Employer Best Practices: Screening for COVID-19

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COVID-19 Pandemic

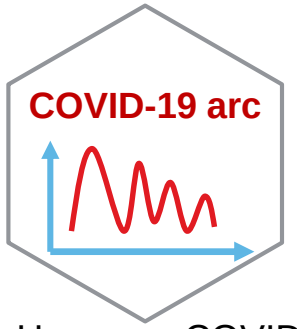
An illusion: The natural world is predictable and benign.

Wall Street Journal

Setting the Stage – Enabling Employers to Enhance COVID-19 Response

Understanding the unique event arc of COVID-19 and its influence on employer response

COVID-19's Unique Event Arc

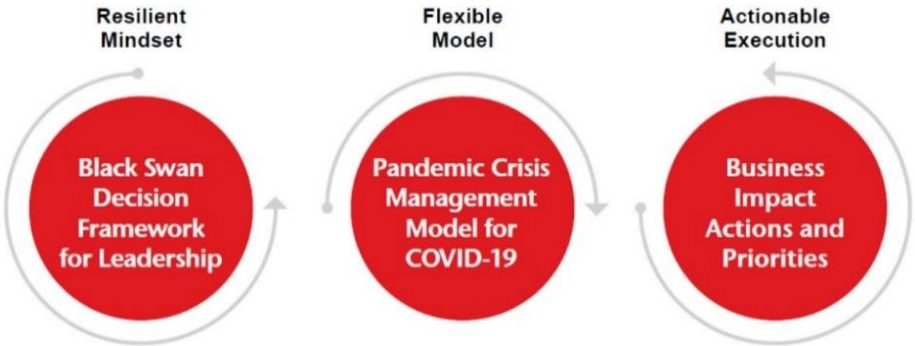


Historically, crisis events have typically unfolded with an event arc that includes identified start/stop dates, followed by a period of recovery and return to normal. However, COVID-19's event arc is different – the arc is fluid and the disease will continue to be present until such time as a vaccine becomes available or a treatment protocol is found to be effective. In the meantime, waves of infections may be experienced in different geographies at different times and different intensities.

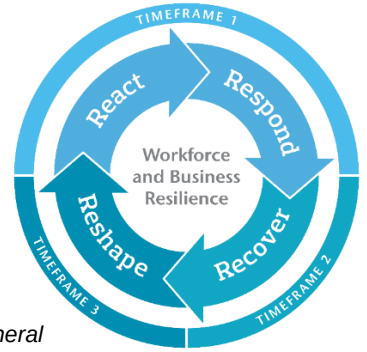
An employer that recognizes this fluid nature and understands how their organization's *unique* footprint and business profile may be impacted can make more strategic decisions about how to manage Workforce and Business Resilience and plan for Return to Workplace strategies. **Aon is the partner who has knowledge, tools and resources to help bring this nuanced insight into an Employer's key decisions**. This document is part of that broader conversation.

How Aon is helping Employers respond to COVID-19

Aon's suggested **COVID-19 Response Framework for Employers** enables an organization to make decisions in an uncertain environment, flex with evolving impacts and take action with timing and priorities designed to fit each stage of the organization's unique COVID-19 experience.



A closer look at the Pandemic Crisis Management Model for COVID-19:



Note: Model flexes with waves in the event arc and introduces timeframes for Business Impact Actions

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Key Success Factors and Anticipated Challenges for COVID-19

Key Success Factors

- COVID-19 Response Framework for Clients
- Epidemiology/ Public Health and Medical expertise
- Practical solutions and tools
- Strong leadership engagement
- Proper communication and education
- Having reliable support
- Comprehensive strategic planning
- Research and preparation

Anticipated Challenges for COVID-19

- COVID-19 Testing types, availability and credibility
- Disease waves across geographic sites
- Economic uncertainty globally
- Customers not ready to receive services
- Suppliers not ready to supply products or services
- Having limited access to support to help meet goals
- Being reactive vs. a proactive approach
- Employee Fear and Mental Health Considerations

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EEOC, CDC, and State Directives: Preparing to Manage COVID-19 in the Workplace

Workplace Screenings

- Define, communicate and implement fit for work requirements and screening protocols
- For some *essential workers*, employers may choose to modify requirements in keeping with CDC guidelines
- Develop a thoughtful process on handling and isolating employees who exhibit symptoms including; consideration of taking temperatures, separating employees who exhibit symptoms from the larger workforce population, advising the employee to seek medical advice
- Ensure this process includes protecting employee medical information

Calling Out Sick

- Develop a defined process for employees to follow when calling out sick
- Identify designated representatives to receive and register the call
- Provide designated representatives a questionnaire to confirm if an employee is experiencing symptoms of COVID-19
- Review your regulated Paid Sick Leave (PSL) geographies to ensure the questionnaire and administrative practices are in compliance
- Maintain the employee's confidential information by developing a repository system. Ensure process consistency to avoid discrimination
- Provide the employee with next steps including; seeking care from a medical provider, follow up protocols and expectations of the employee

PPE and Personal Hygiene Equipment at Non-Healthcare Workplaces

- Screenings are only one part of the safety protocols that must be built out at the workplace – employers must focus on ensuring that employees are using the appropriate Personal Protective Equipment (PPE) and Personal Hygiene Equipment
- Screeners need to be wearing appropriate PPE

Considerations for PPE at the Workplace

PPE and Personal Hygiene Equipment	Screeners	Cleaners/Janitors	Isolation Room/Area	Team Members/Workers (all others)
N95 Masks*	✓	✓ (or Cloth Face Coverings/ Surgical Masks)	✓	
Face Shields	✓	✓	✓	
Gloves**	✓	✓	✓	
Gowns	✓		✓	
Cloth Face Coverings/ Surgical Masks		✓ (or N95 masks*)		✓
Appropriate Soap and Hand Washing Station/Sanitizer	✓	✓	✓	✓
	Additional OSHA Regulatory Requirements - may be additional state and local regulations			

* N95 masks triggers both PPE and Respiratory Protection regulations
** Gloves trigger PPE regulation

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COVID-19 Screening Options

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Pulse Survey: Return-to-Workplace Strategies

Question:

Which of the following assessments or tests will your organization implement? (Respond for all that apply) (627 respondents)

	Yes	Actively Considering	No
Temperature checks at work sites with thermal cameras	23%	43%	33%
Temperature checks at work sites by trained staff members	27%	49%	25%
Temperature checks at work sites on a self-reported basis	21%	51%	28%
Health assessment survey	30%	53%	17%
Provide COVID-19 antibody (immunity) testing to employees, if available	8%	58%	34%
Provide COVID-19 PCR (diagnostic) testing to employees, if available	8%	61%	31%
Request employees to attest to taking a COVID-19 antibody (immunity) test, if available	4%	49%	47%
Request employees to attest to taking a COVID-19 PCR (diagnostic) test, if available	6%	50%	44%
Other	13%	16%	71%

The Goals and Types of Screening for Return to the Workplace

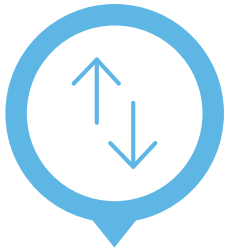
Goals:

- Reassure employees that a thoughtful Return to Workplace plan is in place
- Reduce the potential of transmission at the workplace
- Follow the regulatory guidelines

The five screening types that employers can leverage are:

Employee Attestation

Temperature Screenings



Polymerase Chain Reaction (PCR) tests

Antibody* Test

Antigen Testing

+

Contact Tracing

*According to the EEOC, Antibody tests cannot be required of employees before they are permitted to re-enter the workplace

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Screenings

Screening Type	Description	Strengths	Considerations
 **Employee Attestation**	▪ Individual attests that they have no key symptoms associated with COVID-19, based on CDC definitions ▪ Attestation can be done via app, written statement, and/or often as a checkpoint at entry	▪ Low cost for minimal effort and can be done frequently (daily) ▪ Technology can be leveraged	▪ Only measures symptomatic, not asymptomatic carriers or pre-symptomatic individuals (CDC estimates that more than 25% of COVID-19 cases are asymptomatic)[1] ▪ Based on employees subjective feedback for symptoms
 **Temperature Screenings**	▪ Measurement of an individual's body temperature prior to entry onsite ▪ Multiple modalities exist, including thermal cameras at entry, personal thermometers and Bluetooth thermometers ▪ Temperature thresholds may vary based on local guidelines	▪ Inexpensive way to identify symptomatic individuals ▪ Thermal cameras and other technology allows for screening multiple people at the same time and data collection ▪ Employees can be asked to do temperature check before coming to workplace and stay home if temperature $\geq$ threshold ▪ EEOC has confirmed that employers can measure body temperature before allowing access to the workplace[2]	▪ Only a baseline qualitative measurement for illness ▪ Only identifies symptomatic individuals[1] ▪ Not all symptomatic individuals have fever or may be treating fever with medication ▪ Limitations to the accuracy of some thermometers ▪ If in person, screeners should be wearing appropriate PPE

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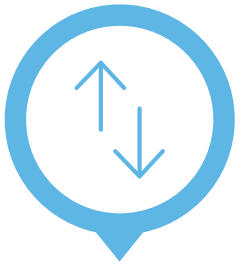
Sources: 1. Centers for Disease Control and Prevention (2020). Symptoms of Coronavirus.; 2. The U.S. Equal Employment Opportunity Commission (2020). Pandemic Preparedness in the Workplace and the Americans with Disabilities Act. ; 3. Medical Device Network (2020). Different paths to the same destination: screening for Covid-19.

Diagnostic Testing (determines active infection)

- Diagnostic tests determine if the virus or components of the virus are present in an individual

Diagnostic Testing Type	Description	Strengths	Considerations
 **Polymerase Chain Reaction (PCR) Tests**	PCR ▪ Uses genetic material from virus through mucous, saliva or lung tissue (swab of nose or throat)	▪ Most are FDA approved ▪ Most reliable diagnostic test	▪ Provider order required ▪ Must be done in a CLIA certified lab ▪ 24-72 hours to receive results ▪ 30% false negative rate
	rrT – PCR ▪ Rapid real-time test that uses genetic material from mucous or saliva (nasal canal swab)	▪ Runs on analysis equipment widely available in high and moderate complexity labs ▪ ≤ 24 hours to receive results ▪ Can be self-administered through a nasal swab	▪ Select few have FDA EUA approval ▪ Provider order required – even for at home tests ▪ Reporting to FDA is required to validate continued reliability and efficacy ▪ Reliability similar to PCR
 **Antigen Test**	▪ Rapid test through mucous, saliva, or throat swab	▪ Uses similar technology currently available in doctor's office for other rapid tests such as strep testing ▪ Results available in just minutes ▪ Positive results highly accurate	▪ Only one FDA EUA approved ▪ Provider order required ▪ Higher chance of false negatives ▪ PCR test required as a follow up for positive or negative results, but treatment may begin for positive results

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Antibody Testing and Considerations from the EEOC

- Typically antibody testing is used to determine if an individual has mounted an immune response to a virus in the past. For COVID-19, it is not confirmed that the presence of antibodies indicates immunity.

According to the EEOC:

- *Antibody tests cannot be required of employees before they are permitted to re-enter the workplace*
- COVID-19 antibody tests are an impermissible medical examination under the Americans with Disabilities Act
- An antibody test at this time does not meet the ADA's "job related and consistent with business necessity" standard for medical examinations or inquiries for current employees.

Antibody Testing Type	Description	Strengths	Considerations
 **Antibody Test**	Venipuncture ▪ Blood test analyzed in lab (ELIZA - Enzyme-linked immunoassay) done through blood draw ▪ Blood draw must be done by credentialed provider	▪ Many have FDA or FDA EUA approval ▪ Results available in ≤ 24 hours ▪ Effective way to track spread of the virus in a population	▪ Provider order required ▪ Further evidence needed on quality of tests ▪ Does not diagnose current infection ▪ Likelihood and duration of immunity unknown
	Fingerstick ▪ Rapid test via blood droplet (finger prick) ▪ Processing will likely need a moderate complexity facility	▪ Processing depends on test manufacturer and may be done in any environment ▪ Results available in a few minutes	▪ Further evidence needed on quality of tests ▪ Provider approval required ▪ Does not diagnose current infection ▪ Likelihood and duration of immunity unknown ▪ Select few FDA EUA approved

Contact Tracing Overview

What is it?[1]

- Traces and monitors contact of infected people and notifies of exposure
- Supports the quarantine of contacts to prevent additional transition
- States, tribes, localities and territories are establishing large cadres of contact tracers
- Adoption of digital tools may expand reach and efficacy

Impact

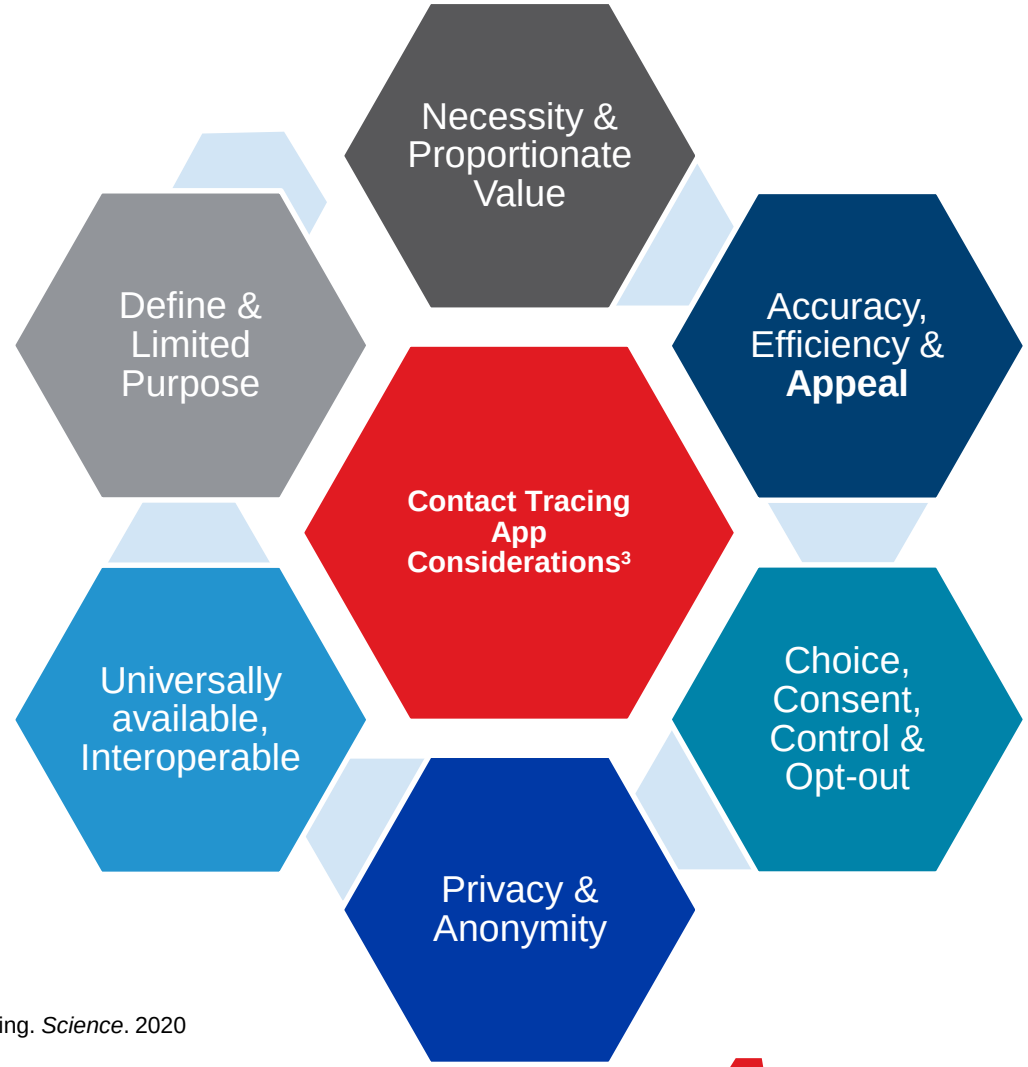
- If done efficiently, holds significant promise in reducing spread of the virus – in some populations can reduce infectivity by up to 85%[2]

Current Uses

- Traditional public health tactic used when a diagnosed individual with a communicable disease is deemed highly infectious and has high risk of morbidity and or mortality
- Employers currently support contract tracing based on public health, safety and labor regulations; typically a manual function

Opportunities and Considerations

- Digital applications are likely to improve accuracy and speed, enhancing the efforts to control spread COVID-19[3], thereby contributing to economic recovery
- CDC issued guidelines to help evaluate digital contact tracing apps on May 20th[1]
- Biggest challenge will be to balance protecting workforce/public health risk and personal privacy rights



[1] https://www.cdc.gov/coronavirus/2019-ncov/php/open-america/contact-tracing-resources.html
[2] Ferretti L, Wymant C, Kendall M, et al. Quantifying SARS-CoV-2 transmission suggests epidemic control with digital contact tracing. *Science*. 2020
[3]Morely, J et al, Ethical guidelines for COVID-19 tracing Apps, Nature 582: 29-31 4 June 2020:

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Aon Screening for Return To Work Resources

Below are the cross-functional team resources:

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Sources

Center for Disease Control: Business Response:
https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html

Center for Disease Control: Symptoms of Coronavirus:
https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html

Department of Labor: FFCRA
https://www.dol.gov/agencies/whd/pandemic/ffcra-questions

Job Accommodation Network:
https://askjan.org/index.cfm

Henry Schein, Inc:
https://www.henryschein.com/us-en/corporate/coronavirus-education-center.aspx.

Equal Employment Opportunity Commission:
https://www.eeoc.gov/coronavirus/

https://www.eeoc.gov/facts/pandemic_flu.html

Department of Labor:
https://www.dol.gov/agencies/whd/pandemic/ffcra-questions

Nature Medicine:
https://www.nature.com/articles/s41591-020-0869-5

Medical Device Network:
https://www.medicaldevice-network.com/features/types-of-covid-19-test-antibody-pcr-antigen

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