



PSOJ 7-STEP FRAMEWORK TO RE-OPENING AN INDUSTRY

May 27th, 2020



PSOJ 7-STEP FRAMEWORK TO OPENING AN INDUSTRY

Key issue to resolve: Threading the needle between protecting public health while opening the economy for business.

PSOJ undertook a global best practice scan of safety protocols for opening industries (See **References** on Page 16).

Defining the Operating Protocols for all sectors of the economy will build on:

- PSOJ Global Scan of Best Practices
- Ministry of Health and Wellness (MOHW) & Government of Jamaica (GoJ) published Protocols Guidance
- Input of the various critical stakeholders in each sector

Businesses that cannot provide the proper protections for workers and patrons should invest in the required changes first before reopening.

Businesses that have found workers to be productive at home, may consider leaving the distributed workforce in place as that will better protect public health over the long term.

Re-opening for any particular business or industry is less about a specific date and more about a state of readiness:

- Business that are ready with required safety protocols on June 1, 2020 should re-open;
- Businesses that are not ready on that date should re-open after full readiness.

Readiness has to do with defining clear protocols, creating awareness about the protocols and then outlining plans for monitoring and enforcing protocols where practical.

Businesses on the verge of re-opening should share the planned protocols with employees and customers to gauge whether the protocols are enough to make workers and customers feel comfortable to return

- Safety protocols are now standard part of Human Resources Management and Customer Marketing.



PSOJ 7-STEP FRAMEWORK TO OPENING AN INDUSTRY

- 1) Determine Sector Priority Based on “Touch Risk” and Economic Significance of shut down based on \$\$ and number of people affected:
 - In High Touch sectors where Social Distancing is difficult, need stronger protocols;
 - In sectors with large numbers of people and/or \$\$\$ impacted, need to re-open as quickly as possible while protecting public health.
- 2) Define Protocols in the Following Categories: Workers; Patrons; Physical Layout; Allowable Activities; Scenario Planning (What If Employee/Patron shows symptoms or tests positive)
 - Initial Draft Protocols based on PSOJ Global Scan & MOHW or GoJ Published Guidance;
 - Protocols are a mix of Mandatory and Guidelines Only.
- 3) Ensure Stakeholder Buy-in: 2-3 Meetings with Key Sector Stakeholders to line item edit the defined Protocols and sign off as a group.
- 4) Determine Sector Support Required: Regulation; Funding; Collateral Materials; Protective Equipment; Other
- 5) Submit to MOHW for Alignment and Approval.
- 6) Public Education/Communication to owners, managers, workers, suppliers and customers/patrons.
- 7) Monitoring & Enforcing of Protocols; Reinforcing Messages to modify behaviour.



DEFINING THE PROTOCOLS

PROTOCOLS NEED TO BE DEFINED FOR THE FOLLOWING	ENSURING PUBLIC HEALTH WHILE RE-OPENING THE BUSINESS
Workers	<ul style="list-style-type: none"> • Interviews about exposure and symptoms • Temperature checks • Orientation and Training about Protocols • Masks or other PPE • Sanitizing & Handwashing • Social Distancing- Standing and Seating • Changing Clothes upon arrival at work • Work Shifts and Staggered Lunch Times • Travel outside rush hour • Own labelled cups/plates/utensils to work
Customers/Patrons	<ul style="list-style-type: none"> • Appointments (even in Sectors where this did not exist) • Pre-Ordering • Pick-Up & Delivery; Wait in car until we text to come in • Masks • Social distancing -Standing and Seated • Queue Management outside and inside • Temperature Checks • Dedicated Hours for Vulnerable Population • Time Limits inside establishment • Applications/Forms Available on-line
Physical Layout	<ul style="list-style-type: none"> • Sanitization Stations • Spacing and Facing of Tables and Chairs • Maximum Numbers of People • Posters and Collateral • Floor Markings to show where to stand • Plexi Glass Dividers • Open Doors and Windows • High Efficiency Air Filters; Avoid Central Air Conditioning • Removal of Shared Materials e.g. books/magazines



DEFINING THE PROTOCOLS

PROTOCOLS NEED TO BE DEFINED FOR THE FOLLOWING	ENSURING PUBLIC HEALTH WHILE RE-OPENING THE BUSINESS
<p>Activities</p> <ul style="list-style-type: none"> • Mandated • Permissible • Forbidden 	<ul style="list-style-type: none"> • Frequent Cleaning & Sanitizing of Surfaces • Clean & sanitize work areas • Clean and sanitize equipment after each use • Forbid Activities that do not allow for distancing • One Way direction of Travel around the space (minimize people crossing each other) • Overnight deep disinfecting of entire space • Sanitize Packages Delivered • Stand on pre-marked areas
<p>Scenario Planning: What if Employee or Patron shows symptoms or tests positive for COVID</p>	<p>MoH Guidelines if Customer/Patron is Symptomatic:</p> <ul style="list-style-type: none"> • All sick/COVID exposed workers are to report or inform their manager; stay home, self-quarantine for 14 days and report to the MOHW hotline/email/ COVID website; <p>MoHW Guidelines if Employee tests positive for COVID-19</p> <ul style="list-style-type: none"> • Inform fellow employees of their possible exposure to COVID-19 in the workplace while maintaining confidentiality; • Deep cleaning and sanitization must be conducted within the facility; special attention paid to areas where the infected person(s) was stationed; • May result in a site lock down for 24-48 hours and deep cleaning; • Allow the MOHW to make formal announcements in the event a team member has tested positive of COVID-19.



ALIGNMENT IS NECESSARY: GOVERNMENT, PRIVATE SECTOR & CIVIL SOCIETY GROUPS

- 1) Are these the right set of protocols of reopening protocols for protecting the industry, owners, workers, & customers?
- 2) Are the public education and awareness efforts sufficient to change behaviour of most of the key participants in the sector?
- 3) Is there reasonable Monitoring and Enforcement Procedures in place to ensure sustainable adherence to the protocols outlined?
- 4) Overall do all stakeholders feel that given the required trade-offs, we have done the best job in protecting the health of our people and economic viability of our nation.



PSOJ 7-STEP FRAMEWORK TO RE-OPENING AN INDUSTRY



PSOJ 7 STEP FRAMEWORK TO REOPENING AN INDUSTRY (1)

7 STEPS TO REOPENING	ENTAILS
<p>STEP 1</p> <p>Industry/Sector Priority</p> <ul style="list-style-type: none"> • Touch Risk: High Touch/ Low Assessment to determine contagion risk; • Economic Impact: Size of Industry to assess \$\$\$ impact and number of people affected by close down. 	<ul style="list-style-type: none"> • Where touch risk is low and number of affected high, open immediately with minimal protocols; • Where touch risk is high and number of people affected low, delay the opening; • Where touch risk is high and number of people affected is high, open with very stringent protocols, monitoring and enforcement.
<p>STEP 2</p> <p>Defining the Protocols by Category: Mandatory vs. Recommended</p> <ul style="list-style-type: none"> • Workers • Customers/Patrons • Physical Layout • Activities Allowed • Scenario Planning: What If (e.g. Employee/Patron shows symptoms) 	<ul style="list-style-type: none"> • Workers: Exposure Interviews; Stay home if Symptomatic; Advised of Protocols; Orientation; Masks or other PPE; Sanitizing; Frequent Handwashing; ; Distancing; Changing Clothes; Transportation; Temperature Checks; Gloves; Shift System; Travel outside of rush hour; Staggered arrivals & lunch times to manage room capacity; Bring own labelled cups/plates/utensils. • Patrons: Sanitizing; Distancing; Masks; Group Size; Seating/Standing; Before Entering; Time Limits; Making Appointments; Floor Markings Outside and Inside for entry, waiting or checkouts; Temperature Checks; Leave non- essential items in vehicle or designated storage area; Telephone or online ordering; Curb side pick up and delivery; Applications/Forms available online and completed before arrival to minimize crowding and long waits; Dedicated days/hours for Vulnerable Population; Suspend returns of physical items. • Physical Layout: Sanitization Stations; Numbers, Spacing and Facing of Tables & Chairs; Maximum Numbers; Open Doors/Windows; Posters and other Collateral; Frequently Cleaning Surfaces; Floor Markings to show where to stand inside and outside; Plexi-Glass Dividers; Install high efficiency air filters to increase ventilation; Avoid central air condition.



PSOJ 7 STEP FRAMEWORK TO REOPENING AN INDUSTRY (2)

7 STEPS TO REOPENING	ENTAILS
<p>STEP 2 - Continued</p> <p>Defining the Protocols by Category: Mandatory vs. Recommended</p> <ul style="list-style-type: none"> Workers Customers/Patrons Physical Layout Activities Allowed Scenario Planning: What If (e.g. Employee/Patron shows symptoms) 	<ul style="list-style-type: none"> Activities: Cleaning & Sanitizing Surfaces; Forbid activities that do not allow for distancing; direction of travel around the space; disinfecting areas and surfaces; sanitize packages delivered; Removal of shared materials like books/magazines. Scenario Planning: What if Employee/Customer shows symptoms; What If Employee tests positive or in contact with someone who is?
<p>STEP 3</p> <p>Ensure Stakeholder Buy-In</p>	<ul style="list-style-type: none"> Identify Key Sector Stakeholders for sector opening: Companies; Employers; Managers; Employees; Civil Society; Associations; Licensing Authorities; MOHW; Other Relevant Government Bodies. 2-3 stakeholder meetings over Proposed Protocols Based on Global Best Practices and MOHW and GoJ published guidance. Line Item edits of detailed sector protocols by stakeholders until agreed. Can enough industry players adhere to the protocols in protecting workers and customers to make business operations possible. Final Sign Off on Protocols.
<p>STEP 4</p> <p>Determine what Sector Support or Changes required to ensure adherence to the safety protocols</p>	<ul style="list-style-type: none"> Regulations Financial Support Provision of Collateral Provision of Equipment Public- Private Sector Mix



PSOJ 7 STEP FRAMEWORK TO REOPENING AN INDUSTRY (3)

7 STEPS TO REOPENING	ENTAILS
<p>STEP 5 Submission to MOHW to ensure protocols as defined are in line with the MOHW Guidelines</p>	<ul style="list-style-type: none"> • Ensure Protocols are in line with how the MOHW guidelines for the protection of workers and consumers in the industry sector.
<p>STEP 6 Public Education/Communication</p>	<ul style="list-style-type: none"> • Clear Understandable Language. • Deep and extensive reach into groups affected through multiple platforms. • Platforms: Location posters; Traditional Media; Online; Distributors; Videos; E-Mal Lists; Town Criers; Radio; Catchy Adverts Influencer/Stakeholder Social Media Pages. • Onsite Training Sessions.
<p>STEP 7 Monitoring & Enforcing</p> <ul style="list-style-type: none"> • Define Sector Checklist of Adherence • Determine How Monitored 	<ul style="list-style-type: none"> • How community of Employers, Workers, Suppliers and Customers self-monitor and enforce. • Supported by monitoring mechanisms from MOHW and other bodies. • Email Address and Phone Number for anonymous reporting of repeated violations.



USING THE 7-STEP FRAMEWORK TO DEVELOP THE PROTOCOLS FOR BARS & LOCAL TAVERNS



METHODOLOGY FOR REOPENING AN INDUSTRY: BARS

ISSUES TO CONSIDER	CRITICAL INFORMATION & PROTOCOLS
BAR STATS & CHARACTERISTICS	<ul style="list-style-type: none"> • Number of Bars • People Employed • \$\$\$ Contribution • High Touch; Important to Economy
WORKERS: HOME, TRAVELLING TO WORK & AT WORK	<p>MANDATORY</p> <ul style="list-style-type: none"> • Standardized symptom & COVID exposure interview before returning to work; • Advisory to stay home if symptomatic or closely exposed to someone who is symptomatic; • Text new work protocols to all employees prior to their return to work; • Host face-to-face sensitization/orientation of new protocols every day at the start of each shift for a few weeks; • All employees MUST wear masks; • Sanitizer made with at least 60% ethanol alcohol or 75% isopropyl must be available at all times or using recommended products by the MoHW; • Wash hands frequently – every 20-30 minutes is recommended; • Bartender should sanitize after serving a drink at the bar and with cash collection; <p>RECOMMENDED GUIDELINES</p> <ul style="list-style-type: none"> • Community watch on Co-Worker Potential Exposure <ul style="list-style-type: none"> • Reporting flu-like symptoms to the Ministry of Health and Wellness hotline (888-ONE-LOVE) or via email using covid19@moh.gov.jm or via the report yourself website - jamcovid19.moh.gov.jm; • Encourage anonymous tips to avoid conflict. • Full face shields recommended but not mandatory (to be worn in addition to masks); • Public Transportation: Sanitize seats; Sit on Towel; Social Distance; Sanitize hands upon arrival to work; Avoid rush hour; • Cashiers wear gloves if this is their ONLY duty (not serving drinks/food) and change every 2 hours; gloves must be removed and replaced if there is a need to touch other surfaces.
PATRONS	<p>MANDATORY</p> <ul style="list-style-type: none"> • Sanitization or wash-hands before entry; • No groups larger than 5 inside (including bartender); • Social distancing of 6ft (indoors and outdoors); • No counter seating; • Promote responsible drinking through responsible serving <p>RECOMMENDED GUIDELINES</p> <ul style="list-style-type: none"> • Limit the amount of time spent inside the bar or the number of drinks sold per customer to accommodate the flow of more customers – bartender/bar manager discretion.



METHODOLOGY FOR REOPENING AN INDUSTRY: BARS

ISSUES TO CONSIDER	CRITICAL INFORMATION & PROTOCOLS
PHYSICAL LAYOUT & INFRASTRUCTURE: INSIDE & OUTSIDE	<p>MANDATORY</p> <ul style="list-style-type: none"> • Wash-basin/Sanitization Station with signage of how to thoroughly cleanse hands; • Space out tables & chairs to allow for distance between groups; • Maximum of 5 persons in bar at once, including bartender; • Heavy bias to outdoor seating; • Where inside is small - no tables or chairs inside; • Hand Sanitization Area must be fully equipped at all times (i.e. cannot run out) and must be a touchless device or have a dedicated person; • Open doors and windows to create circulation; where impossible, customers can only come inside to order, pay and use the bathroom but no lingering inside; • Large signs/posters in visible area promoting protocols
ACTIVITIES	<p>MANDATORY</p> <ul style="list-style-type: none"> • Thoroughly clean & sanitize countertops, refrigerators, and other high-touch areas every 20-30 minutes; • Thoroughly sanitize tables and chairs after each customer leaves; • No group games; dominos; • Disinfect gaming machines before and after use; • No Live Music or events promoting large gatherings; • Garbage receptacles (bins and skips) should be open, emptied and cleaned as per pick-up schedule; • Sanitize packaging of all existing and incoming stock when delivered – wipe down bottles; snacks; etc. and keep in a clean and safe storage area; • Remove all books, magazines, newspapers or any shared materials for customers; • Do not allow self-serve products (e.g. limes, lemons, straws, napkins, stirrers); <p>RECOMMENDED GUIDELINES</p> <ul style="list-style-type: none"> • Use disposable cups; • Patrons dispose of cups in open bins provided;
STAKEHOLDER BUY IN: IDENTIFY ROLE IN PROCESS	<ul style="list-style-type: none"> • Private Companies: Wisynco, Wray & Nephew (Campari Group), Hampden Estate, Jamaica Union of Bartenders & Mixologists; • Bar Associations; Spirits Pool • Licensing Authority • Bar Owners; Managers; Bartenders • Other relevant Government Bodies



METHODOLOGY FOR REOPENING AN INDUSTRY: BARS

ISSUES TO CONSIDER	CRITICAL INFORMATION & PROTOCOLS
COMMUNICATION & PUBLIC EDUCATION ACROSS THE NETWORK	<ul style="list-style-type: none"> • Pamphlets/Posters to hang in bar; • Online Graphic/ Video for Bartenders; Workers; Patrons about what to expect at the Bar; • Animated videos showing the risks of getting inebriated and risking other lives; • Spirits Delivery Trucks/Sales Representatives/ Promotional Staff educate bar operators & deliver Pamphlets/Posters to be placed in bars; • MPs/Councilors Town Crier; • Radio Announcement/Catchy Informative Advertisements; • Stakeholder will send out messages via their email lists, social media pages, or physical letters; • Utilize supplier emails lists and Social Media Channels.
SELF-REGULATION: MONITORING, SUPPORTING & RE-ENFORCING MESSAGES	<ul style="list-style-type: none"> • Delivery Trucks & Sales Representatives to act as supporting allies that will re-enforce sector protocols and signal any lack of adherence observed; Public-Private Partnership Efforts with Stakeholders and JCF, Municipal Police, SDC, & MOH to inspect; • Email Address and/or Phone Number for workers and patrons to report violations confidentially; • Sales Representatives will visit bars; Recommended 3 point checklist -masks; sanitization; physical setup; support and reinforce sector efforts.



METHODOLOGY FOR REOPENING AN INDUSTRY: BARS

ISSUES TO CONSIDER	CRITICAL INFORMATION & PROTOCOLS
SCENARIO PLANNING	<p>MoH Guidelines if Customer/Patron is Symptomatic:</p> <ul style="list-style-type: none"> • All sick/COVID exposed workers are to report or inform their manager/bar owner of their illness, stay home, self-quarantine for 14 days and report to the Ministry of Health and Wellness hotline/email/ COVID website; • Management must report COVID-19 or Flu-like symptoms to the Ministry of Health and Wellness hotline/email/ COVID website. <p>MoHW Guidelines if Employee tests positive for COVID-19</p> <ul style="list-style-type: none"> • Inform fellow employees of their possible exposure to COVID-19 in the workplace while maintaining confidentiality; • Deep cleaning and sanitization must be conducted within the facility and special attention made for those areas where the infected person(s) was stationed; • In the event that a large number of persons in the community become infected, this may result in a site lock down for 24-48 hours and deep cleaning; • Allow the MOHW to make formal announcements in the event a team member has tested positive of COVID-19.
SECTOR SUPPORT REQUIRED	<ul style="list-style-type: none"> • Collateral Material/Flyers/Posters on living and doing business with COVID focused on very visual delivery and in simple Jamaican language. • Online video & graphics for Workers & Patrons about what to expect • Anonymous reporting of violation through hotline numbers & email address • Training by Parish and Community <ul style="list-style-type: none"> • Training for bartenders around social distancing protocols and GoJ & Industry guidelines. • Training around responsible drinking • Providing support through Branded PPE for Bartenders???? • Branded sanitization stations and materials???



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