Massachusetts Recovery & Returning to the Workplace:
Virtual Roundtable Series
June 26, 2020

Returning to the Workplace:
Effective Employer Strategies
Massachusetts Recovery & Returning to the Workplace:
MHTC Virtual Roundtable Series

Effective Employer Strategies

• Atif Zaim, Principal, KPMG
• Jennifer Reilly, SVP and Chief Human Resource Officer, MKS Instruments
• Dan Weintraub, Chief Administrative Officer, Audax Group
Note: this presentation outlines initial considerations meriting further consultation with life sciences organizations, healthcare organizations, clinicians, and legal advisors to explore feasibility and risks
There is No Magic Answer

Current solutions are dependent on access to critical resources that are not readily available, such as testing or vaccines. Technology solutions on their own can address some – but not all – needs of re-entry.

- Contact Tracing?
- Access to COVID Testing?
- Access to Antibody Testing?
- Convalescent Plasma Therapy?
- Social Distancing Until 2022?

How to Take the Next Step

Organizations have met the immediate challenges of the COVID-19 outbreak. Now is the time for employers to plan a safe return to work. As quarantine measures begin to ease, it is vital for companies to reopen their doors to bring their employees back to the workplace. How can this be done safely, and efficiently?

Careful, Calculated Re-entry

Companies will need to determine which employees can return and when. This will most likely include the need to make changes to the workplace, enable new digital tools, and create new relationships with healthcare providers, all the while imposing an agile governance that ensures precision and clarity, and protects the data privacy rights of employees as reflected in several state and Federal laws.
Restarting America: Playbook

Employers need to implement a thoughtful, thorough, and well organized plan to restart. We have developed a 5-pillar approach to help.

The Restarting America challenge:
- The health risks to individuals and clinical workers continue to mount as states try to contain COVID-19 and flatten the curve
- Unclear when viable medical treatments, including a vaccine, will be available or when sufficient capacity and accuracy of testing will facilitate a return to business as usual
- Government programs provide a short-term economic bridge, but it remains uncertain when, and in what form, recovery will take place

A successful Restarting America program overall:

Maximize
- # of businesses reopened and providing core products and services
- % of workforce safely reintegrated

Minimize
- Risk to the workforce and public (operational, regulatory, reputational, fraud, data)
- Further workforce/broader operational disruption

1. Risk-based policy framework:
   Using medical and public health guidance currently available, we can help clients focus on the set of decisions that need to be made and develop a risk-based framework to help determine which workers can return to work and in what circumstances

2. Workforce and workplace considerations:
   Our experience and discussions with clients across all industries allow us to anticipate challenges around working remotely, changes to the workplace “new normal,” performance management considerations, ongoing communication, and protecting privacy rights; workforce FAQs and training

3. Partner ecosystem:
   Create an ecosystem among employees, healthcare providers, medical insurance companies, and others to obtain needed assistance and safeguard PHI

4. Data, analytics and technology enablement:
   Our data, analytics, and technology enablement capabilities can accelerate the deployment of unique COVID solutions to enable policy implementation and create consistency and scale during the restarting effort, and design for the protection of employee and visitor privacy rights

5. Program management and governance:
   Capabilities and structure to help coordinate across stakeholders within your ecosystem as well as to provide real time status reporting and dashboards

GOVERNANCE

MONITORING

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Restarting America: Risk-Based Framework

**Community threat level**
- Influenza-like illnesses
- COVID-19 syndromic cases
- COVID-19 cases
- Hospital capacity
- Adequate testing capacity

**Measure**
- Change over time
- Percentage
- Yes/No
- KPMG research

**Result**
- Increase
- Decrease
- H/ML

**Risk to transmit**
- Employee daily check-ins
- Employee and close contact symptoms
- Employee and close contacts confirmed cases
- Test results

**Result**
- H/ML

**Risk of contracting (Potentially at employee option*)**
- Demographics
- Social determinants
- Pre-existing conditions
- Test results

**Result**
- H/ML

**Individual Risk Estimate**
- Employee Role Classification

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*iRE can be calculated from just the Risk to Transmit, or in combination with the Risk of Contracting. Should users opt in to the Risk of Contracting questions, this information will be included in their IRE calculation. Either way, the framework is designed such that the employee maintains control over their data and the employer only has access to the result – not the underlying information or data that led to the result. The KPMG framework is fully configurable based on a client’s choices and decisions for its organization.

Note: this presentation outlines initial considerations meriting further consultation with life sciences organizations, healthcare organizations, clinicians, and legal advisors to explore feasibility and risks.
As we start to consider the easing of lockdown and a return to options for working flexibly, not just remotely, there are a number of elements to plan:

**Priority groups**
Which groups are a priority for returning to work on-site?

**Scheduling**
How do we group teams to be in the same physical space?

**Health & well-being**
Continued provision of additional health and well-being measures, both on-site and virtually.

**Effective working**
Designing how mixed teams will work, e.g., team meetings combining face-to-face with virtual, to ensure consistent interactions.

**Employee engagement**
Continued engagement through communications at all levels and across location-based and virtual teams.

**Technology**
Management of technology and networks to cope with combination of in-house and remote access, ensuring remote workers are not disadvantaged.

**Policy**
Redesign and alignment of HR and employment policies to the new working practices.

**Facilities & workplace**
Redesign of work space to serve remote and face-to-face simultaneously.
Restarting America: Establishing the Right Partner Ecosystem

A Diverse Set of Capabilities Will Be Required

To accelerate the pace of recovery employers will need to source capabilities and insights through an ecosystem of partners and relationships.
Restarting America: **Why is technology essential**

**Scale and agility through automation**
Ensuring safe operational decisions requires significant review of checklists, privacy regulations, guidelines and frameworks. Current solutions being discussed include emails and manual pen and paper documentation. By alleviating the compliance burden, technology can allow policy execution at scale as well as rapid response to changing government/medical guidelines.

**Risk Management**
The unprecedented nature of the crisis combined with risks to human health and life has raised the stakes of policy mistakes. While policy formulation can be managed largely manually, technology is essential in promoting and documenting consistent application of the policy.

**Employee Engagement**
The current environment has been a shock to many, causing anxiety and posing more questions than answers. News can be confusing and specific contextualized advice and recommendations delivered in a human centered design can help employees feel more secure and engaged and can trust that the privacy of their data is being respected.
# Restarting America: Digital Solution Components

<table>
<thead>
<tr>
<th>Mobile App UX</th>
<th>Tracing &amp; Tracking</th>
<th>Workflow &amp; Case Management</th>
<th>Risk Scoring &amp; Assessment</th>
<th>Insights Dashboard</th>
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<tbody>
<tr>
<td>Mobile user interface that aggregates digital tools to support the user to make informed decisions.</td>
<td>Leveraging sensors to digitally detect proximity and monitor facilities, enabling more timely and simplified next steps.</td>
<td>Streamlining complex flow of information, approvals and notifications. Built across several low-code platforms including Appian, ServiceNow, Salesforce.</td>
<td>Leveraging data from users, internal and external sources to make risk-based assessments based on scoring models.</td>
<td>Empowering leadership and stakeholders with the insights needed to make informed decisions regarding permissions and facilities.</td>
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## Core Integration Layer

Bring all your workplace safety systems into an adaptable centralized core platform.
Restarting America: **Digital Solution Components – Start Quickly and Grow**

**Essentials**
- Can be implemented in 30 days
  - Respond to Single Location Requests
  - Individual User Risk Level Analysis
  - Community Location Information
  - Basic workflow and SSO integration
  - In-Office Contact Tracing

**Expanded**
- Can be implemented in 60 days
  - Respond to Multiple Location Requests
  - Facility and Operational Protocol Info
  - Automated Task Management
  - Advanced App Integrations
  - Proximity Warning

**Everything**
- Can be implemented in 90 days
  - Respond to Stakeholder Requests
  - Real-time Facility Monitoring
  - Forecasting and Simulations
  - App-based Tracing

Can be implemented in 30 days
Can be implemented in 60 days
Can be implemented in 90 days
Return to Work Process

Jennifer Reilly
SVP, CHRO
Agenda

- Return to Work/Return to Office
- Approach
- Tracking and Phasing
- Harnessing the Learning
The MKS Approach to Return to Office

- MKS is an essential business - many of our 93 global sites were running through the COVID crisis
- Employees who can work from home must
- Cross-functional team developed guidelines and an application/approval process for each site to return by phases
- Sites must incorporate other safety standards: temperature checks, daily self-declarations, masks, signage, cleaning etc.
- We’ve learned contact tracing quickly and added systems into our manufacturing sites to minimize contact
Tracking and Phasing

Permitted Activity Recommendations by Phase – Summary

Activity | Phase 1 | Phase 2 | Phase 3 | Post-Phase 2
--- | --- | --- | --- | ---
Safety & Health | Work to Office/Plant | | | Remote or hybrid (if physical distancing is not possible or if physical distancing allows)
Work to Office/Plant | | | | Remote or hybrid (if physical distancing is not possible or if physical distancing allows)
Work from Home | | | | Remote or hybrid (if physical distancing is not possible or if physical distancing allows)
Meetings | | | | Remote or hybrid (if physical distancing is not possible or if physical distancing allows)
Public/Shared Spaces | | | | Remote or hybrid (if physical distancing is not possible or if physical distancing allows)
Travel | | | | Remote or hybrid (if physical distancing is not possible or if physical distancing allows)
Recreational/Volunteers | | | | Remote or hybrid (if physical distancing is not possible or if physical distancing allows)

Temperature Range | Measurements
--- | ---
10.0°C - 29.4°C | None
29.5°C - 31.1°C | Moderate
31.2°C - 33.0°C | Enhanced
33.1°C - 35.0°C | Severe

Risk Reduction Strategies

- Wear a face covering.
- Keep your hands clean.
- Maintain physical distance.
- Avoid crowded locations.
- Stay home if ill.
- Avoid travel.
Harnessing the Learning

- **Problem Statement:** How do we leverage the Lessons Learned during the COVID-19 crisis to improve our efficiency and resiliency

- **Observations:**
  - Some current processes and practices can be improved
  - Some current processes and practices are less efficient when under the constraints of not being physically together
  - Some new processes and practices could improve efficiency and resiliency

- **Approach:**
  - Cross functional team
  - Clarify items in these categories
  - Organize these items into workstreams, yet to be defined but could revolve around; a) processes, b) relationships, c) scalability
  - Recommend which items should be codified into new Best Practices to improve efficiency and resiliency
  - Execute and track progress on implementation

- **Examples:**
  - Travel vs. technology-enabled meetings
  - Decision making at the right level
  - Crisis management
  - Remote work/remote leadership
When Workers Can Live Anywhere, Many Ask: Why Do I Live Here?