

Overview

The COVID-19 pandemic has been an unprecedented challenge for our nation, our state and our health care system. That said, the Sacramento region crushed the curve with one of the lowest rates of virus infections per 1,000 people in the nation (among large metropolitan areas). That is a testament to the early stay-at-home orders and hard work by the people of this region to follow health guidelines.

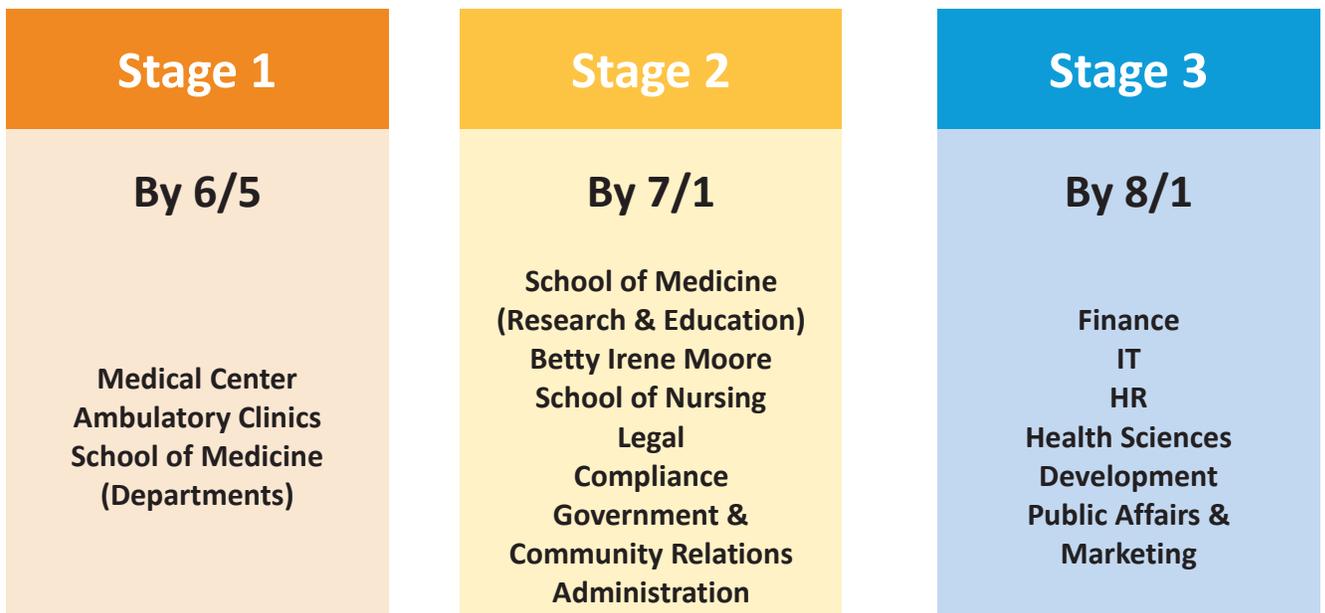
Now, as California re-opens because COVID-19 cases have been reduced dramatically, UC Davis Health has launched Restore, Renew, Reimagine, an effort to thoughtfully restore normalized operations in the coming months. Many employees are already back in the normal workspaces – and some never left.

As part of this effort, we are providing a framework to bring many employees back onsite in the near-term while continuing with our analysis of potential longer-term remote work in certain areas. This staged approach allows for time to work on future space planning efforts, proper spacing of employees until the COVID-19 situation is resolved, and considerations of effective management for performance and productivity while working remotely.

As managers and supervisors, you will be tasked with sharing this information with your teams, answering their questions, addressing their fears while also overseeing the return to work process. We've developed the following toolkit to support your efforts.

A staged approach to bringing employees back

In order to be thoughtful about how we bring employees back to the workspace, we are adopting a three-stage approach. This framework for bringing employees back as we begin to normalize our operations will ensure for a smoother onsite transition.





The first groups back have already mostly returned, and in many cases, never left. These groups, which are directly involved in patient care, include the medical center, related staff, academic medical departments and outpatient clinics.

If your team falls into the other stages, you should start your planning and preparation now, with a goal of having final decisions about bringing employees back on campus, or certified to work remotely, no later than the date listed above. As we move into those stages, consider hybrid staffing plans to address workplace density and rotating shifts for staff to support physical distancing in cramped spaces. Because many of the functions in the later stages are housed in locations that make physical distancing a challenge, managers have been given ample time to develop their return to work plan.

Please note, however, that all stages are subject to ongoing review and revision with input and guidance from local public health, UC Davis Health medical experts, Human Resources and other subject matter experts.

Supervisor and employee accountabilities

Coming back to the physical workspace will be an adjustment for everyone involved. All actions taken to return employees to the physical workspace must align with Principles of Community and advance our goals of diversity, equity and inclusion.

That said, we are all accountable for ensuring our environment is safe, clean and healthy. All employees are expected to fully comply with UC Davis Health policies, protocols and guidelines around maintaining physical distancing, face coverings and cleaning common spaces.

Key prevention practices must be exercised to the fullest extent possible, including:

- staying home if you are sick, and encouraging others to do the same
- physical (social) distancing
- use of face coverings by employees
- frequent handwashing, and regular cleaning and disinfection

As a supervisor, you are accountable for ensuring that your employees comply with these practices. Additionally, you must ensure that the workspaces in your areas are clean, appropriately configured and allow for physical distancing. Also, be prepared to quickly add, modify or remove business practices in response to any new public health guidance and new data and information about best practices.

Finally, familiarize yourself with this document as well as the list of resources that have been provided to help you through this transition.

Safety considerations

The immediate priority for our organization is to bring employees back into the workspace as safely as possible. All of our decisions are based on science and guided by public health. We will remain transparent in sharing the federal and state guidance that we are currently following to ensure everyone is well-prepared and responsive to COVID-19 challenges.

This staged approach affords us the opportunity to secure the supplies, fine tune the processes and



ensure the cleaning and distancing adjustments necessary to provide safe workspaces for all our employees.

Not all employees must return to the physical workplace. Managers and supervisors should determine which employees' work dictates being in-person, which work can be done remotely, and which work needs can be met with a hybrid approach (some days remote, some days in-person). The goal of this staged approach is not to fully repopulate all workspaces, but rather to ensure that all work is being completed, to the best and fullest extent possible, given the current restrictions and circumstances of COVID-19.

Starting July 1, there will now be daytime custodial staff on-site at most Sacramento campus locations. Several dozen additional EVS employees have been hired in recent months, and these staff are being redeployed to assist with cleaning in non-clinical areas. However, EVS staff cannot be omnipresent, so managers and supervisors will also have to empower employees to clean and maintain their own work areas.

Additionally, the health system's centralized procurement process has not changed. There is sufficient stock on hand to support the workforce coming back so department managers should follow the current ordering process for supplies, including hand sanitizers, disinfecting wipes and PPE, via Lawson.

Workplace screening

All employees should monitor for illness daily with the online [QR-code based symptom screening tool](#) to assist managers. Learn how to add the employee symptom screening tool to a smart phone [here](#). Clinical locations require symptom screening for entry, and non-clinical areas will follow suit, using this same daily certification for on-site employees, so employees will need to be instructed and directed to self-monitor and report symptoms daily.

Testing for COVID-19 is available to employees who need it. Employees are eligible for free testing if they are sick with signs or symptoms of COVID-19, if a member of their household has a confirmed COVID-19 infection, or if an employee has been in close contact with someone who had a confirmed COVID-19 infection. Employees may request testing via the electronic self-symptom screening QR code process described above. Employee Health Services will contact the employee to schedule a drive-through COVID-19 test. Employees may not report to work if they are sick. Any employee who reports signs of illness, or who are observed to have signs of illness, should be sent home or instructed to seek appropriate health care immediately.

Employees experiencing signs and symptoms consistent with COVID-19 should be aware of the following recommendations:

- **If it is not an emergency, then call a doctor.** If an employee thinks they have been exposed to COVID-19 and develops fever and respiratory symptoms, such as cough or difficulty breathing, they should call their healthcare provider for medical advice. Employees have the option to arrange for testing with Employee Health Services through the [QR tool](#).
- **If it is an emergency, CALL 911.** If an employee is having a medical emergency and needs to

call 911, they should notify the operator that they have or might have, COVID-19. If possible, put on a face covering before medical help arrives.

More information can be found at this link:

<https://www.cdc.gov/coronavirus/2019-ncov/if-you-are-sick/steps-when-sick.html>

- **Do not go to work.** Employees should follow Policy [2150](#) and stay off work until they have been without a fever for 24 hours (without the use of fever reducing medications) and their respiratory symptoms have improved such that they can be contained and controlled with basic respiratory hygiene measures (coughing into your elbow/in a tissue or wearing a mask).
- **If your employee is tested for COVID-19 and their result is positive, they are required to notify [Employee Health Services](#).**

Employees may be reassured that we are monitoring for employee exposures in the workplace and are making efforts to prevent the spread of infectious diseases. Employees previously infected with COVID-19 can only return to the workplace after meeting return to work criteria described [here](#). Employees should be reminded to respect the privacy of their co-workers and not perform investigations, gossip, or review electronic medical records of those suspected of illness.

See the end of this toolkit for a COVID-19 Illness Prevention and Social Distancing Departmental Checklist.

The reimagined work environment

We recognize that employees have concerns about the cleanliness of the work environment. As we begin to repopulate the campus, new schedules for more cleaning will be in place. Additionally, we've added dozens of employees to the Environmental Services (EVS) team to also support additional cleaning in both clinical and non-clinical buildings. In fact, non-clinical buildings will have daytime custodial support starting July 1, 2020.

House rules for how we get things done have not changed.

1. If you need furniture changes or new furniture, you need to submit a Facilities Service Request (FSR) to Facilities, Design and Construction (FD&C). If applicable, please add that it is a COVID-19 related project. This will allow the team to triage it separately from their normal intake process.
2. If you need more space or space reconfigured, you need to submit an FSR to FD&C and the Fire Marshal to review.
3. Some minor cosmetic modifications can be done by Plant Operations and Maintenance (PO&M). You must start with a Beats ticket to PO&M; they may refer you back to FD&C depending on the request.
4. Any modifications to space that involve building of walls or screens that extend over five feet, or shifting furniture into circulation paths, require review by FD&C, Fire and

PO&M. These kinds of changes can affect Fire Life Safety, ADA access, Heating and Cooling comfort, and should be initiated with an FSR. **Staff should not instigate physical changes to space without review.**

Anything that relies on furniture orders, PO&M construction or FD&C action will take time. Consider the following steps as you bring employees back:

1. **Start with your staff:** Get a clear understanding of your staff's current schedule, coverage and the desired end state if the goal is to gradually reduce the level of telework in your department. Make sure you understand their special circumstances or concerns. Not all employees must return to the physical workplace. Managers and supervisors should determine which employees' work dictates being in-person, which work can be done remotely, and which work needs can be met with a hybrid approach (some days remote, some days in-person). The goal of this staged approach is not to fully repopulate all workspaces, but rather to ensure that all work is being completed, to the best and fullest extent possible, given the current restrictions and circumstances of COVID-19.
2. **Assess your space:** Get a tape measure and walk your floor. Identify "choke points" both at individual workstations and public spaces (entrances, copiers, break rooms, kitchen areas). If you don't have immediate access to a tape measure, there are several free tape measure apps available through your smart phone.
3. **Develop a plan:** Start with what you can do that does not require significant changes to the physical environment. Add tape markings around copiers and signage so that only one person may work in that area at a time. Post occupancy signs in your kitchen areas to limit the number that can be there at a time. Look at workstations and spacing of staff and their schedules to see if you can solve some issues by changing where people sit or slight modifications to their schedule.
4. **Interim Plan:** If some problems can only be solved with significant changes, submit an FSR to get help. This will take some time, so develop an Interim Plan to allow for a more gradual return to work. If two people share a workstation that is too close and both are teleworking, bring them back part-time, but on alternating days. Look at other opportunities on your floor that leverage existing flexible schedules. Perhaps one day a week they can work in someone else's workstation. Keep in mind that workstation ergonomics and associated equipment is important. If an employee is working in a new location, perform an ergonomic evaluation to ensure employees do not experience physical discomfort because of their new workstation.
5. **Communication Plan:** You need to communicate to staff what you are working on and the changes being introduced to the workplace to make them safe. You need buy in from staff. Supervisors and leaders need to follow the plan as well. Guests need to have the plan communicated to them.

Employee training

Supervisors are responsible for conducting safety training with staff. Employees must be trained about the sources of COVID-19 exposure, the hazards associated with exposure, and appropriate workplace protocols in place to prevent or reduce the likelihood of exposure, as described in this toolkit.



Employees must also be trained on the Workplace Screening Protocols (how to self-monitor for symptoms of illness, isolate if sick, and how to report cases of COVID-19).

Employees who conduct cleaning tasks must be protected from exposure to hazardous chemicals used in these tasks. Cleaning chemicals' [Safety Data Sheets](#), product labels, and other manufacturer instructions can provide guidance about what PPE workers need to use the chemicals safely. Workers who use PPE must be trained prior to providing cleaning tasks. Training should include when to use PPE, what PPE is necessary, how to properly don (put on), use, and doff (take off) PPE, and how to properly dispose of PPE.

Train employees on the importance of frequent handwashing and scrubbing with soap for at least 20 seconds (or, in non-food-handling areas, using hand sanitizer where soap and water are not available). Remind employees to allow the sanitizer to dry completely before resuming work activities to [avoid hand sanitizer burns](#).

Supporting returning employees

Employees now have a whole new appreciation for being together and will want to feel a renewed sense of community. The virtual and physical experiences during the pandemic have brought people together in new ways to create a sense of belonging and shared experience. As we bring them back together, managers will need resources to reengage their teams.

The Academic & Staff Assistance Program (ASAP) is our free, confidential, and on-site employee assistance program. We have been operational and available to meet with employees throughout the COVID-19 pandemic. ASAP currently provides brief individual and couples counseling, crisis intervention, managerial and supervisory consultation, weekly drop-in support groups focusing on themes such as managing fear and anxiety, coping with uncertainty, etc., workgroup interventions, and psychoeducational training on a variety of topics, including increasing resilience, mindfulness, and stress management.

Recommendations for managers and supervisors:

1. **Seek clear direction from leadership:** Consult regularly with HR for advice and guidance regarding workplace expectations during this time. Provide factual information and answer questions accurately, while trying to avoid negativity. As the leader, people are looking to you to set the emotional tone for the group, so do your best to keep your spirits up.
2. **Do what you can to salvage the remnants of standard operating procedures from life before COVID:** Some aspects of our policies and procedures have changed forever or at least for the foreseeable future and change tends to be hard for people. To the extent that it is feasible and safe, do your best to resume office routines and normal workplace protocols. Many people find safety and comfort in routine and predictability.
3. **Provide an opportunity for employees to express their feelings:** Managers/supervisors are recommended to meet with each of their employees individually to review plans, expectations, and concerns regarding their return to work. One strategy to create a safe space for employees to discuss any areas of concern is to schedule specific weekly office



hours when staff can stop in and meet with you privately. When we check in and reconnect with staff, we want to check in with the whole person, not just their readiness to reengage with their work. That does not mean that we have to get deeply personal with our employees, but rather check in with them about how the pandemic and our collective efforts to avoid spreading disease have impacted their lives and their loved ones in both positive and negative ways. Consider an ASAP consultation and/or referral if employees are struggling and need additional support.

4. **Schedule time for employees to meet as a group:** One of the things that employees have consistently mentioned as a challenge for them while working at home has been missing the social connections that we have at work. Even our introverts are struggling a bit with loneliness right now. It is helpful to realize the strength that comes with support from others and it really helps to feel that you are not alone. The Office of the Ombuds, Organizational Excellence, and ASAP can help facilitate workgroup meetings.
5. **Be sure that employees are aware of and have access to the various supports and resources that are available to them:** Consider inviting an ASAP clinician to come to a staff meeting to discuss the services they provide for employees. Remind employees to avail themselves of these services. As a supervisor/manager, you have the power to make it easier for employees to access these services during their workdays. We encourage you to allow staff to take time to attend appointments with any employee support service, provided that their time away does not disrupt the flow of work in any significant way.
6. **Identify employees who are struggling emotionally:** Be alert for disturbing behaviors or extremes of emotion that do not seem to be resolving in a timely fashion (lasting for > 1 month) and/or are adversely affecting work performance. Some examples include escalating conflicts with co-workers, isolation from co-workers, crying for no apparent reason, and comments about emptiness or hopelessness about the future. Consult and/or recommend that the employee goes to ASAP. Workgroups may experience some collective turbulence as they settle back into our “new normal.” The Office of the Ombuds and the Organizational Excellence unit can work with teams to help them resolve areas of conflict.
7. **Remember that you have been affected too:** Please be sure to take care of yourself and do your best to model healthy coping behavior and self-compassion for your staff.

How we get work done

Your teams may not have been physically in the office, but they’ve still been working – some in less than ideal circumstances and environments. It’s important that you thank and acknowledge their efforts. It’s too early for a big celebration, but we recommend that you personally express gratitude in a meaningful and safe way.

As employees return, we will find differences from when we left in March. Our work environment will be different than we have ever experienced. Managers and supervisors can create an atmosphere that supports their team while maintaining productivity.

It’s likely that teams will go through some “forming” and “storming” again, until we get to our “new normal.” This may involve an adjustment in how you reconnect and build your team. Begin by clarifying for yourself what specific results are needed from the team and each team member. This will help keep



your focus on outcomes and guide you in providing clear assignments and direction.

If some of your staff are working remotely, make sure you have completed the remote work location forms and equipment assessment, as part of making an individual plan for each employee's workplace: In the office, in their home office, or some scheduled hybrid plan of both.

Communication will be more important than ever! This is a time for heightening our listening skills and checking to ensure we have understood what we heard. Our brains are wired to make sense of the information around us, and will fill in gaps, if they exist. Now, more than ever, we need to double-check that what we understand is true—and not what our brains have filled in for us. Studies have shown that the average person needs to hear something 5-7 times before it sticks. Consider sharing information multiple times, through different methods to ensure the information is received and understood.

Here are recommended steps to ensure that there is an opportunity for consistent, ongoing communications. These steps will help you be aware of what your team needs, to enable you to support each of them in the best way:

- Hold a team meeting before returning
 - Relay as much information as you can on the overall situation at UC Davis Health for the team.
 - Allow plenty of time for questions and discussions. You will probably be asked questions for which you don't have the answers and that's natural. Note those questions, tell them you will find the answers and be sure to get back to them!
 - Discuss the changes to the workplace that you expect such as virtual or distanced meetings instead of large group gatherings. Orient employees to the way in which you expect them to engage in common areas. This will help employees to start thinking about interactions at work in a different way to prepare for the weeks ahead.
 - Embrace feedback, ideas and concerns as they are presented. You do not have to have answers, but you do need to hear everything your employees are bringing back to the workspace.
- Hold frequent team meetings, especially for the first few weeks.
 - Consider holding brief daily 'stand-up' meetings for 5-10 minutes at the beginning of each day. A basic agenda could be:
 - Have one person share something that went well the day before, or express gratitude to a team member. Lead by example in this area.
 - Provide any new information you have since the previous meeting.
 - Did anything come up yesterday that needs to be addressed?
 - Is there anything happening today that we need to be aware of?
 - Does anyone need anything of you or a team member to be successful today?

This brief meeting can set a supportive tone for the team.

- Hold 1 on 1 meetings with your direct reports weekly.
 - This gives you an opportunity to understand how they are doing as well as find out if there are barriers they are facing in accomplishing their work assignments.



Finally, use the resources listed in this document that are available for you. Organizational Excellence, the Ombuds office and ASAP are here to partner with you.

Additional resources for managers and supervisors

Academic & Staff Assistance Program (ASAP)

UC Davis Health employees: (916) 734-2727

UC Davis employees: (530) 752-2727

Website: <https://hr.ucdavis.edu/departments/asap>

Compliance Office

[Compliance Inquiry Form](#)

[Whistleblower Hotline](#)

Employee Health Services

Front Desk reception for information and appointment requests: (916) 734-3572

Employee Labor Relations

Reach Out Button

Website: <https://hr.ucdavis.edu/departments/elr/unit-assignments-health>

Environmental Health & Safety

UC Davis Health employees: (916) 734-2740

UC Davis employees: (530) 752-1493

Environmental Services

EVS Hotline: (916) 734-3777

Facilities Design and Construction

Facilities Services Request [guide](#).

Information Technology

IT Service Hub: <https://ucdh.service-now.com/itss>

Office of the Ombuds

UC Davis Health employees: (916) 734-1600

UC Davis employees: (530) 754-7233

Website: <https://ombuds.ucdavis.edu>

Organizational Excellence

UC Davis Health employees: (916) 734-2362

UC Davis employees: (530) 752-0530

Website: <https://hr.ucdavis.edu/departments/oe>

Parking and Transportation

Website: <https://health.ucdavis.edu/parking/>



Plant Operations and Maintenance

[Online Service Request](#) (Beats)

UC Davis Health and Well-being Resources

Website: <https://healthy.ucdavis.edu/healthy-campus-resources>

Worker's Compensation and Ergonomics

Worker's Compensation contact: hs-workerscompergo@ucdavis.edu or (916) 734-6180

Ergonomics program contact: hs-requestergonomics@ucdavis.edu or (916) 734-8840

Please note that the Monday, Wednesday and Friday manager and supervisor updates will continue and include updated information as we move through the Restore, Renew and Reimagine process. The Insider also includes useful information and resources.

COVID-19 Illness Prevention and Social Distancing Departmental Checklist

#	Description	Yes / No / NA	Notes
A SIGNAGE			
1	Signage at each public entrance of the facility and within waiting rooms to inform all employees, patients and visitors that they should, when possible, maintain a minimum six-foot distance from one another.	Yes / No / NA	
2	Signage or information about the universal masking policy is available for staff, patients, and visitors.	Yes / No / NA	
3	In dining/eating areas, signage is available reminding employees to practice physical distancing, wash/sanitize hands before eating, use utensils to eat, and don't share food/straws/utensils/napkins.	Yes / No / NA	
4	Employees are provided information about self-screening for illness and can complete the daily online symptom survey before working.	Yes / No / NA	
B MEASURES TO PROTECT EMPLOYEES			
1	Everyone who can carry out their work duties remotely without loss of productivity has been directed to do so, and has a remote working agreement in place, filed with HR/ELR.	Yes / No / NA	
2	All employees have been told not to come to work if sick and shall contact their Primary Care Physician if symptoms warrant.	Yes / No / NA	
3	Employees in non-clinical areas have cloth masks to wear in the workplace, unless alone in an office and 6-feet from others.		
4	Daily self-monitoring checks may be conducted before employees enter the workspace. Employees know how to access and complete the daily electronic screening tool and are prepared to show daily results to their manager at the start of each on-site workday.	Yes / No / NA	
5	Testing is available for employees who are symptomatic or were in contact with someone with a confirmed COVID-19 infection. COVID-19 testing can be obtained by completing the Employee Screening and Testing form .	Yes / No / NA	
6	Employees have access to, and can locate, the UCDH coronavirus resources webpages on the Intranet.	Yes / No / NA	
7	All individuals shall practice physical distancing of at least six feet at the desk or individual workstations unless physical barriers (such as a cubicle wall) are present to prevent droplet spread when talking while sitting or standing.	Yes / No / NA	

#	Description	Yes / No / NA	Notes
8	High touch areas are disinfected frequently by users: <ul style="list-style-type: none"> • Desktop, including buttons for adjustable desks • Monitor buttons • Keyboard, camera, mouse and mouse pad • Computer docking cable and dock, including on/off button • Phone keypad, handset and headset • Chair arm rests • Lamp button 	Yes / No / NA	
9	Designated eating areas have ample hand sanitizer or access to a hand washing sink.	Yes / No / NA	
10	Disinfectant and related supplies are available to all employees at designated areas within the department.	Yes / No / NA	
11	Hand sanitizer is available to all employees.	Yes / No / NA	
12	Soap and water are available to all employees and the public at all restrooms and other hand washing stations.	Yes / No / NA	
C	MEASURES TO PREVENT CROWDS FROM GATHERING		
1	Limit the number of patients and visitors in waiting areas, break rooms, or lounges at any one time, ensuring individuals easily maintain at least six-foot distance from one another at all practicable times.	Yes / No / NA	
2	Ensure gathering areas (sinks, coffee, microwave) do not become gathering locations.	Yes / No / NA	
D	MEASURES TO KEEP PEOPLE AT LEAST SIX FEET APART		
1	Place visual reminders to maintain physical distancing at gathering places and queuing lines.	Yes / No / NA	
2	Place tape or other markings at least six feet apart in queuing lines and on walkways at public entrances with signs directing individuals to use the markings to maintain distance.	Yes / No / NA	
3	Instruct employees to maintain at least six feet distance from patients/public, except employees may momentarily come closer when necessary for patient care and to accept payment. Appropriate universal precautions should be used.	Yes / No / NA	
4	Encourage employees to use stairs if physically able to avoid crowding in elevators.	Yes / No / NA	

#	Description	Yes / No / NA	Notes
5	Ensure meeting spaces are large enough that all persons meeting in-person may remain 6-feet apart at all times while in the meeting.		
E	MEASURES TO PREVENT UNNECESSARY CONTACT		
1	Limit self-serving to packaged food items only. Avoid buffet/potluck style meals.	Yes / No / NA	
2	Providing for contactless payment systems or, if not feasible, sanitizing payment systems regularly.	Yes / No / NA	
3	All automated doors are functional.	Yes / No / NA	
F	MEASURES TO INCREASE SANITIZATION		
1	Restrooms normally open to the public shall remain open to the public and well stocked with soap and hand drying options.	Yes / No / NA	
2	Disinfecting wipes are available at designated areas within the department.	Yes / No / NA	
3	Hand sanitizer is available to the public at or near the entrance of the facility, at checkout and reception counters, and anywhere else inside the facility or immediately outside where people have direct interactions.	Yes / No / NA	
4	Disinfect all payment portals, pens, and styluses after each use.	Yes / No / NA	
5	Increase the frequency of disinfecting break rooms, bathrooms, common areas and high-contact surfaces (door handles, computer input devices, electronics devices, etc.)	Yes / No / NA	
6	Optional- Describe other measures	Yes / No / NA	