

# HEALTHY AT WORK IN GREATER LOUISVILLE

RECOMMENDATIONS TO RE-OPEN  
THE REGIONAL ECONOMY

[GLI]



INDUSTRY FOCUS:  
HEALTH-RELATED



[GREATERLOUISVILLE.COM/COVIDHELP](https://greaterlouisville.com/covidhelp)

PREPARED BY:  
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RENEWAL TASK FORCE

# TABLE OF CONTENTS

Leadership Introduction	1
Concerns	3
Disclaimer	4
Industry-Specific Details	4
Recommendations: Health-Related	5
Closing Statement	10



# LEADERSHIP INTRODUCTION

Dear Business Leader,

Businesses throughout Greater Louisville are anxious to get back to work while maintaining the well-being of their workforce and community. In the last four weeks, jobless claims in Kentucky and Indiana have surpassed 900,000, shuttering lives and businesses. It is critical that our bi-state region approach reopening in a coordinated, data-informed manner that provides as much confidence and clarity as possible. This proposal incorporates federal, state, and clinical guidelines and best-practices as well as private industry and general public considerations. Successfully combating COVID-19 will undoubtedly be a long-term regional commitment, requiring coordinated ongoing monitoring and action among governments, health care professionals, businesses and citizens. As your respective teams review and enact critical policies to guide reopening, it is important that we GLI, alongside area business leaders, strongly voice the following considerations:

**Commitment to Regionalism:** As a bi-state community and MSA, we have been committed to ensuring and promoting a competitive business environment and an ever-enhancing quality of life offering to residents of both Kentucky and Indiana. This unique community feature provides a variety of obstacles and opportunities that GLI approaches daily through business engagement, legislative advocacy, workforce & talent development, and business attraction via management of the 15-county, bi-state Greater Louisville Regional Economic Development Partnership. With many residents crossing state lines daily for professional and personal obligations, it is critical that policies provide a degree of consistency and consideration for this dynamic. GLI, in partnership with the Renewal Task Force, want to ensure we continue to remove walls between our states and encourage a collaborative long-term approach with a commitment to reopening our region in safe and intentionally cooperative manner.

**Protect Less-Advantaged Communities:** Poor health outcomes for residents in areas of concentrated poverty and economic inequality have long been an issue of growing concern. A variety of interconnected issues such as increased work-related virus exposure, reliance on public transportation, and lack of adequate health coverage and medical care have resulted in the current pandemic disproportionately impacting these communities. Black Kentuckians represent about 13% of cases where race is confirmed but only make up 8% of the population according to recent Courier Journal findings. This is unacceptable and rises as an issue of both safety and equity. It is critical that deliberate testing and tracing strategies and resources are deployed to serve and protect our most under-resourced communities and their valued citizens. We are eager to work alongside federal and state agencies, community service groups and local foundations to target funds, execute support services and offer technical assistance.

**Metro Area Impact:** Greater Louisville, along with metros areas across the U.S., is experiencing significantly higher rates of infection and death than less populated communities and rural areas. As of 4.28.20, Louisville has comprised over 1/4 of Kentucky's 4,146 confirmed COVID-19 cases. This reality is in large part due to metro-specific dynamics such as greater residential density, increased workforce participation during the shutdown due to higher counts of essential business operations, added domestic and international traveler risks from airports and large community events, as well as increased utilization of multi-modal transportation such as TARC, cabs, and rideshare services. These unique factors require special consideration and resources that will support mitigation and containment strategies that lower spread of the infection both locally and across the state.

# LEADERSHIP INTRODUCTION CONTINUED

**Reserve Industry Operability:** It is critical that we protect the well-being of our workforce and communities, but it is also imperative that we approach each phase with careful operational consideration for company size, sector, and environmental factors. Compliance requirements have the potential to significantly impact the ability for small businesses to adhere both financially and operationally as well as large companies to apply strict standards across various functions. Greater Louisville is fortunate to have a diverse and recently thriving economy built on five core business sectors coupled with significant retail, hospitality and tourism assets across our region. We strongly believe firm phased standards, supported by industry-specific best practices, will provide the necessary confidence for companies and consumers across industries. In partnership with industry-specific trade associations and professional groups, GLI is eager to provide ongoing guidance and technical assistance across our region's sectors.

## COVID-19 INDUSTRY FOCUS



Recognizing the complexity of the journey ahead and our unique regional economy, we have identified and recommended broad standards and industry best practices to assist you and your teams in re-opening Kentucky & Indiana. This document incorporates federal, state and clinical guidelines and best practices as well as private industry and general public input and considerations.

We hope you find the document useful. Please don't hesitate to connect directly if GLI, or the Renewal Task Force, can provide clarification or additional assistance in the days ahead.

Respectfully,

Kerry Stemler  
Renewal Task Force Chair

Sarah Davasher-Wisdom  
GLI - President & CEO

# CONCERNS

**PPE Availability for Industry:** Adequate supplies of PPE for employers is as critical to re-opening the economy as any strategy. Currently, many small and mid-sized employers do not have established supply chains for acquiring sanitizer, disinfectant, masks, gloves, and temperature scanners, especially at a time of increased demand. Specialized PPE required for hospitals is not necessary as most employers are not in high-risk healthcare environments, but appropriate equipment remains difficult to procure. Employers may require local, regional, or state assistance to gain access to adequate PPE supplies. GLI has generated a verified list of area suppliers and producers available to businesses but procurement difficulties remain.

**Second Wave Strategy:** It is estimated that a single individual infected with COVID-19 can infect up to 4,000 individuals in a community in a single month if not detected. Researchers note that COVID-19 will continue to impact communities until effective vaccines or therapeutic treatments are introduced. Many experts predict these products will not be widely available until 2021 or beyond, which means Greater Louisville is faced with a myriad of complicated health and economic related risks for the foreseeable future. Lack of a coordinated long-term recovery strategy will undoubtedly leave our region vulnerable to a “second wave” of infections. This would only exacerbate the already crippling effects of this pandemic on the lives and once-thriving businesses that comprise Greater Louisville. If our efforts fall short and our region realizes a second increase in infections, it is imperative that our collective response be immediate and approached with an even greater resolve.

**Testing Availability and Tracing Capacity:** The most essential tactic in this fight is the availability of testing and the ability to deploy resources quickly, including antibody testing and contact tracing which will require increased health department staffing at the local and state level. We must increase community capacity for these key strategies and ensure utilization via community-wide easy access. Employers can also play a significant role in helping ensure their workforce has quick access to testing so partnerships with businesses is imperative. Incorporation of technology and data collection are also vital scalability components when paired with sufficient privacy guidance. Greater Louisville must continue to expand rapid testing capacity in order to quickly detect, quarantine, and trace contacts to contain subsequent outbreaks.

**Childcare Availability:** Businesses are very concerned about the accessibility of their workforce due to school closures and insufficient, and potentially high-risk, daycare options. While some segments of the workforce may be able to telework, this is not feasible for all employees. It is critical that Kentucky and Indiana provide timely guidance to enhance childcare availability and quality. This is a critical component to effectively reopening our regional economy. Below are a few daycare considerations:

- Limit or rotate child attendance to reduce exposure and distancing.
- Children play with the same small groups of three to five, preferably outside.
- Children to sit six feet apart at tables with absolutely no food being shared.
- Supervise hand washing after coughing/sneezing, before/after food, or every two hours.
- Regular cleaning, including toys and disinfecting surfaces such as faucets, toilet flushes, tables, door handles, handrails, light switches, etc. at least twice per day.
- Those that travel on buses provided by daycare are to sit six feet apart.
- Drop off and collection to be done at staggered intervals, preferably outside.

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# DISCLAIMER

Please be advised that some or all the information contained in this document may not be applicable to some businesses or places of work and may not include all information necessary for certain businesses and places of work. Due to unique industry operational factors and associated sub-industries, other trade associations and professional groups may have additional input. As COVID-19 circumstances continue to evolve, so will the public health and safety recommendations and requirements, and as a result this document may not include all current governmental or health expert requirements and recommendations beyond the prepared date. We strongly advise that before implementing any of the practices and procedures contained herein, companies carefully evaluate and consult with their own legal counsel and other advisors regarding the legality, applicability and potential efficacy of this information in their place of business, and determine if any other recommendations or requirements may apply to their business.

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## HEALTH-RELATED INDUSTRIES

The Health-Related industry include wellness, medical, health care, and social assistance companies.

**Health Care & Social Assistance**

**88,054 Employees**

**3,620 Establishments**

*This outline represents a general sector within this industry and should not be considered an all-inclusive list of businesses representing this industry. Business leaders within these industries are encouraged to also consult their respective industry associations for specific best practices and guidelines.*

# HEALTH-RELATED

The Health-Related industry within Greater Louisville has a tremendous economic impact and critical service role within our region. It is imperative that these agencies, as well as their workforce and patients, can operate in a safe environment. To this end, GLI and the Renewal Task Force have engaged with industry leaders to identify and recommend the below operational standards and best practices for your administrations to consider as formal policy is developed.


\*Please note this guidance is to build on the already established best practices and requirements available that address specific health and safety concerns related to the spread of COVID-19. We also strongly advise close coordination among the various licensure boards and credentialing agencies for aligned implementation of guidance and standards.


## PHASE 1 – RECOMMENDED OPERATIONAL STANDARDS


- Reduce on-site work hours to minimum needed to sustain operations.
- Staff will be educated and trained on appropriate use and disposal of personal protective equipment (PPE) and will have appropriate PPE available to them.
- Establish an adequate supply and determine necessary allocation of PPE for employees:
  - Masks
  - Gloves
  - Glasses/face-shields
- Gloves, shoe covers, and gowns will be disposed of after each patient.
- All staff will be screened for symptoms of COVID-19 including the taking of temperatures each day upon arrival at the facility.
- Patients will be screened upon arrival and those who are ill or possibly with symptoms of COVID-19 will be referred to the appropriate healthcare facility.
- Patients will be required to wait in their vehicles and will be notified via cell phone when an exam room is available. They will be escorted directly to the exam room.
- Persons accompanying patients will be required to wait in the car. Exceptions include a parent/guardian when a child is the patient and caregivers for elderly patients or patients with disabilities.
- Office and exam rooms will be cleaned and disinfected between patients.
- All instruments will be either disposed of or sterilized in an autoclave after each use.
- Each instrument is individually sterilized and packaged for each patient.
- Chairs, trays, capes and face shields will be cleaned and sanitized after each patient.
- No books/magazines will be provided to patients.
- Bathrooms should be sanitized after use.
- Staff at checkout will be required to wear gloves.
- Implement social distancing strategy based on the layout and workflow of the facility.
- Limit in-person meetings to fewer than 10 employees.
- Limit non-essential incoming deliveries and visitors.
- Consider proper signage to reinforce distancing measures, hygiene protocols and other CDC guidelines.
- Recognizing this will not exclusively identify or prevent the spread of the virus from asymptomatic individuals, conduct on-site temperature screening for employees to detect temperatures of 100.4+ degrees Fahrenheit.
- Close congregation areas such as breakrooms.
- Maintain adequate supply of preventative materials (soap, sanitizer, thermometers, etc.) and ensure accessibility to employees, patients & visitors.




## PHASE 1 – RECOMMENDED OPERATIONAL BEST PRACTICES

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- As possible, remain available to and transparent with your employees regarding your plan and their professional and personal concerns.
  - Consider cyber readiness training.
  - Consider proper signage to reinforce distancing measures, hygiene protocols, etc.
  - Consider providing customers and visitors appropriate PPE.
  - Consider disinfection processes to clean/disinfect entire facility on a recurring schedule.
  - Consider developing protocols in case an infected employee contaminates the facility.
  - Assign a COVID-19 protocol coordinator and training strategy if feasible.
  - Consider staggered facility entry/exit procedures to maintain six feet distancing.
  - When possible open or remove all non-essential doors to reduce contact.

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- Establish an adequate supply and educate and train on appropriate use and disposal of PPE and will have appropriate PPE available to them.
  - All employees will wear masks, gloves, full face shields and/or protective eyewear, shoe covers and disposal gowns. One mask can be used per day. As N95 masks are again widely available, they may be used as an option when high aerosolization is anticipated.
  - Gloves, shoe covers, and gowns will be disposed of after each patient.
  - All staff will be screened for symptoms of COVID-19 including the taking of temperatures each day upon arrival at the facility. Any staff with any signs or symptoms will be immediately sent home or referred to the appropriate health care facility.
  - Patients will be screened upon arrival and those who are ill or possibly with symptoms of COVID-19 will be referred to the appropriate healthcare facility.
  - Office and exam rooms will be cleaned and disinfected between patients.
  - All instruments will be either disposed of or sterilized in an autoclave after each use.
  - Each instrument is individually sterilized and packaged for each patient.
  - Staff at checkout will be required to wear gloves.
  - Reconfigure congregation areas (breakroom, etc.) to ensure social distancing.
  - Maintain adequate supply of preventative items (soap, sanitizer, thermometers, etc.) and ensure accessibility to employees, patients and visitors.




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- Encourage telework and telehealth where possible.
  - Routine follow ups on stable conditions and the reporting of test results will be done via telemedicine or the patient portal as feasible.
  - When possible non-emergent conditions will be handled via telemedicine.
  - When possible some encounters may be completed in the parking lot to avoid the patient entering the office building.

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- Sanitize any high-traffic areas, such as doorknobs, counters, etc. as possible.
  - Offices should utilize powered air-purifying respirators with high-efficiency particulate arrestance (HEPA) filters.
  - Consider removing books/magazines provided to patients.
  - Chairs, trays, capes and face shields will be cleaned and sanitized after each patient is treated as feasible.
  - Bathrooms should be sanitized after use as feasible.
  - Sanitize point-of-sale equipment after each use, including pens, as feasible.

# HEALTH-RELATED




## PHASE 1 - RECOMMENDED OPERATIONAL BEST PRACTICES CONT'D

- Ban on non-essential deliveries as feasible.
  - As possible, establish an inbound delivery disinfection strategy.
  - Expedited shipments (transit time less than 48 hours) should be handled utilizing PPE and personal sanitization practices when possible.
  - When possible, leave incoming materials untouched for 48 hours.
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- Establish policy that minimizes domestic and international travel as feasible.
  - Require employees returning from a Level 2 or 3 CDC travel country to self-quarantine for 14 days and be symptom-free before returning to work if possible.
  - Frequently contacted surfaces should be disinfected multiple times a day as feasible.
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- To the best of your ability, make sure employees are aware of mental health services your company provides. If an employee asks for help, ask them to reach out to a healthcare provider and/or call the Disaster Distress Helpline: 1-800-985-5990.
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## PHASE 2 - RECOMMENDED OPERATIONAL STANDARDS

- Establish an adequate supply and educate and train on appropriate use and disposal of PPE and will have appropriate PPE available to them.
- All employees will wear masks, gloves, full face shields and/or protective eyewear, shoe covers and disposal gowns. One mask can be used per day. As N95 masks are again widely available, they may be used as an option when high aerosolization is anticipated.
- Gloves, shoe covers, and gowns will be disposed of after each patient.
- All staff will be screened for symptoms of COVID-19 including the taking of temperatures each day upon arrival at the facility. Any staff with any signs or symptoms will be immediately sent home or referred to the appropriate health care facility.
- Patients will be screened upon arrival and those who are ill or possibly with symptoms of COVID-19 will be referred to the appropriate healthcare facility.
- Office and exam rooms will be cleaned and disinfected between patients.
- All instruments will be either disposed or sterilized in an autoclave after each use.
- Each instrument is individually sterilized and packaged for each patient.
- Staff at checkout will be required to wear gloves.
- Reconfigure congregation areas (breakroom, etc.) to ensure social distancing.
- Maintain adequate supply of preventative items (soap, sanitizer, thermometers, etc.) and ensure accessibility to employees, patients and visitors.
- Recognizing this will not exclusively identify or prevent the spread of the virus from asymptomatic individuals, conduct on-site temperature screening for employees to detect temperatures of 100.4+ degrees Fahrenheit.

## PHASE 2 - RECOMMENDED OPERATIONAL BEST PRACTICES

- As possible, remain available to and transparent with your employees regarding your plan and their professional and personal concerns.
  - Consider cyber readiness training.
  - Consider proper signage to reinforce distancing measures, hygiene protocols, etc.
  - Consider providing customers and visitors appropriate PPE.
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## PHASE 2 – RECOMMENDED OPERATIONAL BEST PRACTICES CONT'D

- Consider disinfection processes to clean/disinfect entire facility on a recurring schedule.
  - Consider developing protocols in case an infected employee contaminates facility.
  - Assign a COVID-19 protocol coordinator and training strategy if feasible.
  - Consider staggered facility entry/exit procedures to maintain six feet distancing.
  - When possible open or remove all non-essential doors to reduce contact.
- Services will be provided by appointment. If a walkup patient arrives, that patient will be evaluated in the same manner as an appointed patient, provided that the schedule allows for the extra patient.
  - Consider providing patients and visitors appropriate PPE.
  - Patients will be encouraged to wear facemasks.
  - High-risk patients will use a separate entrance and exit when possible.
  - Consider one way entrances and exits.
  - When possible, open or remove all non-essential doors to reduce the need for direct contact.
  - Consider limiting the number of patients to be seen during business hours.
  - Limit to patients only unless a guardian or caregiver.
  - Consider staggering incoming and outgoing patients.
  - Consider visitor capacity in waiting room to ensure social distancing.
  - Ask patients to call upon arrival to ensure social distancing is feasible in waiting rooms.
  - Protective shields can also be installed at point of sale areas for added safety as feasible.
  - Persons accompanying patients will be required to wait in the car. Exceptions include a parent/guardian when a child is the patient or caregivers for elderly or disabled patients.
  - Patients to be separated at all times by at least six feet when possible.
  - Consider checkout procedures in exam room.
  - Credit card receipts will be emailed or mailed to the patient; no exchange of paper between staff and patient will take place as feasible.
  - Employees are discouraged to share food.
  - Give special consideration to employees in vulnerable populations as feasible.
- Encourage telework and telehealth where possible.
  - Routine follow ups on stable conditions and they reporting of test results will be done via telemedicine or the patient portal as feasible.
  - When possible non-emergent conditions will be handled via telemedicine.
  - When possible some encounters may be completed in the parking lot to avoid the patient entering the office building.
- Offices should utilize powered air-purifying respirators with high-efficiency particulate arrestance (HEPA) filters.
  - Consider disinfection processes to clean/disinfect entire facility on a recurring schedule.
  - Consider touchless hand soap and sanitizer dispensers.
  - Chairs, trays, capes and face shields will be sanitized after each patient is treated if feasible.
  - Frequently contacted areas/surfaces should be disinfected multiple times a day as feasible.
  - Expedited shipment may be sanitized (only by appropriately trained personnel) with a 10% bleach solution or a hospital grade disinfectant as feasible.

# HEALTH-RELATED

## PHASE 2 – RECOMMENDED OPERATIONAL BEST PRACTICES CONT'D

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- Limit non-essential incoming deliveries and visitors as feasible
  - As possible, establish an inbound delivery disinfection strategy.
  - Expedited shipments (transit time less than 48 hours) should be handled utilizing PPE and personal sanitization practices when possible.
  - When possible, leave incoming materials untouched for 48 hours when received.
- 
- Establish policy that minimizes domestic and international travel as feasible.
  - Require employees returning from a Level 2 or 3 CDC travel country to self-quarantine for 14 days and be symptom-free before returning to work if possible.
- 
- To the best of your ability, make sure employees are aware of mental health services your company provides. If an employee asks for help, ask them to reach out to a healthcare provider and/or call the Disaster Distress Helpline: 1-800-985-5990.

## PHASE 3 – RECOMMENDED OPERATIONAL STANDARDS

- Return to normal operating procedures.

## PHASE 3 – RECOMMENDED OPERATIONAL BEST PRACTICES

- Consider ongoing risk assessment and implementation of mitigation strategies.

## RECOMMENDED ALL PHASES

- Establish comprehensive legal protections and clear guidelines for employers through the Occupational Safety and Health Administration (OSHA), the U.S. Department of Labor, the Equal Employment Opportunity Commission, and pertinent state agencies, including the Kentucky Labor Cabinet and the Indiana Department of Labor. Companies need assurance that as long as they are abiding by local, state, and federal return-to-work safety guidelines and any additional OSHA guidelines based on their industry that they are immune from lawsuits if an employee contracts COVID-19 after returning to work or if a customer or vendor contracts the virus as a result of visiting a business or interacting with an employees. This process should begin with a thorough examination of liability issues and include input from the business community.
- Develop, implement, and communicate re-opening protocols specifically designed to inspire customer and workforce confidence.
- Ensure compliance with evolving safety and health policies and procedures.

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# CLOSING STATEMENT

In closing, we thank industry representatives for their input and expertise. They shared best practices, experience and creative ideas to help develop this document and make it a useful and important tool for their peers and professionals across the industry. This collective approach will have a lasting impact on our region and its citizens for years to come.

We remain committed to the difficult work ahead by supporting business adherence to the finalized standards and encouraging the proposed best practices be incorporated across industry standards. GLI is committed to being a partner as the Commonwealth of Kentucky and the State of Indiana move to thoughtfully re-open businesses in away that protects public health.



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