

# COVID-19

## Return-to-the workplace space guideline

### Guidance for managers and recovery planning working groups leads

Note: “staff” below may refer to staff/researchers/learners/volunteers

Holland Bloorview Kids Rehabilitation Hospital is committed to providing a safe work environment for our employees, particularly during these unprecedented times. As a manager of people, you play an important role in supporting our team. All Holland Bloorview employees are essential to the work that we do. These guidelines are to help you manage and address decisions during the global COVID-19 pandemic.

The purpose in sharing these guidelines is to provide you with the information you need to understand your role in making decisions about space so that such decisions can be made across the entire hospital in a transparent, equitable and consistent manner.

**The directions provided in this guide are based on information as of August 7, 2020 and is subject to change at any time based on evolving circumstances, Ministry directives or new medical evidence. Any changes to Holland Bloorview guidance will be communicated to leadership team members as soon as possible. You should ensure your team recognizes that given the COVID-19 emergency, space requirements may change at any time.**

**These Guidelines were approved by the Senior Management Team on August 7, 2020.**

#### **Ethical Principles**

The following ethical principles apply in working with team members:

- **Transparency:** During times of pandemic and other public health emergencies, it is important to communicate openly and honestly, with those who are impacted by decisions.
- **Safety:** Holland Bloorview is committed to staff safety by ensuring that appropriate measures are in place. This may include physical space redesign and PPE provision and training.

#### **Holland Bloorview Kids Rehabilitation Hospital**

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[A teaching hospital fully affiliated with the University of Toronto.](#)

- **Equity:** All Holland Bloorview staff have a part to play in the work that we do. Consistency and transparency in decision making related to working onsite guidelines and directives will be applied throughout the hospital.
- **Stewardship:** Accommodation and work refusal processes seeks to ensure a strategy that safeguards resources and meets the hospital's changing needs during times of pandemic. Accommodations related to work refusals will be addressed as outlined in the document titled, "**Accommodations and Work Refusal Information for Leaders.**"

### **Guiding Principles to Address Returning-to-the Workplace**

The following principles have been developed to assist leaders in supporting employees:

- Management and decision-making under the conditions of a declared provincial emergency are different from management under typical circumstances.
- Providing safe, high quality client and family centred care while taking appropriate measures for staff safety are the hospital's top priority.
- Holland Bloorview determines which services it must continue to provide.
- Holland Bloorview will share its approach with the applicable unions, as appropriate.
- No employee will suffer any form of reprisal if he/she/they, in good faith, requests accommodation. We continue to be an employer that is deeply committed to equity, diversity, inclusion and accessibility and one that strives to be a model employer of people with disabilities.
- Where possible, and where it makes sense given our unique needs we will align our practices with other Toronto Academic Health Science Network (TAHSN) organizations (especially SickKids) and the recommendations of the Ontario Health Toronto Region Human Resources Table.
- As learners return, we are all committed to ensuring a positive learning experience. As an academic health sciences centre learning is a fundamental component of Holland Bloorview's mission, both for those training to become healthcare providers, and those professionals enhancing their skills. We play a valuable role in training the next generation of healthcare providers. These learners are an important part of our care team and contribute positively to our services.

**Physical distancing, when combined with proper hand hygiene and cough etiquette, has shown to limit the spread of Covid-19.**

### **Masks**

- Masks are to be worn at all times in common spaces (halls, elevators, etc.)
- Masks are to be worn when a two-metre physical distance is not possible.

### **Maintain Physical Distancing**

- Staff should keep 2 metres from other staff and clients as much as possible.
- Managers are to facilitate staggered work shifts and breaks as much as possible.
- Managers are to offer flexible work hours and schedules as much as possible.
- Host virtual meetings whenever possible.
- Offer work from home options, if available and in accordance with Human Resources, work from home guidelines and policies.
- Ensure staff maintain physical distancing while in cafeteria lines, meetings rooms, and common areas.
- When having meals in the cafeteria or anywhere else in the building, staff are to leave an empty chair between you and the person sitting next to you.
- When using the outdoor picnic tables, our Infection Prevention and Control (IPAC) team recommends only 2 people per table at a time sitting diagonally from each other at opposite ends of the table to maintain 2 metres of distance.
- Elevators are limited to a maximum of 6 people to maintain physical distancing. Where possible, we encourage staff to use the stairs.
- Remove surplus furniture and supplies from rooms and hallways to allow ease of movement while maintaining physical distancing.
- Consider alternative ways to provide services to clients who are unable to wear a mask or maintain physical distancing. For example, providing services at the end of the day or on weekends, when a reduced number of clients are present in the building.

### **Spacing**

Use visual markers such as posters, floor markers and furniture to encourage everyone to maintain two metre distancing.

- Reconfigure workspaces, where possible to provide physical distancing options.
- For shared workspaces assign daily workspaces to a single user if possible, or limit the number of users.
- For workspaces that do not allow for separation, where possible, utilize every other workspace.
- When physical distancing is not possible, masks are to be worn.
- If a learner is struggling to find a proper workspace that meets spacing requirements, please connect with the Teaching & Learning Institute.

### **Cleaning**

- If you share space, please wipe down surfaces prior to the next person using it.

### **Protective barriers at key points of contact**

- The following areas are key points of contact and protective barriers will be installed. They include Main Reception, CFIC Reception, Appointment Services (1<sup>st</sup> and 2<sup>nd</sup> floor), Dental Reception, O & P Reception, and areas within the BRI that are purposed for research client interactions.
- Barriers requests are to be escalated to space lead designate.

## **Escalation pathway for concerns**

- Review this guidance document and supporting documentation
- Staff escalates concern to manager
- Manager escalates concern to Space Leads:
  - BRI: Mani Kang
  - CAF: Lise Quirin
  - IS: Darryl Stere
  - Nursery Schools: Karen Ward
  - Outpatients: Andrea McDonald/Anthony Daniel
  - Inpatient: Nicholas J
  - Others areas: Lise Quirin
  - Floor signage requests: Director of Environmental Services
  - Environmental Cleaning: Raj Pokhrel

Please work closely with your team members to ensure these guidelines are followed.

## **Workspace checklist for managers**

Below are questions to ask yourself when welcoming back your teams and communicating about safe workspaces.

While on site:

- Are you reminding your team to wear masks when physical distancing is not possible?
- Are you reminding your team to wear masks at all times in common areas (for example, halls and elevators)?
- Are your team members maintaining two metres between each other and clients as much as possible?
- Are you using visual markers, such as posters, floor signage and furniture, to encourage everyone to maintain two-metre distancing?
- Are you reconfiguring workspaces, where possible, to provide physical distancing options? This might entail removing excess furniture and supplies to create more room for distancing.
- For shared workspaces, are you assigning daily workspaces to a single user, if possible, or limiting the number of users?
- For workspaces that do not allow for separation, have you looked into other workspaces in your immediate area or throughout the hospital, where possible?

Other considerations related to spacing:

- Are you facilitating staggered work hours and schedules as much as possible?
- Are you offering flexible work hours and schedules as much as possible?
- Are you hosting virtual meetings as much as possible?
- Are you offering work from home options, if possible?

If you have questions or concerns about spacing, contact your space lead.