as of March 18, 2021



Adobe Acrobat  
Document

#### Purpose

These workplace safety standards for Office Spaces are posted in advance of their effective date to allow businesses and other organizations time to prepare to operate in compliance with these mandatory health and safety standards. Office spaces remain subject to the previously-issued, December 13, 2020 safety standards until these revised workplace safety standards go into effect on March 22, 2021.

These sector specific COVID-19 workplace safety standards for Office Spaces are issued to provide businesses and other organizations operating within general use office spaces and workers in these office spaces with instructions to help protect against the spread of COVID-19. Employers are encouraged to have workers continue to telework if feasible.

These standards are minimum requirements only and are not exclusive or exhaustive. The public health data and matrix for disease prevention upon which these guidelines are based can and does change frequently, and the operator of the office space is accountable for adhering to all local, state and federal requirements. The operator of the office space is also responsible for staying abreast of any updates to these requirements.

Violation of these standards may result in civil fines of up to \$500 per violation; provided that each individual instance of non-compliance and each day of a continuing violation may be fined as a separate violation. Each person present over any capacity limit specified below may likewise be fined as a separate violation.

#### Standards for Responsible Office Spaces in Massachusetts

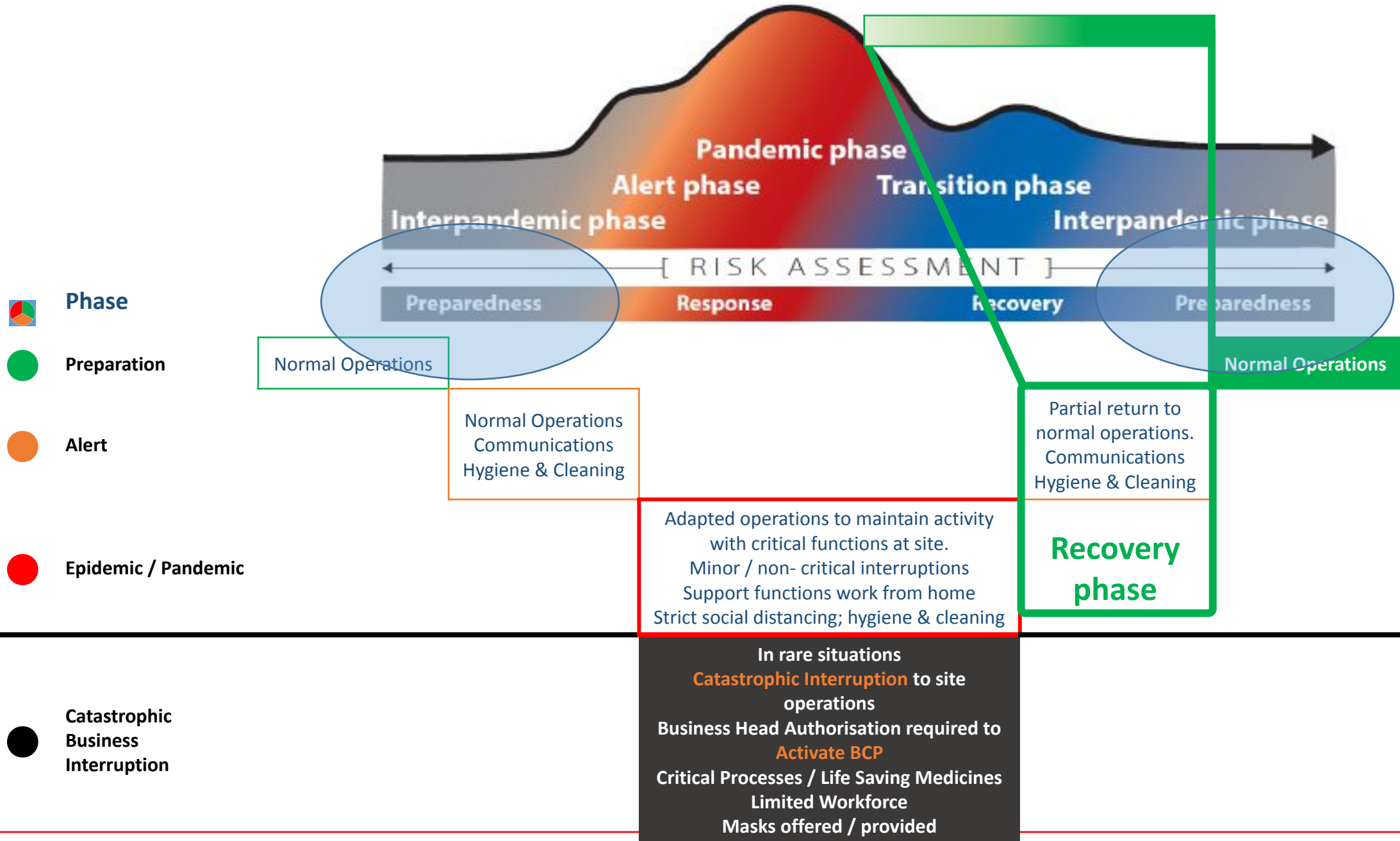
No activity in office spaces can occur without meeting the following sector specific COVID-19 workplace safety standards. These standards apply to all businesses and other organizations operating in general use office space until rescinded or amended by the State.

The following workplace specific safety standards are organized around four distinct categories covering Social Distancing, Hygiene Protocols, Staffing and Operations, and Cleaning and Disinfecting.

#### I. Social Distancing

- Workers and visitors must wear face coverings at all times, except where unsafe due to medical condition or disability or except when in their own individual workspace and alone
- Face coverings are required in all common areas and in meeting rooms, even when 6 feet of distance can be maintained
- Each office must monitor customer and worker entries and exits and limit occupancy at all times to the greater of the following:

# WHO Pandemic Model



# Pandemic Plan Vs Business Continuity Plan

## Pandemic Preparedness Plan

Objective:

**Prevent transmission** of the virus in the workplace and in the community

### PPP Coordinator

- Protect people
- Maintain normal operations (when possible)
- Communication
- Social distancing
- Hygiene
- Cleaning
- Travel
- Medical Management

CDC Pandemic Preparedness Checklist

Business  
Resilience

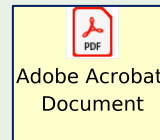
## Business Continuity Plan

Objective:

Recover, restore and **resume critical processes** back to normal operations

### BCP Coordinator

- Maintain people, site access control and critical asset protection
  - Maintain communication internal / external
  - Manage patient safety reporting, compliance & regulatory requirements
  - Ensure critical payments
  - Maintain payroll processes
  - Maintain continuity of critical trial operations
  - Ensure supply of life saving and high critical medicine
  - Life Saving Drugs / Critical Products / Critical Processes
- IA
- Define Recovery Time Objective & Maximum Tolerable Outage
  - Define staff requirements
  - Identify all critical vendors





# Where are we today?

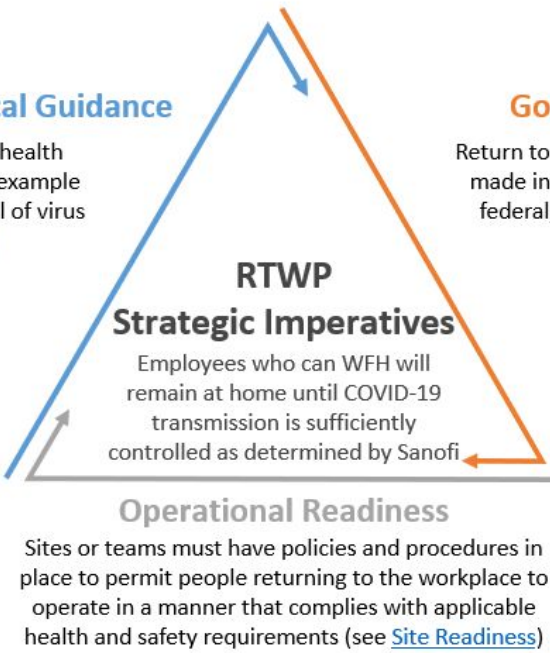
<https://www.nytimes.com/interactive/2020/us/coronavirus-us-cases.html>

## Scientific Evidence & Medical Guidance

Critical factors including public health trends and Health Authority, for example CDC, guidance must signal control of virus spread (see [Data Points](#))

## Government Policy

Return to workplace decisions must be made in compliance with applicable federal, state and local orders and regulations



# Coronavirus in the U.S.: Latest Map and Case Count

Updated April 15, 2021, 7:37 A.M. E.T.

[Leer en español](#)

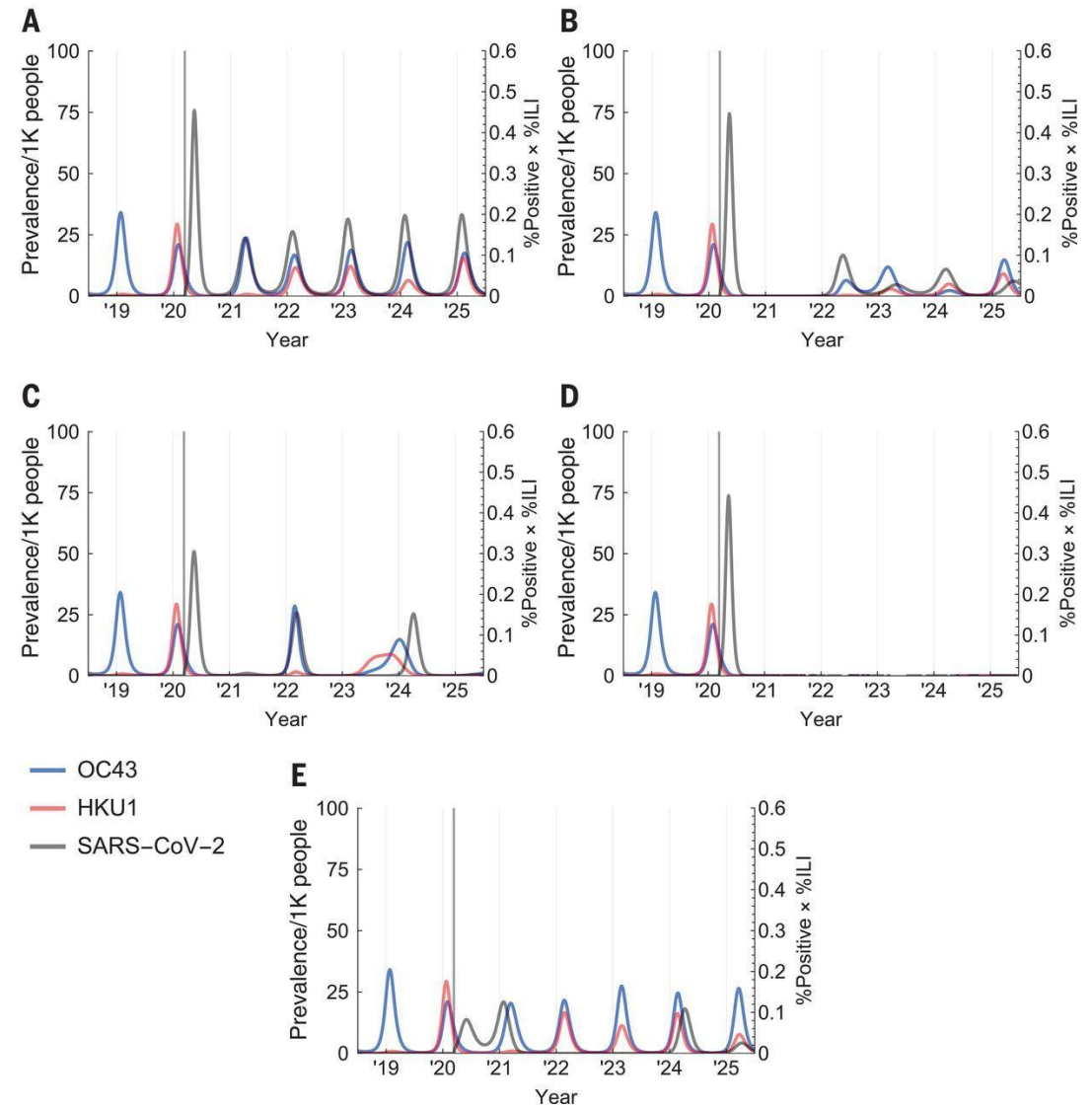


	TOTAL REPORTED	ON APRIL 14	14-DAY CHANGE
Cases	31.4 million+	75,267	+11% →
Deaths	563,926	932	-19% →
Hospitalized		45,308	+8% →

Day with reporting anomaly. Hospitalization data from the U.S. Department of Health and Human Services; 14-day change trends use 7-day averages.

## Fig. 3 Invasion scenarios for SARS-CoV-2 in temperate regions.

- A) A short duration ( $1/\sigma_3 = 40$  weeks) of SARS-CoV-2 immunity could yield annual SARS-CoV-2 outbreaks.
- B) Longer-term SARS-CoV-2 immunity ( $1/\sigma_3 = 104$  weeks) could yield biennial outbreaks, possibly with smaller outbreaks in the intervening years.
- C) Higher seasonal variation in transmission ( $f = 0.4$ ) would reduce the peak size of the invasion wave but could lead to more severe wintertime outbreaks thereafter [compare with (B)].
- D) Long-term immunity ( $1/\sigma_3 = \text{infinity}$ ) to SARS-CoV-2 could lead to elimination of the virus.
- E) However, a resurgence of SARS-CoV-2 could occur as late as 2024 after a period of apparent elimination if the duration of immunity is intermediate ( $1/\sigma_3 = 104$  weeks) and if HCoV-OC43 and HCoV-HKU1 impart intermediate cross-immunity against SARS-CoV-2.



Stephen M. Kissler et al. Science 2020;368:860-868

# Learning 1: Phased RTWP

## Ex: 1000 Employees 2 Teams, 4 Phases @ 25%/Phase

Total # People	1000	Weekly Schedule					
Phase 1 (25%)	250	Mon	Tue	Wed	Thur	Fri	Sat/Sun
Team A 7am - 8am		41	41	WFH	WFH	WFH	Clean
Team A 8am - 9am		41	41	&	WFH	WFH	
Team A 9am - 10am		41	41	Clean	WFH	WFH	
Team B 7am - 8am		WFH	WFH	WFH	41	41	Clean
Team B 8am - 9am		WFH	WFH	&	41	41	
Team B 9am - 10am		WFH	WFH	Clean	41	41	

T<sup>0</sup> = Get your site ready (Cleaning, Communications, Space Mgmt. etc.)  
 T<sup>1</sup> (2 weeks) = 25% Return  
 T<sup>2</sup> (4 weeks) = 50% Return  
 T<sup>3</sup> (6 weeks) = 75% Return  
 T<sup>4</sup> (8 weeks) = 100% Return



# Learning 2: Pandemic Organization & Roles and Responsibilities



## Pandemic Preparedness Plan

Access Control  
Access Screening  
Temperature Screening  
Personal Hygiene  
Facility Cleaning  
Personal Protection and Surgical Masks  
Social Distancing  
Visitor Restrictions  
Site signage  
Occupational Health  
Case Management  
Quarantine  
Immunity Testing?  
Worker Training  
Communications

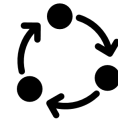
## Prevent Virus Transmission

## Return to Work Governance



Regular worker communications and Q&A sessions, visible management commitment and presence, Supportive HR Policies and Programs, consideration of child/family care needs, voluntary participation, alignment with public health data & government orders, masks policy, workers training etc.

## Worker Confidence



## Business Continuity

Critical Processes  
Critical Projects  
Business Strategy  
WFH strategy  
RTW Strategy  
ID Critical Workers  
ID Critical Contractors  
ID Critical Suppliers  
Business KPI Data  
2020 Priorities  
BCP Alignment  
Business Crisis Team

## Restore Business Operations

# Learning 3: Communications

- General communications, awareness and need-to-know
- Signs, posters and labels
- Rules, requirements, instructions, training
- Town hall style events
- COVID Policies
- FAQs
- COVID information webspace

## EMPLOYEE GUIDE RETURN TO THE WORKPLACE

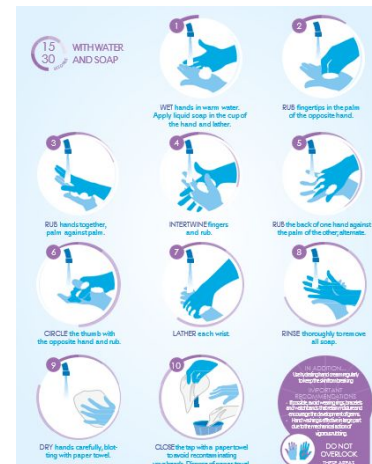


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Document

# Communications Examples

- Face covering requirements/rules
- Site Capacity Limits
- Directional hallways and signage
- Guidance on vulnerable populations
- How to adjust, wear, remove and dispose a mask
- Hand hygiene – Soap and Water
- Hand hygiene – Hand Sanitizer
- Respiratory etiquette reminders
- Hand Hygiene reminders
- Social/physical distancing rules and signage
- Room and hallway markings and signage

- Meeting room capacity
- Elevator Capacity (1 person)
- Site access screening questions





# Learning 4: Site Cleaning Strategies

- Normal cleaning & frequency
- Enhanced cleaning & frequency
- Continuous cleaning of common touch points
- Suspected or confirmed case cleaning (pre & post waiting periods)
- Cleaning supplies
- Cleaning staff (# of cleaners, PPE, Safety)
- Self Cleaning responsibilities

Restrooms	Lobbies, Common Areas, Conference/Huddle Rooms
-Entrance door and handle	-Entrance door and handles and any other push points
-Toilet stall doors and handles	-Water fountain knobs
-Toilets seats	-Trash and recycle can tops
-Toilet handles or push buttons	-Stairwell and elevator railings and handles
-Toilet paper dispensers	-Conference Rooms tables and chair handles
-Towel dispenser knobs	-All light switches, AV controls and thermostats
-Soap dispenser handles	-Conference phones and I-Pad controls
-Urinal handles	-All light switches, AV controls and thermostats
-Sink tops	-Stairways/Railings
-All light switches, AV controls and thermostats	
Pantry Areas	Elevators (interior and exterior)
-equipment	-Doors
-tables	-Push buttons
-chairs	-Railings
-countertops	
-refrigerator door and handles (inside/out)	
Open Workspace (ABW)	Food Service/Dining Room Areas
-work surfaces	-Dining room tables and chair handles
-chair handles	-Coffee/Tea urn handles
-Printer control points and handles	-Refrigerated case handles
-Soft seating areas, tabletops and chair handles	-Microwave handles
-All light switches, AV controls and thermostats	-Water Dispenser handles
	-Napkin and utensil dispenser handles
	-BadgePay kiosk screens

A Suspected or confirmed case areas to be cleaned must remain undisturbed for a minimum of 72 hours (3 days) OR a minimum of 12 air changes has taken place to be cleaned.



Please remember not to move chairs, or attempt to sit in any seat which has been closed

- You can select your seat location upon arrival to your workspace
- A green/red card will be at each available seat. Any time you leave your seat, and at the end of the day when you leave for the day please turn the card to the red side so we will know the space requires cleaning and sanitizing
- Never sit where you see a red card
- Remember to please wear your mask at your desk unless you are >6 feet physically distanced *and* are consuming food or a beverage
- Only one person is allowed in a huddle room
  - Wipe huddle room surfaces with disinfecting wipes before and after use
- Please do not use other peoples' phones or other equipment/devices



This seat is not available

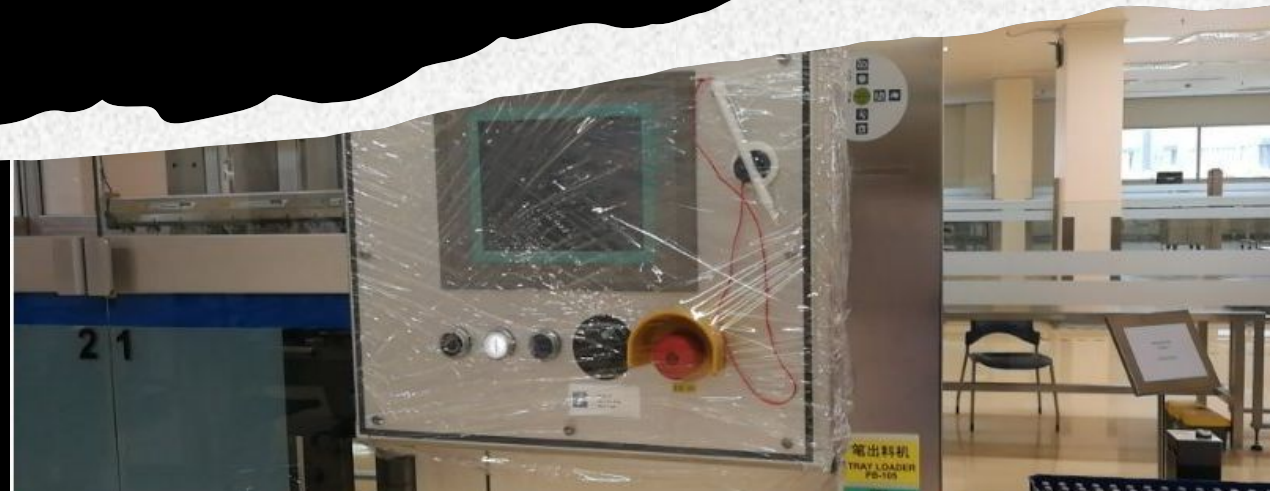
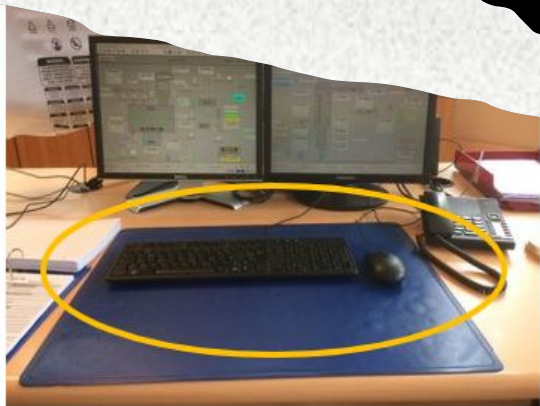


Green & red card at each available seat (front side green, back side red)

***What if I need to print? Or if I want a cup of coffee?***



# Cleaning/Protecting High Touch Electronics







## Learning 5: Space Management

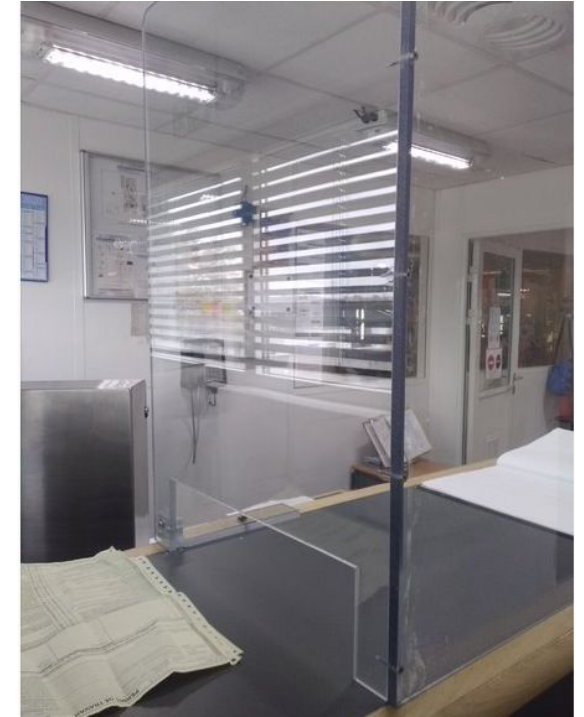






# Cafeteria/Conference Space Management

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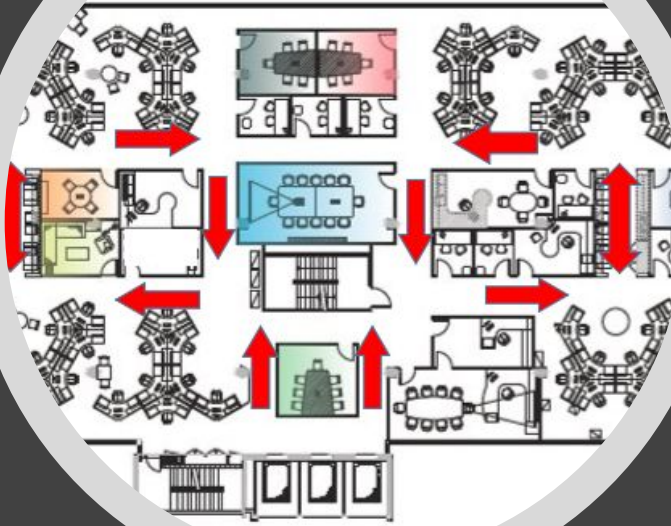
# Protective Barriers

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Elevator car capacity will be limited...please observe local signage at your location



**STAIRWELL  
UP ONLY**

Social distancing  
practices are in use.  
Your safety  
is our priority

sodexo

# Moving People Safely



# Rest Rooms

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## Key Learning 6: Training

- **Before you leave home**
  - Self check, signs and symptoms, when to stay home, vulnerable populations, what to do if you need help; what to do if you do not feel good, resources
- **Arriving at the site**
  - Health Screen ?, Temperature scan, sanitary/mask requirements, what to do if you feel ill
- **Specific ways of working while on site**
  - How the virus spreads, distancing, respiratory and hand hygiene, how to wear a mask
  - Safe workspace policies, cleaning & cleaning responsibilities, common space policies (Elevators, pantries, conference rooms, copy rooms)
  - Site Services (Cafeteria, Mail, Shuttle, parking)
- **Returning home**
  - Mask protocol and disposal, clean/disinfecting self/clothes and equipment



# iLearn Training Attestation

### **Office Based Personnel Training Attestation**

As an employee or contractor of a United States affiliate ( ), I attest that I have received, read and understand the Company's Pandemic Safety Training ("Training"), including, but not limited to, the sections thereof relating to COVID-19 signs and symptoms, vulnerable populations (as defined by the CDC), personal protective equipment, social distancing and hygiene protocols. Compliance with the Training is mandatory. I understand that failure to comply with the requirements of the Training may result in disciplinary action, up to and including termination from employment.





## Key Learning 7: Access Management

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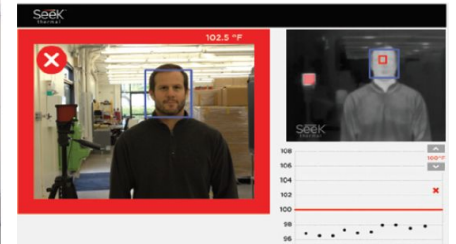
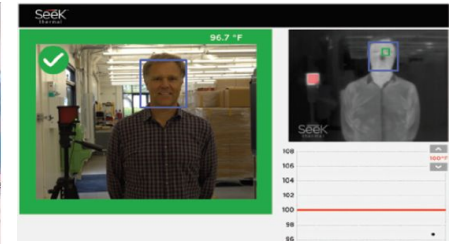


# Temperature Screening

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# Putting it all Together

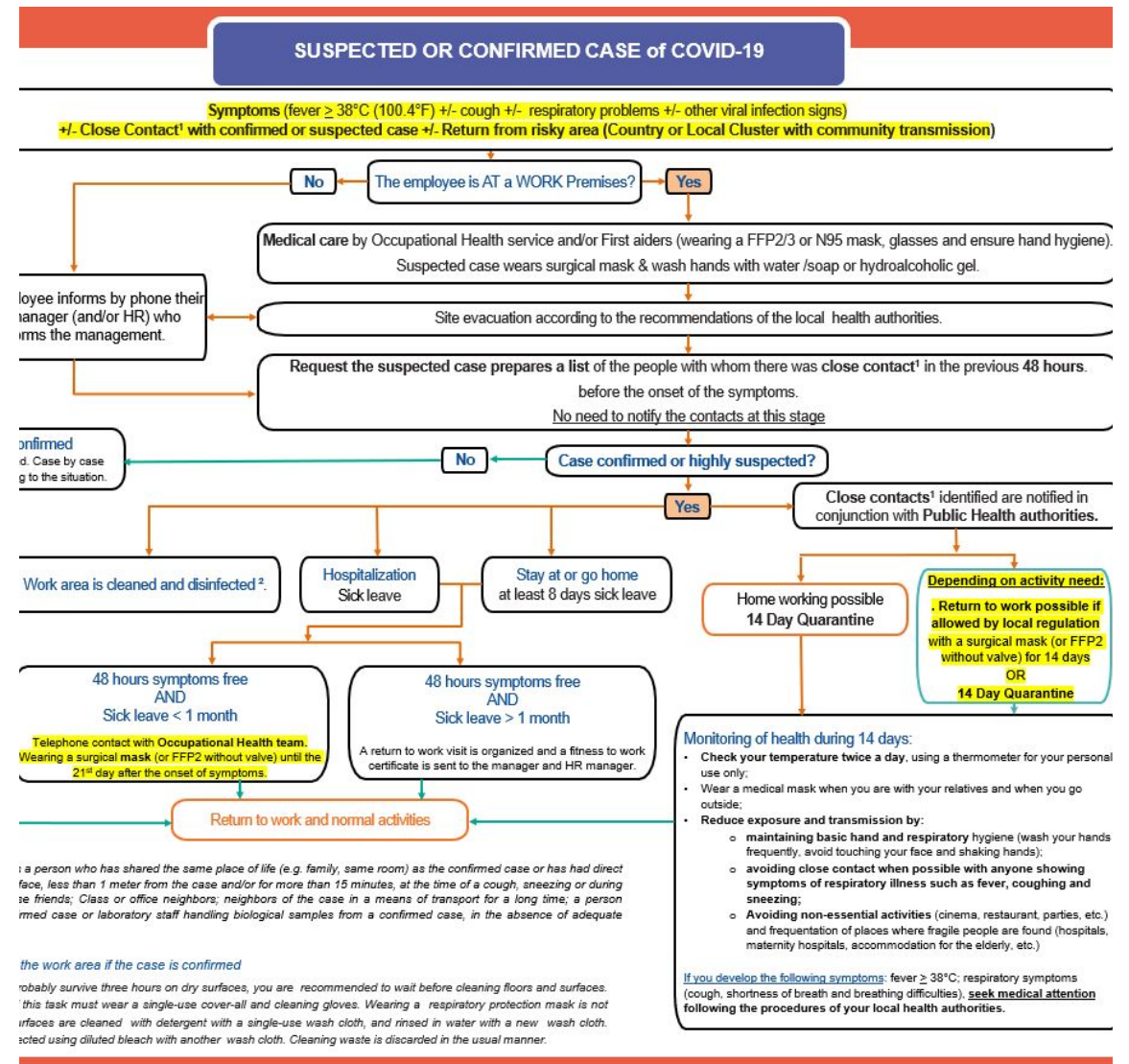


Many steps to accessing a site: distancing, crowd management, flow management, temperature screen, hand cleaning, mask distribution, screening questions and affirmation to security



# Learning 8: Suspected or Confirmed COVID Case Management

- Detect suspected cases
- PPE - Mask & Glasses
  - (N95 mask medical team / Surgical mask for case)
- Isolate in a room
- Refer for medical assessment
- Identify **close contacts**
- Monitor results
- If confirmed - manage close contacts
- Support recovery
- Return to work



# COVID-19

## Return to the Workplace

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Thank you



# Thank you

Next meeting: Tuesday, May 18 at 1 p.m.

