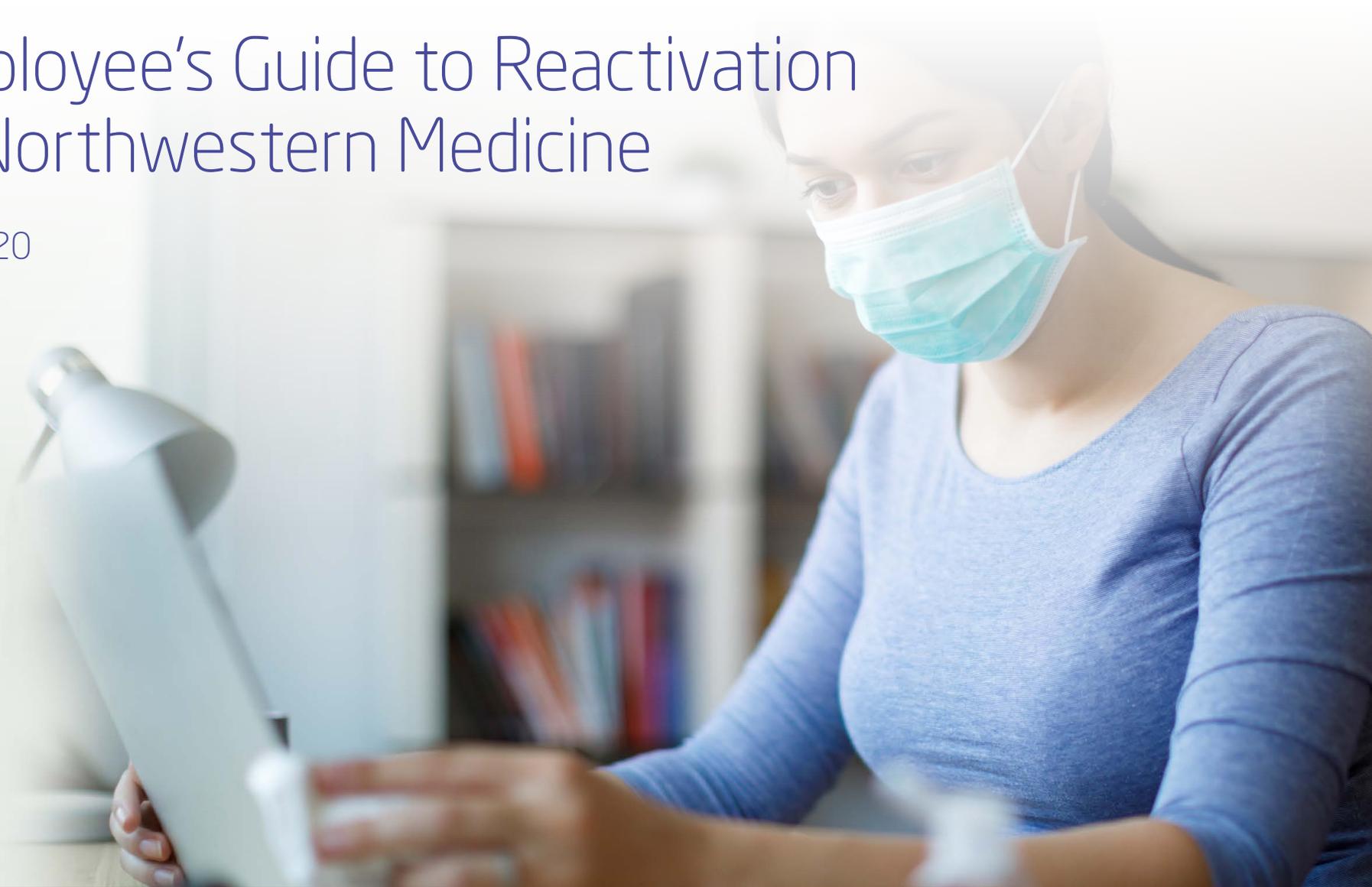




Employee's Guide to Reactivation at Northwestern Medicine

July 2020



A Message From Leadership

Dear Colleagues,

Throughout the COVID-19 pandemic, we have worked together under unprecedented circumstances in entirely new ways. While many of our colleagues have continued to provide and support patient care in our facilities, thousands have worked remotely. The NM culture of teamwork, trust and strong relationships has helped us successfully manage through this time as we have adapted to new work environments that we would not have foreseen a year ago. This guide is designed to support you as you return to work at NM facilities. It will help you understand new policies and procedures, and direct you to resources that can help you navigate this next phase of the pandemic.

We want to reassure you that as we welcome many of you back to our NM facilities, the safety of our employees, physicians and patients remains our top priority. We will continue to be flexible and innovative, adapting to meet the needs of our organization and the communities that we serve.

Thank you for your extraordinary dedication and enduring commitment to our *Patients First* mission.

Sincerely,

Carol Lind

Senior Vice President

Administration

Northwestern Memorial HealthCare

Gina Weldy

Senior Vice President

Administration

Northwestern Memorial HealthCare

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Your Role as an NM Employee

You play an important role in the successful reactivation of Northwestern Medicine workplaces across the system, just as you did in NM's response to the COVID-19 pandemic. By working collaboratively and effectively with your leaders and colleagues, you will help ensure a smooth transition from remote to on-site work.

Your words and actions will help create a safe and productive environment as we navigate the reactivation landscape and move back into our shared physical spaces.

There will be many changes in the days ahead.

Scheduling and on-site work arrangements may be altered as plans are created that comply with new occupancy requirements

Physical spaces within your department may look different

Building access will require new protocols

New signage will be posted throughout NM facilities with guidelines to keep you and your colleagues safe

Communication is important now more than ever. Take some time to talk with your manager if you have concerns about returning on-site. Let them know which aspects of working remotely have been successful and which have been challenging. Think about how to transition back to on-site work as efficiently as possible to support the goals of your department.

The NM value of Teamwork is vital as we navigate through this unprecedented time. Remain positive and accept that there may be moments of uncertainty and frustration. Be patient as we work through this first phase of reactivation, and reach out to your colleagues to both give and ask for support. Remember that what you do every day is a critical part of our *Patients First* mission.

Looking Toward the Future

As Northwestern Medicine begins to return to regular operations after the State of Illinois stay-at-home order, your work environment will likely look different. At first, you may see fewer employees on site, you may be on a rotating in-office schedule or you may temporarily continue to have more virtual meetings than before the pandemic. This will likely change over time, so flexibility will be key to a smooth transition back to working on-site.

Some of the considerations that will go in to your leader's reactivation planning include:

- Job functions and the need for on-site staff
- Productivity and the effect of remote work
- Equity within the department and the division
- Performance standards
- Physical distancing guidelines and building access
- Meeting schedules

Consider these questions:

What about working remotely has worked well?
What has not worked well?

What do I enjoy about working on-site?

Do I have flexibility in scheduling my daily work hours that would help support the new physical distancing requirements?

Share your thoughts with your manager about how the pandemic has affected your work, both positively and negatively.

Health and Safety Protocols

Workplace health and safety for you and your colleagues is a priority for NM, and we expect you to make it a priority as well. Your actions will help protect you personally and are critical to protecting those in the communities we serve.



Remember: Stay home if you are sick.

Symptom screening

Each work day, you will be required to complete symptom screening before you start work on-site. At our larger worksites, thermal cameras have been installed for quick temperature checks; at other sites, you may have a touchless temperature check with a hand-held thermometer or be asked to attest that you do not have a fever.

All employees should be truthful when answering screening questions; the information you provide is important to protect yourself and others. Be mindful of NM's expectation that you will act with integrity during the daily screening process.

For your convenience, NM has developed the NM Symptom Check Application. This app, which can be downloaded to your smartphone, allows for self-screening every day before you travel to work. The app will allow you to quickly and easily complete your screening before you travel to work. You can access instructions for downloading the app at

If you receive the green "Cleared for Work" screen, you may simply show that screen at the building entrance for expedited entry into your work site. If there is no security presence in the lobby, simply show your screen to your manager or supervisor when you enter the work area.

If you complete the screening questions and receive a red screen indicating are not cleared to work, you and your manager will receive emails with next steps. You must follow up with Corporate Health before being cleared to work on-site.

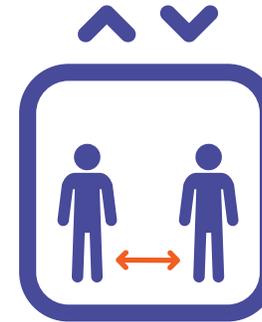
The symptom screening also may be completed on a desktop from home, by swiping your ID badge and completing the questions upon arrival at the employee entrance, or if there is no computer in the building lobby, by logging in at a computer in your clinic or at your desk.

nmsymptomcheck.nm.org

Read more about the app and access download instructions [here](#).

Building signage

Signage will guide employee traffic flow at building entrances, elevators, stairwells and exits. For employees who work in multistory office buildings with elevators, signs will provide guidance on usage. In some instances, a stairwell may be an option for lower floors. Elevators have an adjusted maximum occupancy to allow for physical distancing; floor clings have been placed in the elevator cars indicating where to stand.



Safety throughout your day

Although it may take time to get used to some of the safety steps of universal masking, hand hygiene, physical distancing and workstation cleaning, they will eventually become part of our daily routines.

Universal masking

All staff members are required to wear a face mask, even if you have already had COVID-19. Masks can be obtained at the designated entrances of all NM buildings.

You may choose to wear a different face mask to and from work, but you must wear an NM-supplied mask once you are on-site.

Masks must be worn over the nose and mouth, and must fit snugly

Masks should be worn:



Whenever you enter or leave NM buildings

When you are in common area on floors and suites such as hallways and restrooms.

In all public spaces throughout your workplace

When you are in common areas on floors and suites

In shared office space where physical distances of at least 6 feet cannot be maintained

When interacting with colleagues in their office space

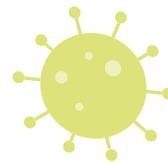
Masks may only be removed when you are sitting in an office or at a workstation alone, or when you are eating. Remember to maintain at least 6 feet of distance in break rooms when you are eating.

When you are not wearing your NM-supplied face mask, please store your mask in a clean paper bag. If the mask becomes soiled, difficult to breathe in, too wet to wear comfortably, torn or otherwise damaged, discard the mask in a regular trash bin (not a recycling bin) and obtain a clean mask. Do not discard used face masks in toilets or leave them on countertops or lunch tables.

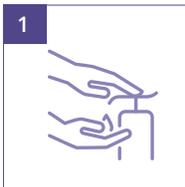
Hand hygiene

Clean hands are critical for infection prevention. While hand hygiene is a common practice already, more frequent and consistent use of hand-washing and hand sanitizers is essential. When hand-washing, make sure to use soap and water, and scrub for at least 20 seconds.

When a sink and soap are not available, regular use of hand sanitizer is encouraged. You may notice that hand sanitizer stations are now placed strategically near high-touch locations.



How should you wash your hands?



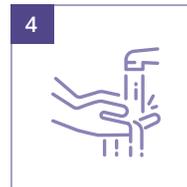
1
Wet your hands with clean water. Apply one pump of soap.



2
Lather your hands by rubbing them together, fronts and backs.



3
Scrub your hands for 20 seconds. Or, sing "Happy Birthday" twice.



4
Rinse well with clean water.



5
Dry using a clean towel or air.



If soap and water are not available, use an alcohol-based hand sanitizer with at least 60% alcohol.

Some lotions can cancel out the cleansing effects of gel hand sanitizer. Check the compatibility of your products.

Physical distancing

You will be required to maintain a distance of at least 6 feet between yourself and others whenever possible when on-site at NM.

Workspaces have been reconfigured to accommodate physical distancing with the following signage in place:

Workstations are labeled with a green “A” or a red “B” consistent with physical distancing guidelines and should be occupied alternately.

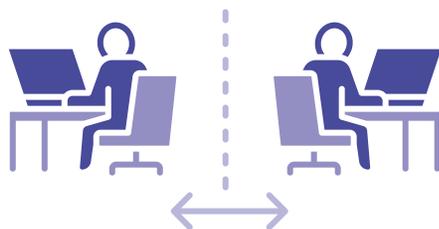
Shared workstations and other flexible workspaces used by multiple staff members can still be used, with extra attention to cleaning.

Your leaders will continue to have an open door policy, but remember to wear your mask when entering any office.

Until further notice, conference rooms will have adjusted occupancy. Please note the occupancy posted and be sure to wear a mask during meetings.

Hoteling spaces may be used according to their ‘A’ or ‘B’ designation. Please wipe down hoteling spaces before and after use.

Communal spaces such as break rooms, lunch rooms, restrooms and other shared office spaces also are subject to physical distancing. Be aware of signage indicating occupancy limits, and do not exceed the limits.



Workstation and work area cleaning

Cleaning practices are an additional component of NM’s workplace safety plan.

Adopt a “clean desk” mindset: Help keep the workplace clean by removing all items from desk surfaces daily to allow for proper cleaning by Environmental Services.

In addition, **keep shared spaces clean:** Wipe up spills, put trash in the proper bins, and use sanitizing wipes when you are finished using shared spaces such as lunch tables, locker areas and nursing mother rooms.

Food storage/food consumption

Food should be handled with care. Do not exceed the maximum capacity posted for break rooms. Tables and chairs can be used according to signage, limiting opportunities for people to eat together for now. If you decide to eat at your desk, be sure that you still take an uninterrupted meal break. Use Microsoft Teams and/or a sign at your workspace to let others know you are on your break so that you are not interrupted by phone calls, emails or work assignments. Notify your manager if you are not able to take an uninterrupted meal break.

Weather permitting, you may find a comfortable outdoor space to enjoy a well-deserved break during your work day. Maintain physical distancing and wear your mask before and after eating.

Illness in and out of the workplace

If you are not feeling well and need to be absent from work due to illness, you must notify your immediate manager, or whomever is specified as your contact for reporting requirements by departmental or program policy.

If you develop illness symptoms such as a fever during the workday, notify your manager, who will follow Infection Prevention procedures for a suspected COVID-positive exposure, while also respecting confidentiality of health information. You may be asked to contact the NM COVID-19 Hotline at 312.47.COVID (312.472.6843) for further instructions. You will need to be cleared by Corporate Health before returning to work.

You are encouraged to help manage your risk of exposure outside the workplace by following the guidelines offered by the [Centers for Disease Control and Prevention](#), and state and local public health agencies.

The guiding principles of exposure management include the following core practices:

Wash your hands frequently.

Avoid close contact with others by maintaining a distance of 6 feet between yourself and those not residing in the same household.

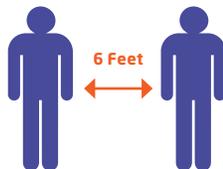
Avoid gatherings of 50 people or more, wear a mask and maintain physical distancing.

Cover your nose and mouth with a face mask or covering when out in public.

Clean and disinfect high-touch surfaces such as doorknobs (including external knobs), light switches, countertops, phones, sinks and faucets.

Monitor your own health, and if you are experiencing [symptoms](#), stay home.

Please follow these guiding principles both at and outside of work to minimize risk to yourself and others.



Employee Support

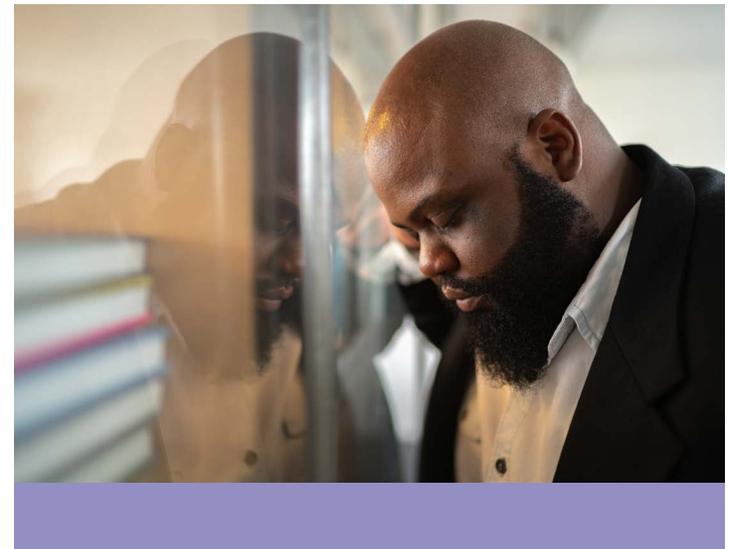
You may have questions, be nervous or want additional guidance on how to navigate the changing work environment. Along with your manager, NM has resources available to support you.

Handling stress and anxiety about COVID-19

The COVID-19 pandemic evokes fear and anxiety for many people, which can be overwhelming. If you have been working from home, you may have had your usual schedule altered, and have needed to temporarily make changes to balance home responsibilities and your busy workday. Dealing with the ever-changing landscape and social isolation can bring about many emotions.

Know the facts to help reduce stress about being exposed to COVID-19 in the workplace. Refer to the [Systemwide Reactivation Support](#) page to learn how NM is maintaining a healthy work environment. Topics include PPE resources and universal masking, cleaning guidelines, facilities readiness and more.

Perspectives, our Employee Assistance Program (EAP), offers several services to help you deal with adverse events, navigate child care, work through anxiety or substance use issues, and access financial and legal advice, all at no cost. EAP can be a strong resource for you as we navigate this pandemic and reactivation to on-site work together.





Wellness resources

Remember to first **[take care of yourself](#)** so that you may take care of others.

Build in self-care breaks during your day to help you be present for your colleagues and yourself.

Connect with others to minimize any feelings of isolation.

Remember to rest. Sleep is essential for your physical, mental and emotional well-being.

Here are tips and resources to help you manage job stress, support each other and build resilience:

Be a Hero for Better and sign the pledge to check in with at least two of your colleagues each week as a source of support. The pledge is optional and demonstrates our commitment to each other.

View the Sleep Strategies webinar.

Review important information about COVID-19.

[Staff FAQs](#)

[COVID-19 Update](#)

[5 Tips to Improve Communication While Wearing a Face Mask](#)

[Wellness Calendar](#)

[Going Home Checklist](#)



Navigating employee grief and loss

If you have experienced the loss of a loved one unexpectedly, are coping with making end-of-life decisions or moving through the different stages of grief, grieving while working can be overwhelming. Please reference the [Individual Grief and Loss Resources sheet](#) on NM Interactive to learn more about resources available to you.

Economic hardship

Financial well-being is important for wellness. Going through economic hardship can significantly affect your emotional well-being. The pandemic might be impacting your income for a variety of reasons, such as a significant other being laid off from work. If you are enduring financial hardship, you may qualify for resources through the [Northwestern Medicine Employee Crisis Assistance Fund](#).

Financial well-being is important for overall wellness, and economic hardship can greatly impact mental health. The pandemic might be impacting an employee's income for a variety of reasons, such as a significant other losing their job.

Employees can also sign up for a complimentary financial consultation with a registered Fidelity retirement planner. Call 800.642.7131 or visit getguidance.fidelity.com.

Additional wellness resources

If you're concerned that you or someone in your household may harm themselves or someone else:

[National Suicide Prevention](#)

suicidepreventionlifeline.org
800.273.TALK (800.273.8255)

The online [Lifeline Crisis Chat](#) is free and confidential. You'll be connected to a skilled, trained counselor in your area.

[National Domestic Violence Hotline](#)

thehotline.org
800.799.7233
TTY: 800.787.3224

If you feel overwhelmed with emotions like sadness, depression or anxiety:

[Disaster Distress Helpline](#)

samhsa.gov/disaster-preparedness
800.985.5990
Text TalkWithUs to 66746

If you need to find treatment or mental health care providers in your area:

[Substance Abuse and Mental Health Services Administration](#)

samhsa.gov/find-treatment

Reasonable accommodations

If you need an accommodation due to a medical condition, engage your manager to begin the interactive process. Training on the Americans With Disabilities Act is available to all employees at NM. For additional information, you may access training on NMI in the Learning and Performance platform by searching for “NM Your Rights Under the Americans with Disabilities Act.”

Child care needs

NM recognizes child care is an important concern for some who are returning to on-site work. A variety of resources is available on NMI to help you locate child care if needed. You are encouraged to explore these options as early as possible before transitioning back to your worksite.



Commuting

If you normally commute to work via public transportation, you may have many questions about the safety of public transit and how to navigate reduced availability. Talk with your manager if you have concerns about commuting. For those who have safety concerns about public transit, each transit authority has issued recommended protocols based on the type of transit. You are encouraged to check their websites regularly and prior to using public transportation to return to work.

General safety principles apply on each mode of transit:

Allow extra time for your commute.

Ensure you have a face mask or covering over your nose and mouth while waiting for your transit, riding and exiting.

Ride only for essential trips such as work.

Wash your hands before and after commuting.

Limit touching surfaces such as seat backs, handles or railings as much as possible.

Keep your distance from other passengers.

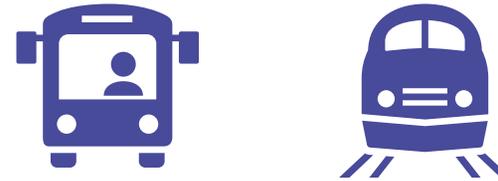
Avoid sitting in the same seat as another passenger.

Whenever possible, leave a row between you and the next seated passenger.

Avoid crowded vehicles.

Whenever possible, move to another car or bus if yours becomes too crowded.

Wait for the next vehicle if the approaching vehicle is too crowded.



Use the following links to each regional transit authority to reference the most up-to-date rider tips, scheduling updates and authority rules for travel.

[Chicago Transit Authority for CTA buses and L trains](#)

[PACE buses](#)

[Metra Rail Authority](#)

If you drive to work, make sure you have a mask in your car to use when traveling from your parked car to your NM building. If you have not previously driven to work, [additional parking resources](#) are available on NMI.

If you choose to commute by bicycle, wear a mask while biking, and consider carrying hand wipes to wipe down the surface of your bike handle and seat before commuting home for the day.

For those who will walk as all or part of your commute, you should wear a mask while walking and consider carrying hand sanitizer in case you touch any public surfaces during your commute.



NM Champion Network

Diversity and inclusion at Northwestern Medicine

As we prepare to reactivate, appreciating diversity and advancing inclusion in the workplace is important to continue to create a space for safety, trust and belonging within our teams and across the organization. Additionally, finding community is important during this uncertain time.

To help strengthen bonds within your team and across NM, consider joining the NM Champion Network (<https://nmi.nmh.org/wcs/page/nm-inclusion-champion-networks>), an employee-led network for allies and members of underrepresented groups.

The network initially will launch with three chapters:

African Descendants. The African Descendants Chapter champions inclusion of employees of Black, African American and Caribbean descent.

Disability. The Disability Chapter champions inclusion of employees with disabilities and fosters a culture that accepts disability as a natural part of the human experience.

LGBTQ+. The LGBTQ+ Chapter champions inclusion of LGBTQ+ employees, which is an umbrella term for Lesbian, Gay, Bisexual, Transgender, Queer or Questioning.

Any employee can join if they identify as a member or ally of one of the above communities. An ally is a person who supports inclusion and equal rights of members of the chapter community.

Visit the Inclusion page on NMI to learn more and sign up.