

Familylinks Pandemic Planning and Response Guidelines

COVID-19

Overview

The purpose of this document is to serve as a guide to provide an analysis of resources and service considerations faced by the agency during the period of the Coronavirus (COVID-19) pandemic, and to define a plan for operational policy and actions that Familylinks will implement to support maintenance of its mission. The pandemic began on March 13, 2020 and this plan was established in April 2020. It is being further updated as of November 2020 to reflect the current level of pandemic activity. A wide range of preventive activities have been initiated and will remain in place. Staff are required to continue to follow the guidelines established by the Centers for Disease Control (CDC), the State of Pennsylvania (PA) and other authoritative bodies. In summary, the guidelines include: do not come to work if you feel sick; wear a mask; wash/sanitize your hands frequently; practice social distancing and interaction among large groups; and routinely clean all frequently touched places in the workplace with approved solvents; take your temperature when entering any Familylinks' building and leave the premises if your temperature exceeds 100.4 degrees F.

General Guidelines

The agency will operate services as planned and to the fullest extent possible; nonetheless, because the safety and well-being of staff and individuals in service is of primary importance, service protocols may be altered at any time during this emergency period. However, because agency services are primarily publicly funded and are overseen by governmental bureaus, it is realized that certain alterations cannot be implemented without the approval of those entities; so, when the need to alter programs becomes apparent, it will be necessary for the agency to develop alternatives to care for the community and acceptable to funders.

Our responsibility to people being served by the agency and those who will need to be served in the future requires us to continue to provide care for specific presented needs. Moreover, in this time when there is public anxiety associated with the pandemic, we need to provide comfort to alleviate undue stress among those whom we serve.

The product of Familylinks' services is people-centric care - it is the skill and caring nature of our staff. Therefore, it is essential that we ensure the well-being of our employees during this time. If staff get sick, the effect on our ability to serve is compromised. We need to look out for each other and move to help where we see strain. If staff feel ill, they need to stay away from the workplace. We may need to assume responsibilities beyond normal or different from our usual duties if there comes a time when our staff is depleted or demands exceed our resources. Cooperation and collaboration will be emphasized.

Familylinks is a visible agency and has established a high level of public trust. It is important that we keep our service recipients, both current and potential, informed about our operational status and any variations that need to be implemented. This responsibility includes providing a clear messaging strategy that responds to the different needs of our various publics and external partners including

other agencies, government, community leaders and organizations, our governing board and staff. We also need to receive guidance from our funders and have been in close contact with them to seek operational and fiscal clarity. With experience to date, Familylinks has been successful in continued programming and even program growth and opportunities that we did not predict in the early days and months of the pandemic. While we still have concerns about the potential costs and ongoing impact on the revenues needed to support services, but have proven that we can be flexible in altering traditional service delivery routines. It remains unknown how our County partners will continue to fund COVID-19 resources beyond 12/31/20, and we have been closely monitoring our operations to identify needs – supply chain and fiscal as they arise.

Operational Guidelines and Plans

The next section of this plan identifies specific operational guidelines and plans as they pertain to programs, people in service, staff and external partners and contacts. The last section will identify specific response plans for each of the agency's services. The plan will adhere to social distancing strategies consistent with the recommendations of health experts and program adaptations will be directed toward that strategy. The November revision has adjusted the risk levels from four to three to align with PA's new thresholds for activity restriction related to the positivity rate – Low Risk = <5%; Moderate Risk= 5-10%; Substantial Risk= >10%.

Agency staff continue to participate in routine update and ongoing planning meetings with Allegheny County providers through County DHS sponsored provider calls, Allegheny County Department of Health and state- wide providers' organizations, where ongoing problem-solving is occurring. We have received some guidance through these and individual meetings, but there continue to be areas where we are awaiting responses to other questions. We will continue ongoing contacts with appropriate government agencies, funders and program referral sources to keep abreast of changes in relevant processes.

Programs and Service Delivery

Cross Agency

- Employees, program participants and volunteers must stay at home if you are sick, especially if you have a fever over 100.4 degrees, a cough and/or shortness of breath, loss of taste or smell, or other symptoms associated with COVID-19.
- Employees should follow quarantine guidelines if they have been exposed to someone who has been diagnosed with COVID-19
- Follow and implement CDC recommended hygiene procedures daily
- Employees and visitors must wear a mask at all times while in Familylinks facilities.
- Continue to educate staff on self-maintenance and CDC care recommendations
- Restrict access of people other than consumers receiving service and approved agency vendors
- Comply with recommended food handling and processing standards in programs in which nutrition is provided
- Cancel staff work-related travel out of the service area until further notice
- Effectively control distribution of products needed for maintaining sanitation in agency facilities and replenish the stock of said items as possible
- Within reason, modify methods of service delivery to be consistent with the social distancing strategy recommended by the CDC

- Identify technology needs of staff who are asked to work remotely and provide additional technology to employees for remote operations
- Provide incentive stipends where necessary to manage high need emergency/high risk coverage as resources permit
- Negotiate cost reimbursement to make up for lost revenue and extra service requirements with funders
- Coordinate arising program needs across the agency program system and define collaborative adjustments needed
- The Familylinks administrative team will develop remote capacity to provide agency support to the extent feasible
- Financial processes will be modified to adjust to current conditions

Additional specific considerations and actions pertinent to individual agency programs are shown at the end of this document.

People Receiving Service

Service continuity and potential disruption

- Identify and secure funder approval and implement remote service delivery protocols where feasible and approved by funders
- Continue essential services as completely as possible without endangering the safety of staff and while minimizing the risk
- Maintain a calm, reassuring environment to support persons in service, and provide clear messages to provide consumers with information related to any necessary service disruption
- As the emergency situation continues, reassess the level of risk and adjust operational routines, including closing programs and activities that are not critical. Final decisions for the elimination or closing of programs is in the purview of the President/CEO, but will be done only after consulting with the relevant funding authority
- Each program will develop, maintain and update a response plan with specific actions designed for three levels of risk; low, moderate, and substantial
- Before traveling to serve an individual in the individual's home or other remote location, make telephone contact and utilize screening questions to ask the individual about their health condition and any concerning symptoms they may be experiencing, and about known exposure to confirmed cases
- Identify any individual who is showing symptoms
- Refer to the individual's primary care physician (PCP) for consultation or testing or, if there is no PCP, encourage the individual to seek testing at a public testing site
- Advise individuals who have symptoms to isolate from others according to quarantine guidance
- Arrange for quarantine of the individual if needed
- Notify program management of the situation

Agency Employees

Expectations and procedures

- Staff are expected to follow hygienic procedures that have been identified by the CDC and other health organizations. The agency will place signs in conspicuous workplace locations to remind and continue to educate and remind employees about this information
- The morale and safety of our employees is of the highest importance. We are serving people who are challenged by conditions or disabilities and for whom a reassuring contact with our staff is important. Staff are encouraged to care for themselves during this crisis and to inform management if they need help in that regard. Management will be innovative in finding means to address those situations
- The agency will cancel all work-related travel that would normally take staff out of the service area until further notice
- Training gatherings generally provided for Familylinks staff and outside agencies will be cancelled from March until it is determined that gathering is safe. Essential trainings (required for safe/effective program delivery) will be conducted with precautions.
- Internal meetings among agency staff will be conducted in spaces where social distance can be maintained, or conducted remotely, or a combination of both
- Staff are advised not to attend external events or meetings as a representative of Familylinks unless absolutely necessary, rather to attend events by remote means to the extent possible
- If an employee feels ill and experiences symptoms that appear to be similar to the Coronavirus, it is expected that the employee will utilize paid time off and will contact their PCP and seek medical guidance
- If an employee is ill and the medical examination identifies the illness as associated with the Coronavirus, the employee will notify her or his manager and will not come to the workplace. The employee will be expected to comply with the quarantine protocol associated with this illness. Congress passed effective April 1, 2020 to December 31, 2020 the Families First Coronavirus Response Act (FFCRA) to provide employees with paid sick leave and expanded family and medical leave for specified reasons related to COVID-19. Any employee experiencing COVID-19 related issues should contact the Benefits Administrator to determine the appropriate paid leave and designated paperwork.
- Employees who are experiencing excessive stress due to the disruptions and challenges of the current health environment are encouraged to contact HR for assistance in accessing the agency's EAP
- The agency will be as flexible as possible with individual PTO and leave of absence requests while still recognizing the importance of maintaining staffing to support people in service
- The continuity of services to our clients being essential, and always our highest priority, the agency will exercise the right to assign staff across the agency's programs if and when that becomes necessary to maintain services. This assignment to different program positions will be based on consideration of the necessary skills for a given job and the potential assignee's possession of those skills and credentials. Even if temporarily assigned to a lesser paid position for an interim period of time, the employee will retain his or her higher salary level during the assignment.

External Partners and Contacts

Communications and liaison

- The President/CEO designee will be responsible for providing ongoing information to the Board of Directors as needed during this emergency period. This will be carried out, first, through ongoing direct communication between the President/CEO and the Board Chair, second, through phone meetings between the executive team and the Strategic Planning Committee of the Board and, third, by routine meetings among the leadership team members. The Chair has designated the Strategic Planning Committee as the board's liaison to this emergency contingency process. Following the advice of the Committee, the Chair or President/CEO will provide periodic status messages to the full Board
- The Board will conduct meetings scheduled for the current time and, until further notice, primarily by remote means.
- The agency will implement certain collaborations with other providers where those collaborations are in the mutual interest of the parties. These will be either operational or administrative in nature and intended as a temporary measure
- The agency is required to obtain permission from funders prior to initiating significant changes in the delivery protocols traditionally required by funders
- The agency will initiate such political communications as are necessary to further the mission of the agency and its operations. Prior to any public actions of this nature, the President/CEO will inform the Strategic Planning Committee
- The agency will respond to any press requests through its Director of Development and Outreach
- The agency will maintain up to date public information on its social media platforms related to program matters in which the public has an interest

COVID-19 Response Plan Behavioral Health



Risk Level	Outpatient	Family Based	FTC	Agency Operations	Staffing	Communication
Low Risk	Regular Programming with precautions in place	Regular Programming with precautions in place	Regular Programming with precautions in place	Install additional dispensers for disinfectant wipes and hand sanitizers. Reinforce wiping all office surfaces daily including workspace, light switches, door knobs. Wipe touchscreens AM/PM. Signage to use hand sanitizer after signing in. Monitor essential hygiene supplies.	Regular staff schedules. Stay home if sick. Register for appropriate Alerts from health officials.	Communicate to participants on preparation, health & wellness, and staying home if sick. Reinforce wiping down offices and common areas and hygiene and handwashing. Distribute CDC handouts.
Moderate Risk	During reminder calls, ask individuals if they are experiencing any symptoms, if so, ask them to not come in and reschedule after the quarantine period. Offer telehealth contact with clinician if needed.	Make calls prior to going to the house, ask individuals if they are experiencing any symptoms, if so, offer help via telehealth or request to reschedule after quarantine period.	Discontinue visitation. Quarantine residents with any symptoms and contact their PCP. Limit residents visits outside of the building for only necessary appointments- have them sanitize as soon as entering back into the building. Provide 12-step meetings through online options.	Continue to reinforce wiping all office surfaces daily including workspace, light switches, door knobs. Wipe touchscreens AM/PM. Signage to use hand sanitizer after signing in. Monitor essential hygiene supplies	Regular staff schedules. Stay home if sick. Ensure availability of appropriate technology for working remotely. Make lists of available staff to support residential programs if staff are limited.	Communication from CEO and program managers to support what needs to happen as these things occur. Staff to communicate with PM's concerns and ideas for service delivery in non- traditional ways.

<p>Substantial Risk</p>	<p>Monitor and communicate client cancellations in real time. In person visits only for individuals requesting and/or in need of those services- ensuring all safety protocols are met. Telehealth option for the majority of clientele who have access to this option. Develop tracking for all county funded and privately insured individuals to track payment of telehealth services and codes.</p>	<p>Monitor and communicate with families in real time to ensure no symptoms are present before meeting. Offer options for families to utilize HIPPA approved telehealth video options for instances where safeguards cannot be met. Provide teams with PPE including chairs to ensure safety when entering the community.</p>	<p>Increase cleaning protocols. Decrease the ability for residents to leave the property- make calls for all necessary appointments prior to allowing residents to leave or taking them out of the building. Have staff and residents sanitize upon entering the building. Quarantine any sick residents. Staff to watch residents clean their rooms on a regular basis. Residents placed in single rooms if available. No visitors entering the building. Provide group activities only if 6 feet of separation is obtained.</p>	<p>Assess daily operations and alter if necessary.</p> <p>Determine technology needs to support remote calls for non-residential staff.</p>	<p>Position dependent. Some staff may work remotely, some may work in the facility, some might be reassigned to other programs.</p>	<p>Email and calls to participants and staff with updates and critical needs service information.</p> <p>Communicate need to use hand sanitizer upon entering the building. Ensure PPE is available.</p> <p>Communicate availability for teleservices for non- residential individuals.</p>
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COVID-19 Response Plan Youth & Family Services

Risk Level	Intake and Triage	Admissions	Meetings/Court Appointments/Education	Families/Visitors	Agency Operations	Staffing	Communication
Low Risk	<p>Regular procedures – 3800 Programs- intake physicals; CDC practices on site with facilities, youth, staff, families and visitors. DOCS/SOP – CDC practices ARIA/NOVA - conference calls, phone meetings, limit direct contact unless needed CDC practices</p> <p>Additional Hand washing stations and hand sanitizers -PPE all staff</p>	<p>Regular procedures CDC review</p>	<p>Teleconferencing and Zoom when possible; on line while schools are closed -hybrid based on school district</p>	<p>CDC procedures internal/external Contact families by phone/letter ongoing communications via phone/text/email /zoom</p>	<p>Trainings – online, limit direct trainings as necessary (CPR/First Aid) Universal Precautions review for all staff Facility cleaning checklists for all shifts- bleach down Inventory of supplies Review Operational Plans with all staff by email/letter Health and Safety updates to all staff – minimally weekly and as needed. Alternative to face-to-face meetings Shopping online postpone non-essential trainings</p>	<p>Stay home if you have any cold symptoms or have been exposed to Covid-19 Communication with supervisor – Casual/temp staff –consideration of staff who are considered high risk and pregnant</p> <p>Temperature taking prior to entering building or facility Masks at all times</p> <p>Non-essential staff – remote work</p> <p>Hybrid work schedule – zoom, teams</p>	<p>Ongoing communication with all client and stakeholders Alerts of possible virus OCYF/DPW notifications Transparency</p> <p>Continue to Mitigate exposure</p> <p>Internal/external communications</p>

<p>Moderate Risk</p>	<p>Regular procedures – 3800 Programs-intake physicals; CDC practices on site with facilities, youth, staff, families and visitors. DOCS/SOP – CDC practices ARIA/NOVA - conference calls, phone meetings, limit direct contact unless needed CDC practices</p>	<p>Regular procedures CDC review</p>	<p>Teleconferencing and Zoom when possible; can youth work on line while schools are closed</p>	<p>CDC procedures internal/external Contact families by phone/letter ongoing communications via phone/text/email /zoom</p>	<p>Trainings – online, limit direct trainings as necessary (CPR/First Aid) Regulatory in person only. Universal Precautions review for all staff Facility cleaning checklists for all shifts Inventory of supplies Review Operational Plans with all staff by email/letter Health and Safety updates to all staff – minimally weekly and as needed. Alternative to face-to-face meetings Shopping online</p>	<p>Limited staff coverage- use of temp/causal staff- 10-day seclusion – paid sick days- exposure – staff exchange – moving youth to other programs; combining; isolating youth CHP - Joanne Goodall- if a youth is dx can they stay in the hospital-partner with CHP – hire visiting nurse –one location – designate a sick site Staff voluntary for isolation floor – one floor as the sick floor. Talk with the county – THC not licensed. It is a service. Temperatures prior to building entrance – masks at all times</p>	<p>Ongoing communication with all client and stakeholders Alerts of possible virus OCYF/DPW notifications Transparency Mitigate exposure</p>
<p>Substantial Risk</p>	<p>Limit admissions Staff identified with CO-VID 19 Youth identified with CO-VID 19</p>	<p>Isolation – some programs have single rooms; some do not – DOCS/ ASIL/McKeesport-relocate youth identified –adult vs youth gloves/gowns Will we have to quarantine the whole house Use of THC</p>	<p>Teleconferencing and Zoom when possible; can youth work on line while schools are closed Hotline</p>	<p>CDC procedures internal/external Contact families by phone/letter ongoing communications via phone/text/email Visitation- case by case with OCYF approval</p>	<p>Compliance - see above – health department</p>	<p>Limited staff Staff/youth exposure –combining programs for coverage County assistance – other providers – in the bigger facilities, i.e. Auberle/Shuman Center/McKeesport Homeless Providers Use of THC Weekly Leadership COVID meetings Weekly YFS Leadership CoVID meetings CoVID testing</p>	<p>Ongoing communication with all client and stakeholders Alerts of possible virus OCYF/DPW notifications Transparency CoVID testing</p>

COVID-19 Response Plan Service Coordination



Risk Level	SCU Regular Programs	SCU Special Events/ Programs	Agency Operations	Staffing	Communication
Low Risk	Regular Supports Coordination, ASC and Options Care Management Activities	Continue any pre- planned special events and meetings.	Monitor that dispensers for disinfectant wipes and hand sanitizers are full. Reinforce wiping all office surfaces daily including workspace, light switches, door knobs. Place order for essential cleaning supplies	Regular staff schedules. Stay home if sick. Social Distance and masks worn in the office. Register for appropriate Alerts from health officials.	Communicate with participants and providers. Forward communication to staff from outside sources as well as FL.
Moderate Risk	Support Coordination/ Options/ASC Monitoring and ISP meetings, and related activity should be done remotely via phone/ video. If face to face requested by the prt or entity follow up with Director for guidance. Follow direction given by state and county entities.	Cancel/reschedule special events. (schedule virtual meetings and events) No face to face team meetings, supervision, etc. Only absolutely necessary face to face meetings, trainings, etc.	All SC/Options/ASC office sites remain open. Utilize office calendar on SharePoint. Only 2 staff allowed in the office during one time period. Must schedule time in shared calendar. Ensure enough cleaning supplies are on hand. Continue to reinforce wiping all office surfaces daily including workspace, light switches, door knobs.	Regular staff schedules. Stay home if sick. Social Distance and masks worn in the office during scheduled time. Ensure availability of appropriate technology for working remotely for Administrative staff. Consider Special accommodations for staff w/compromised health conditions.	Continue to send updated information to staff. Ongoing communication with oversite entities re: expectations.
Substantial Risk	Supports Coordination/ Options/ASC Only remote work. No community visits or meetings. All will be done via phone or remote video meetings and documented in state system.	No inside or outside face to face meetings, trainings or special events. These should be held virtually only. Cancel any team meetings and other events. Reschedule.	All SC/Options/ASC office sites remain open. Utilize office calendar on SharePoint. Only 2 staff allowed in the office during one time period. Must schedule time in shared calendar. Ensure enough cleaning supplies are on hand. Continue to reinforce wiping all office surfaces daily including workspace, light switches, door knobs.	Regular staff schedules. Stay home if sick. Social Distance and masks worn in the office during scheduled time. Ensure availability of appropriate technology for working remotely for Administrative staff. Staff to make calls to isolated/vulnerable consumers. Consider Special accommodations for staff w/compromised health conditions.	Ongoing communication with oversite entities re: expectations Email and calls to participants and staff with updates and critical needs service information

COVID-19 Response Plan Vintage



Risk Level	SC Regular Programs	SC Special Events	SC Congregate Meals	Initiatives	Agency Operations	Staffing	Communication
<p>Low Risk</p> <p>Positivity Rate Below 5%</p>	<p>Limited programming per PDA guidelines</p> <p>In-person appointments for Information Services</p>	<p>No Special Events</p> <p>No day trips</p>	<p>Frozen or Hot Meal on operational days as determined by the Area Agency on Aging</p> <p>Provide home delivery as resources allow</p> <p>Provide grocery support as supplies are available</p>	<p>No in-person BCBH workshops</p> <p>Implement Living an Active Life Tool Kit model</p> <p>In-person appointments for Senior Tech Support</p>	<p>Reduced hours and/or reduced days of operations</p> <p>Reduced total occupancy</p> <p>Reduced room occupancy per PDA guidelines</p> <p>Implementation of safety protocols per PDA guidelines</p>	<p>Hybrid of on-site and remote work as assigned</p> <p>Stay home if sick or have had known exposure/close contact</p> <p>Documented temperature below 100.4 required for staff working on-site</p> <p>Follow safety protocols regarding masks, social distancing, hand washing and sanitizing of surfaces</p>	<p>Monthly informational mailing to all members</p> <p>Written materials provided to participants per PDA guidelines</p> <p>Post related signage throughout building</p> <p>Establish dedicated bulletin board and station for handouts</p>
<p>Moderate Risk</p> <p>Positivity Rate 5-10%</p>	<p>Limited programming per PDA guidelines</p> <p>In-person appointments for Information Services as determined necessary</p>	<p>No Special Events</p> <p>No day trips</p>	<p>Provide AAA Grab and Go frozen meals</p> <p>Provide home delivery as resources allow</p> <p>Provide grocery support as supplies are available</p>	<p>No in-person BCBH workshops</p> <p>Implement Living an Active Life Tool Kit model</p> <p>In-person appointments for Senior Tech Support as determined necessary</p>	<p>No open hours</p> <p>Food distribution scheduled twice weekly</p>	<p>Hybrid of on-site and remote work as assigned</p> <p>Stay home if sick or have had known exposure/close contact</p> <p>Documented temperature below 100.4 required for staff working on-site</p> <p>Follow safety protocols regarding masks, social distancing, hand washing and sanitizing of surfaces</p>	<p>Monthly informational mailing to all members</p>

	SC Regular Programs	SC Special Events	SC Congregate Meals	Initiatives	Agency Operations	Staffing	Communication
<p>Substantial Risk</p> <p>Positivity Rate Above 10%</p>	<p>No programming</p> <p>Individual appointments for Information Services require prior approval of Executive Director</p>	<p>No Special Events</p> <p>No day trips</p>	<p>Provide AAA Grab and Go frozen meals</p> <p>Provide home delivery as resources allow</p> <p>Provide grocery support as supplies are available</p>	<p>No in-person BCBH workshops</p> <p>Implement Living an Active Life Tool Kit model</p> <p>Individual appointments for Tech Support require prior approval of Executive Director</p>	<p>No open hours</p> <p>Food distribution scheduled twice weekly.</p>	<p>Hybrid of on-site and remote work as assigned, with emphasis on remote working whenever possible</p> <p>Stay home if sick or have had known exposure/close contact</p> <p>Documented temperature below 100.4 required for staff working on-site</p> <p>Follow safety protocols regarding masks, social distancing, hand washing and sanitizing of surfaces</p>	<p>Monthly informational mailing to all members</p>

NOTE

Positivity Rate: PCR Testing Positivity Rate for Allegheny County (7-day average)

Source: Pennsylvania Department of Health COVID-19 Early Warning Dashboard

<https://www.health.pa.gov/topics/disease/coronavirus/Pages/Monitoring-Dashboard.aspx>

PDA Guidelines available here:

<https://www.aging.pa.gov/service-provider-quicklinks/covid-19-provider-guidance/Pages/Reopening-Senior-Community-Centers.aspx>

COVID-19 Response Plan
Intake Department
(Unchanged - This will
only apply until
12/31/2020)

Risk Level	Phone intake and triage	Scheduling New appointments	Agency Operations	Staffing	Communication
Low Risk	Regular procedures	Normal procedures and scheduling intake appointments assuming regular staffing of all agency programs and facilities	Install additional dispensers for disinfectant wipes and hand sanitizers. Reinforce wiping all office surfaces daily including workspace, light switches, door knobs. Wipe touchscreens AM/PM. Signage to use hand sanitizer after signing in. Monitor essential hygiene supplies.	Regular staff schedules. Stay home if sick. Register for appropriate Alerts from health officials.	Communicate to staff on preparation, health & wellness, and staying home if sick. Reinforce staff are vigilant with cleaning phone headsets and workstations.
Moderate Risk	Regular procedures, consider remote work.	Monitor numbers of available intake appointments based upon clinic staff illness.	Continue to reinforce wiping all office surfaces daily including workspace, light switches, door knobs. Monitor essential hygiene supplies. Clean phone headsets and computer mouse and keyboards at end of each day, and again in the morning.	Regular staff schedules. Stay home if sick. Ensure availability of appropriate technology for working remotely.	Begin to communicate to clients during triage calls. Communicate to clients to please cancel appointment if they or anyone in family has a fever or respiratory symptoms.

<p style="text-align: center;">High Risk</p>	<p>Create intake priority list with input from Behavioral Health.</p> <p>Consider only using one building for new intake assessments.</p> <p>Monitor and communicate client cancellations in real time. Report daily numbers of cancellations to leadership team.</p>	<p>Monitor numbers of available intake appointments based upon clinic staff illness.</p>	<p>Assess daily operations and alter if necessary.</p> <p>Determine technology needs to support remote triage calls for intake staff.</p> <p>Assist with client calls as needed.</p>	<p>Regular staff schedules. Stay home if sick. Revise staff needs as required.</p> <p>Train other staff in department to receive intake and triage calls.</p>	<p>Email and calls to participants and staff with updates and critical needs service information.</p> <p>Communicate need to use hand sanitizer upon entering the building.</p> <p>Communicate that client should cancel appointment with any fever or respiratory symptoms for themselves or anyone in household.</p>
<p style="text-align: center;">Very High Risk</p>	<p>Cancel all new intake appointments.</p> <p>Calls will shift to triage and possible referral.</p>	<p>No scheduling of appointments. Intake department is screening for health and wellness and mental health crisis. Provide appropriate referrals until appointments can resume.</p>	<p>Operations suspended for face-to-face clinic services.</p>	<p>Position dependent. Some staff may work remotely, some may work in the facility, some might be reassigned to other programs.</p>	<p>Email and calls to participants and staff with updates and critical needs service information.</p>

COVID-19 Response Plan Maintenance



Risk Level	Maintenance	Services Provided	Operations	Staffing	Communication
Low Risk	Regular Work Schedules	Normal Procedures	Provide Gloves, Masks, and Hand Sanitizer for Staff for Working in Shelters and Utilize EAP if necessary Regular work to be performed	Regular Schedules and Stay at Home if You Are Sick	Follow CDC Expectations and stay on top of Familylinks Communications.
Moderate Risk	Regular Work Schedules, Consider Working At Shop	Normal Procedures	Provide Gloves, Masks, and Hand Sanitizer for Staff Working in Shelters and Utilize EAP if necessary Staff will only work in shelters to perform routine maintenance	Regular Schedules and Stay at Home if You Are Sick	Follow CDC Expectations and stay on top of Familylinks Communications
Substantial Risk	Regular Work Schedules Work at Shop	Regular Staffing Procedures Work from Shop and perform only emergency work in the shelters	Provide Gloves, Masks, and Hand Sanitizer for Staff Working in Shelters and Utilize EAP if necessary Staff will only work in shelters to perform emergency maintenance	Regular Schedules and Stay at Home if You Are Sick	Follow CDC Expectations and stay on top of Familylinks Communications

COVID-19 Response Plan Human Resources Department

Risk Level	Regular Services	New Hires	Staffing	Precautions	Agency Operations	Employee Relations	Communication
Low Risk	<p>Regular services to continue, use email and phone as much as possible.</p> <p>Cancel non-essential meetings or trainings unless done remotely</p>	<p>Continue to process job offers and schedule new hires unless directed otherwise or status changes. Limit to only three new hires at a time. Instituted cleaning of orientation room, Chromebooks, giving each new hire a new pen along with separating new hires in orientation room</p>	<p>Regular Staff schedules. HR Staff are prepared to work from home if need be. At this time regular business hours will continue for HR operations.</p> <p>Assess HR staff and their comfort in working in the office.</p> <p>Advise staff to stay at home if sick.</p>	<p>Will wipe all individual surfaces in each office and file room including computers and phones. Restrict entrance into file room to HR staff only. Use gloves when handling filing and paperwork for HR entering into systems or files. Use established cleaning wipes, hand sanitizers and hand washing. Removed candy dishes from HR area. Please place all paperwork in the box on a table located in the HR hallway for filing.</p>	<p>If Manager needs files, ask HR staff for assistance.</p> <p>Eliminating random drug tests until further notice.</p>	<p>Continue to send out EAP information and ABCD Awards to assist with positive messaging.</p>	<p>Communicate to HR staff and all users' essential communications of updates, preparation, health and wellness.</p>
Moderate Risk	<p>Continue to provide HR services. Some HR staff may need to work from home due to personal situations.</p> <p>Cancel non-essential meetings and trainings for HR staff unless remotely done</p>	<p>Restrict to two new hires per orientation. Wearing of masks is required during the duration of orientation.</p>	<p>Staff may work from home. Staff have necessary equipment at this time. May stagger days or work hours for HR staff to continue HR services</p> <p>Advise staff to stay at home if sick.</p>	<p>Continue to reinforce cleaning and sanitizing procedures.</p>	<p>Same as above</p>	<p>Same as above</p>	<p>Same as above</p>

<p style="text-align: center;">Substantial Risk</p>	<p>Continue to respond to HR questions and situations while working remotely</p> <p>Cancel upcoming meetings and trainings unless done remotely</p>	<p>No new hires unless directed by executive team only.</p>	<p>Staff to work remotely.</p>	<p>Continue to promote cleaning and sanitizing procedures even working remotely.</p> <p>Suspend filing of paperwork until crisis is easing.</p>	<p>HR Director will assess the need for any HR files and if necessary make arrangements for an HR staff person to come into the office and secure the files.</p>	<p>Same as above</p>	<p>Same as above</p>
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COVID-19 Response Plan Development and Outreach

Risk Level	Special Events	Outreach Activities	Internal Communication	External Communications	Staffing
Low Risk	Discuss the possibility of postponing events with Board and Exec. Ensure the communication plan is in place.	Prepare action plan in case activities must be cancelled or postponed.	Send All Users email with health tips and recommendations include CDC flyers.	Send Constant Contact with health tips and CDC recommendations.	Regular staffing. Stay home if sick. Ensure technology and other needs are available to WFH.
Moderate Risk	Postpone all events until 2021.	Cancel/postpone outreach activities with more than 25 people in attendance.	Draft communications as directed by CEO, as needed.	Post messaging on website and social media pages. Send Constant Contact emails with updates, as needed. Emails and calls to critical players, as needed.	Diane and Amy to WFH. Lauren to come in as needed.
Substantial Risk	Postpone PSC until September 2020. All events are on hold until further notice.	All outreach activities on hold until further notice.		Post messaging on website and social media pages. Send Constant Contact emails with updates, as needed. Emails and calls to critical players, as needed.	All staff WFH and only go into the office when absolutely necessary.

COVID-19 Response Plan Training

Risk Level	Regular Training Services	Staffing	Precautions	Employee Relations	Communication
Low Risk	Regular services to continue, use email and phone as much as possible.	Regular Staff schedules. Training staff are prepared to work from home if need be. At this time regular business hours will continue. Advise staff to stay at home if sick.	Will wipe all individual surfaces in each office and training room including computers and phones. Use established cleaning wipes, hand sanitizers and hand washing. Do not provide snacks for training.	Continue to provide trainings and provide assistance to managers/staff regarding training registrations, etc.	Communicate to staff and external customers of updates, scheduling changes via email.
Moderate Risk	Cancel brochure trainings; Only provide regulatory classroom trainings following all COVID safety guidelines. Provide internal staff with online training resources.	Staff may work from home. Staff have necessary equipment at this time. May stagger days. Advise staff to stay at home if sick.	Continue to reinforce cleaning and sanitizing procedures.	Same as above	Same as above
Substantial Risk	No classroom trainings Offer Webinars only. Contract trainings done remotely.	Staff work remotely as much as possible. Training Coordinator only comes to office if Regulatory training scheduled. Trainer only comes to office to facilitate webinars. Staff to stay at home if sick.	Continue to promote cleaning and sanitizing procedures even working remotely.	Same as above	Same as above

COVID-19 Response Plan Finance

Crises Management for the Finance Department					
	PAYROLL	ACCOUNTS PAYABLE	BILLING	REPORTING	ACCOUNTING
Low Risk	Work in the office with increased cleaning, disinfecting surfaces, using hand sanitizers, hand washing. Must wear mask while in common areas. Staff must stay home if sick.	Work in the office with increased cleaning, disinfecting surfaces, using hand sanitizers, hand washing. Must wear mask when in common areas. Staff must stay home if sick.	Work in the office with increased cleaning, disinfecting surfaces, using hand sanitizers, hand washing. Must wear mask when in common areas. Staff must stay home if sick.	Work in the office with increased cleaning, disinfecting surfaces, using hand sanitizers, hand washing. Must wear mask when in common areas. Staff must stay home if sick.	Work in the office with increased cleaning, disinfecting surfaces, using hand sanitizers, hand washing. Must wear mask when in common areas. Staff must stay home if sick.
Moderate Risk	Come into the office to pick-up/drop off paper work and for New Hire Orientation only. Perform all other duties from home. While in office, must wear mask in common areas and continue disinfecting surfaces, using hand sanitizers, hand washing. Must stay home if sick.	Come into the office to pick-up/drop off paper work. Work in office as needed depending on other staff in Finance office space. Need to have one person in office to assist printing and distributing NOVA checks. Also in office for one day to print and mail accounts payable checks. Perform all other duties from home. While in office, must wear mask in common areas and continue sanitizing disinfecting surfaces, using hand sanitizers, hand washing. Must stay home if sick.	Billing Manager work in office Tuesday mornings and Thursday mornings to deposit checks and any other time as needed. Two full-time Billing Specialist work from home. Authorization Specialist work from home. Part-time Billing Specialist in on Mondays to generate paper invoices and statements. While in office, must wear mask in common areas and continue disinfecting surfaces, using hand sanitizers, hand washing. Must stay home if sick.	Contract and Budget Monitor work in office on Wednesday only. Work from home other days. While in office, must wear mask in common areas and continue disinfecting surfaces, using hand sanitizers, hand washing. Must stay home if sick.	Sr. Accountant work from home unless necessary to go into the office. Controller work in office on Fridays to review accounts payable documentation, pick-up/drop-off paperwork and sign and distribute accounts payable checks as needed. While in office, must wear mask in common areas and continue disinfecting surfaces, using hand sanitizers, hand washing. Must stay home if sick.
Substantial Risk	Come into office only if necessary to pick-up/drop-off paperwork. Try to coordinate documents to be handled in lobby or mailroom. New hire Orientation remote. While in office, must wear mask and continue disinfecting surfaces, using hand sanitizers, hand washing. Must stay home if sick.	Only come into office if necessary to pick-up/drop-off paperwork. Try to coordinate documents to be handled in lobby or mailroom. Coordinate accounts payable check printing, signing, distributing. While in office, must wear mask and continue disinfecting surfaces, using hand sanitizers, hand washing. Must stay home if sick.	Billing Manager work in office Thursday mornings to deposit checks. Two full-time Billing Specialists work from home. Authorization Specialist work from home. Part-time Billing Specialist generate paper invoices and statements alternating Mondays. Must wear mask and continue disinfecting surfaces, using hand sanitizers, hand washing. Must stay home if sick.	Contract and Budget Monitor work from home. If necessary to go into office, must wear mask and continue disinfecting surfaces, using hand sanitizers, hand washing. Must stay home if sick.	Sr. Accountant work from home. Controller work in office on Fridays only to sign and distribute checks, pick-up/drop-off accounts payable documentation to review at home. Coordinate office time to generate, sign, and distribute NOVA checks if needed. Must wear mask and continue disinfecting surfaces, using hand sanitizers, hand washing. Must stay home if sick.