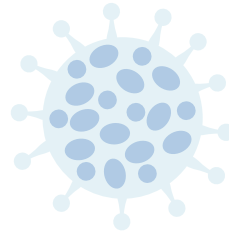
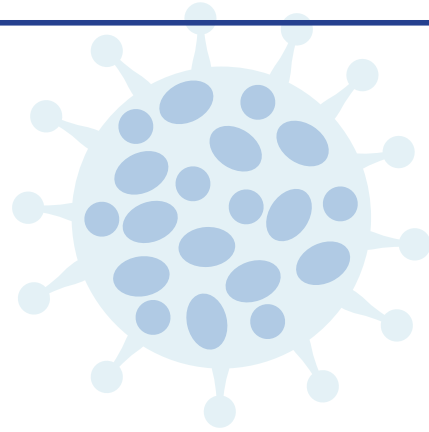


COVID-19: Workplace Health and Safety Guide





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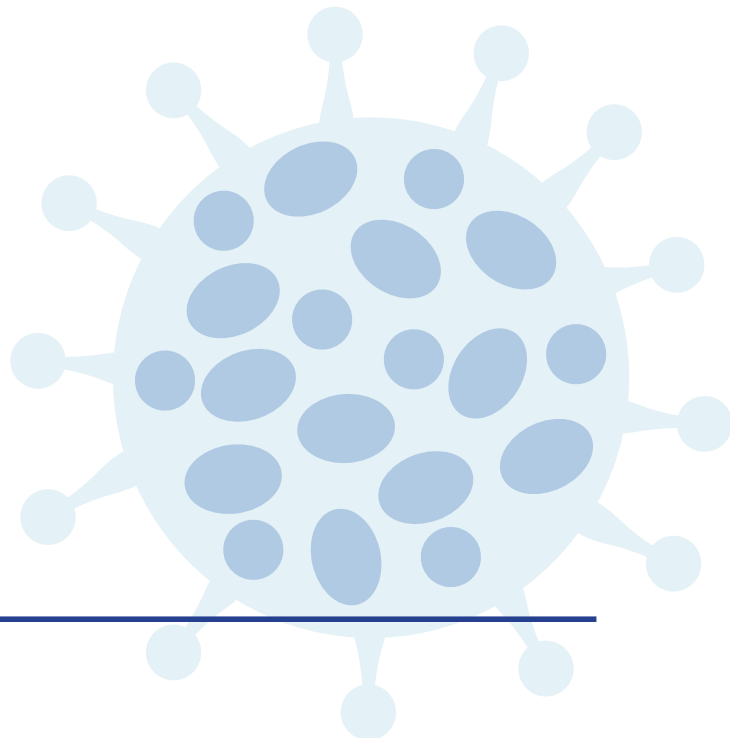
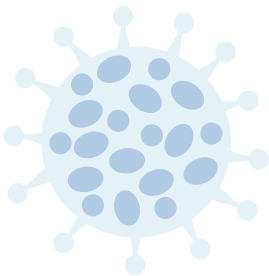
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THE NEW NORMAL

We must understand that returning to the workplace and activities outside the home will not be the same as before the COVID-19 pandemic began. Being informed and prepared will help minimize the impact in all areas.

Understand that:

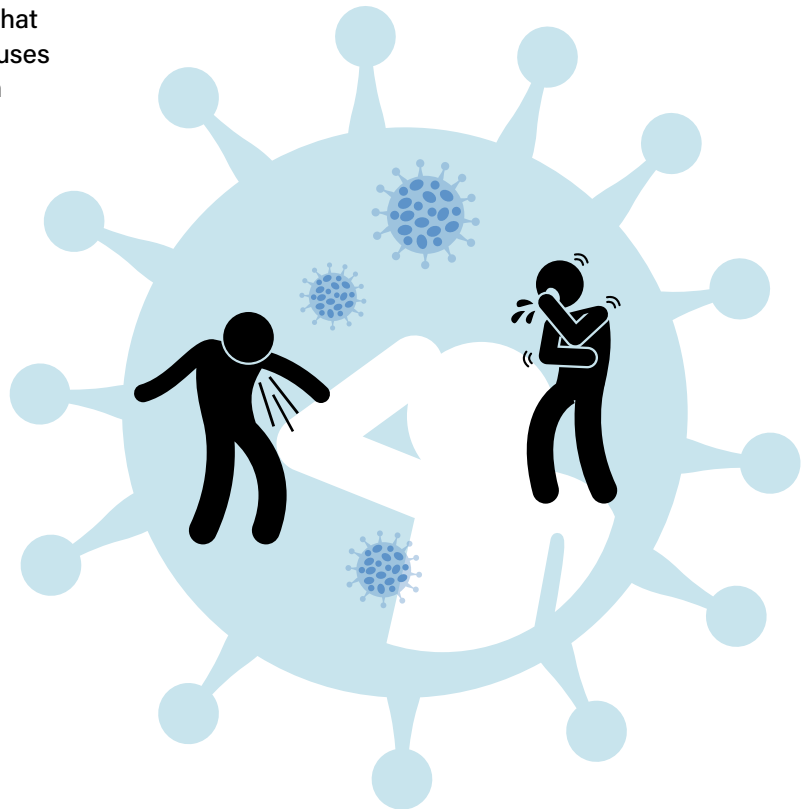
- The coronavirus will still be circulating in some parts of Canada and new infections are expected. Lifting physical distancing restrictions and other public health measures does not mean the virus is gone. It means that infection rates have slowed enough that the health care system is expected to be able to handle the probable cases.
- It is important to follow all current preventive practices that are necessary. These practices may include to stay home when sick, physical distancing, hand hygiene, good respiratory etiquette, and to wear a non-medical mask when required.
- Periods of highly restrictive preventive measures may be reintroduced if infection rates increase.
- Continue to monitor announcements for your area and follow instructions from the government, public health, or other appropriate authority.

Coronavirus and How it Spreads

Viruses are microscopic particles that must have a host to multiply.

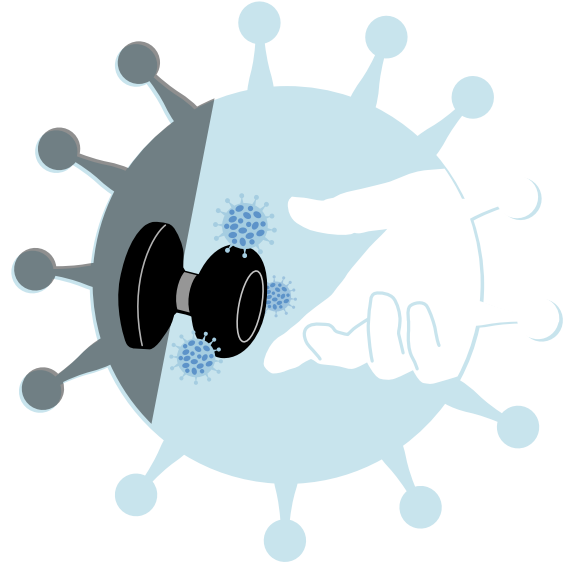
The coronavirus is a family of viruses that has an envelope shell, and spikes made of proteins that help protect the envelope. Human coronaviruses are common, and are usually associated with mild illnesses like a cold. Most people have some immunity to these cold viruses because we have been exposed to similar ones in the past. In 2019, a new (novel) coronavirus emerged called SARS-CoV-2, which is the virus that causes the illness COVID-19. Because it is new and different from other coronaviruses and common cold viruses we have been exposed to in the past, people do not have immunity to SARS-CoV-2, and can become seriously ill.

The coronavirus spreads in the droplets we make when we cough or sneeze. The spread is more likely to infect another person when we are within 2 metres (6 feet) of each other.



Any surface that may come into contact with these droplets can also spread the virus, including our hands. The virus may spread if we touch something with the virus on it, and then touch our face without washing our hands.

We must be careful when we have contact with touch points. A touch point is any surface that can be touched with bare hands by multiple people, multiple times. Common touch points are door handles and knobs, elevator buttons, stair railings, tables, chairs, light switches, key pads on debit or banking machines, keyboards, phones, equipment controls, shared tools, vehicles, carts, toilets, faucets, laundry or housekeeping carts, etc.



Symptoms of COVID-19

The SARS-CoV-2 virus causes the illness COVID-19. This virus has caused a pandemic because it can spread very easily between people, and people do not have immunity to it.

As stated by the Government of Canada, those who are infected with COVID-19 may have little to no symptoms. A person may not know they have symptoms of COVID-19 because milder symptoms are similar to a cold or flu.

People who are infected with the virus can spread it to others, even before they develop symptoms (known as being pre-symptomatic) and some infected people have no symptoms at all (known as asymptomatic). These people can still spread the virus, even if they may not look or feel sick.

Symptoms include:

- new or worsening cough
- shortness of breath or difficulty breathing
- temperature equal to or over 38°C
- feeling feverish
- chills
- fatigue or weakness
- muscle or body aches
- new loss of smell or taste
- headache
- gastrointestinal symptoms (abdominal pain, diarrhea, vomiting)
- feeling very unwell

In severe cases, infection can lead to death.

Symptoms often appear within 5 or 6 days, but may take up to 14 days to appear after exposure to the virus that causes COVID-19.

COVID-19 Planning

Developing a COVID-19 business plan will help to make sure that all aspects are managed in a systematic way. If the workplace has a formal safety management system, the COVID-19 plan will fall under that system. The plan consists of all steps necessary to protect people from exposure, and the procedures required to monitor their exposure and health.

Overall, the goal is to make sure that all hazards are identified, the associated risks are assessed, and that control measures are put in place to reduce the spread of the coronavirus. Employers and supervisors must do everything under the circumstances to put the necessary control measures in place, inform workers about these measures, and make sure that workers comply with the procedures. Designate a person who is responsible for making sure the measures are put in place and followed.

All workers must understand their responsibilities to help minimize exposure to COVID-19, and how these measures are essential for maintaining a safe workplace.

No matter the workplace's risk level and the extent of the control measures required, leadership, training, and communication are very important.

Work should be done collaboratively with the health and safety committee or representative, and union if present. Clearly state what measures will be taken and who will be responsible for making sure those actions occur. Document and share this COVID-19 business plan with the workplace.

In all cases, consider any current recommendations from public health, occupational health and safety regulators, or other authorities when determining these measures. Also consider specific recommendations and requirements for your industry and workers, including temporary foreign workers. Keep in mind these recommendations may change as knowledge about the virus increases.

Employer's Duties

Employers have a duty to provide a safe and healthy workplace under occupational health and safety legislation that applies in their jurisdiction. This duty extends to the COVID-19 pandemic.

Employers must:

- Make sure workers know about the virus, and the steps the workplace is taking to minimize its spread.
- Communicate COVID-19 information to workers using languages and formats that they clearly understand and can easily access.
- Set a clear policy for what is expected of workers if:
 - they get sick
 - they have symptoms of COVID-19
 - they may have been exposed to someone with COVID-19
 - an exposure is reported at the workplace.
- Do everything possible, under the circumstances, to protect the health and safety of workers by using control measures, and providing adequate information, training, sanitation, and personal protective equipment.
- Make sure workers are trained to work safely, and are trained before replacing the duties of others.

Employees' Duties

Workers must:

- Follow or use control measures, safe work practices and procedures, and wear any equipment or personal protective equipment that is required by the employer.
- Wear non-medical masks or face coverings if and when required.
- Immediately notify their supervisor, health and safety committee or representative, and/or union if they have questions or feel it is unsafe to work.
- Participate in training and risk assessments.
- Be properly trained for work.
- Report early signs and symptoms of COVID-19 to their supervisor.

Refusal to Work

A worker can refuse work if they believe that the situation is unsafe to either themselves or co-workers. A worker may not be punished or fired for raising concerns about their health and safety. When a worker wishes to refuse work, specific steps must occur. Generally speaking, these steps are:

- The worker must report to their supervisor or employer that they are refusing to work and state why they believe the situation is unsafe.
- The worker, supervisor, and a health and safety committee member or representative will investigate together.
- The worker returns to work if the problem is resolved with mutual agreement.
- If the problem is not resolved, a government health and safety inspector or officer can be called.
- The inspector investigates and gives a decision in writing.

For COVID-19, situations that may be of concern include where a worker's job role places them at increased risk of exposure, or adequate controls are not in place to protect them from that exposure.

Hazard Identification and Risk Assessment

Hazard identification is part of the process used to evaluate if any particular situation, item or thing has the potential to cause harm. The term often used to describe the full process is risk assessment.

Hazard Identification for COVID-19

For COVID-19, think about how people interact and all of the items that can be touched. The likelihood of harm is high as the virus could spread to many people.

- Do a walk-through of the workplace. Look at all aspects of the work and include non-routine activities such as maintenance and repair.
- Look at the physical work environment, equipment, materials, products, etc. that are used and how the tasks are done.
- Record if the surfaces of furniture, railings, handles, tools, vehicles, and other touch points are damaged or torn. Damaged surfaces may be difficult to clean and should be repaired.
- Talk to workers. They know their job and can help identify issues.

-
- Are any persons in the workplace more vulnerable due to their age or pre-existing medical conditions?
 - Address concerns from workers who may have concerns due to their age, immunocompromising health conditions (including diabetes, heart and lung issues, or cancer) or because they live with immunocompromised individuals.
 - Consult with your health and safety committee or representative, and the union if present at your workplace.
 - Is there easy access to hygiene products such as soap and water, alcohol-based hand sanitizer (minimum 60% alcohol), and tissues?
 - Is there access to non-medical masks or face coverings when they are recommended for your workplace setting?
 - Where is the business located? Factors to consider include large public spaces, shared or private office towers and malls, control of access, and the surrounding community.
 - Do business activities occur indoors, outdoors or both?
 - How do most workers travel to work? Do they use public transit? Are other methods available?
 - Do people live on-site in a work camp, congregate housing, hotel, or other kind of residence?
 - Consider workers, clients, and customers. Are they able to comply with physical distancing, hand hygiene and respiratory etiquette? For example, young children may not be able to.
 - How does each worker, client, or customer navigate through your workplace or business?
 - Is the workplace indoors or outdoors?
 - Do workers perform their tasks alone, or do they interact with other workers or clients?
 - What interactions take place? How long are these interactions (short or longer than 15 minutes)? How many interactions occur?
 - How close are the desks or workstations?
 - How many touch points does a worker or customer come into contact with?
 - Are there workers working closely to areas where people commonly gather?
 - Can people pass in the hallway and maintain physical distancing? How close is a workstation to the hallway?
 - How is the washroom laid out? If people have to wait outside the washroom, is there room to maintain physical distancing?
 - Where do workers gather, such as a break room, production line, meeting room, washrooms, etc.?
 - Do workers have to share equipment or tools?
 - Do workers have to clean or work in areas where customers have been?
 - If items are delivered to your workplace, is there a procedure to clean the items or wash hands after touching the packaging, if necessary?
 - Do workers perform off-site activities, such as banking, sales, or technical support?
 - Are fleet vehicles designated, shared, or used to transport groups of workers?

Risk Assessment for COVID-19

Risk assessment is a process that looks at both the likelihood of harm (its probability), and the severity of the outcome. Assessments should be done by a person or team who has a good working knowledge of the workplace being assessed. Always consult with the supervisors and workers who are the most familiar with the work.

The goal is to try to answer the following questions:

- What can happen and under what circumstances?
- What are the possible consequences?
- How likely are the possible consequences to occur?
- Is the risk controlled effectively, or is further action required?

For COVID-19, the level of risk relates to how people interact and what items are touched. The likelihood of harm is high because it is easy to spread the virus to many people, and the severity of the consequences could be considered as high, as the illness can be severe.

There are various methods that are used to rank risks.

Please see the CCOHS fact sheet on **risk assessment** for more information:

https://www.ccohs.ca/oshanswers/hsprograms/risk_assessment.html

When the hazards have been identified and risks are assessed, the next step is to decide what measures should be in place to effectively control the harm from happening.



Do not assume that the workplace has zero or no risk. Zero risk for the transmission of the coronavirus is not possible in any setting.

Controlling the Risks

A written COVID-19 business plan will outline which measures are being taken and how these controls will be monitored for effectiveness. Communicate these methods to all workers and customers in languages and formats that they will clearly understand.



The best approach is to always keep exposures or the risk of a hazard as low as possible.

Hazard control methods are often grouped into the following categories:

- **Elimination (including substitution)** – Most effective because the hazard is removed from the workplace.
- **Engineering controls** – Controls built into the design of the plant, equipment or process. These controls are more effective and reliable because they are “in place” at all times.
- **Administrative controls** – Controls that limit a worker’s exposure through rules or procedures. These controls are less effective because the hazard itself has not been removed.
- **Personal protective equipment (PPE)** – Controls such as respirators and other protective equipment. This control is considered the least effective because the hazard is not removed, PPE must be worn correctly, and PPE may fail with little or no warning.

For more details, please see the CCOHS fact sheet on **hazard control**:

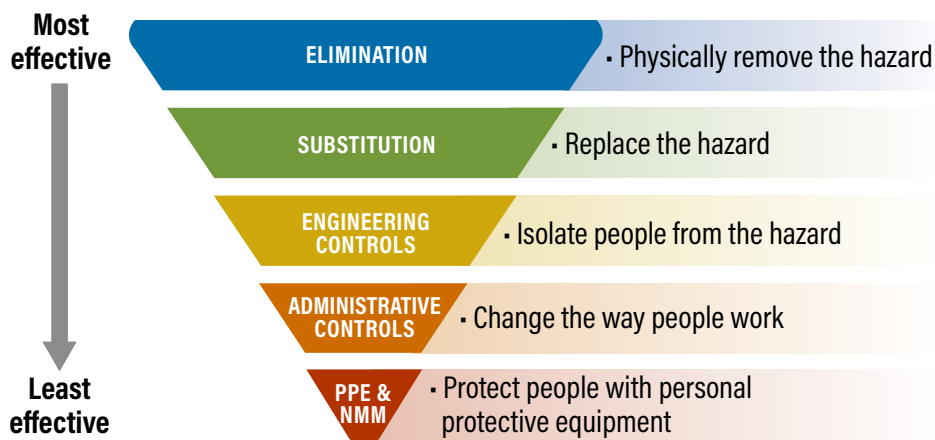
https://www.ccohs.ca/oshanswers/hsprograms/hazard_control.html

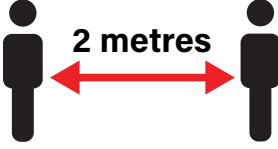

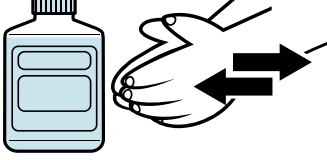

Examples of Control Measures for COVID-19

Use a variety of control methods to keep the probability of risk as low as possible. In all situations, physical distancing, hand hygiene, and respiratory etiquette measures are required.

Applying the Hierarchy of Controls for COVID-19 in Workplaces

In all cases, practice physical distancing, hand hygiene, and respiratory etiquette.



<p>Physical Distancing</p> 	<ul style="list-style-type: none"> ▪ Keep a distance of 2 metres (6 feet) from others ▪ Avoid crowded places ▪ Stay home if you are sick
<p>Hand Hygiene</p>  	<ul style="list-style-type: none"> ▪ Remove jewellery ▪ Wet hands up to the wrists ▪ Apply enough soap to cover hands ▪ Work soap under fingernails and around and between joints and fingers for a minimum of 20 seconds ▪ Rinse off all lather with water ▪ Clean jewellery before putting it back on ▪ Dry hands with a clean cloth or paper towel - take special care to dry thoroughly between fingers ▪ Turn off the tap with a paper towel or cloth <p>If you do not have access to soap and water, use alcohol-based hand sanitizer with at least 60% alcohol.</p> <ul style="list-style-type: none"> ▪ Place enough sanitizer into the cupped palm of one hand that will wet both hands completely ▪ Rub the liquid into the palms, backs of hands, between fingers, under nails and include your thumbs, finger tips and wrists If your hands are visibly dirty, remove the dirt with a wipe first, then use the sanitizer.
<p>Respiratory Etiquette</p> 	<ul style="list-style-type: none"> ▪ Cover coughs and sneezes with a tissue. Dispose of tissues in a lined waste container and perform hand hygiene immediately after <p>OR</p> <ul style="list-style-type: none"> ▪ Cough and sneeze into the bend of your arm, not your hand

These tips are examples of control measures to reduce the spread of COVID-19 from a workplace perspective. Each workplace must use the methods that are most appropriate for their exact situation. This list is not exhaustive.

Elimination (including Substitution)

- Continue to allow workers to work remotely where and when possible. Assess the need to report to the workplace in person on an individual or job role basis.
 - Note that the workplace may need to accommodate workers with immunocompromising health conditions (including diabetes, heart and lung issues, or cancer) or those who live with immunocompromised individuals, by allowing them to continue to work remotely.
 - Use technology to help workers while working at home, such as video or teleconferencing.

Engineering Controls

- Use high-efficiency air filters.
- Where possible, increase ventilation rates and air exchanges, or open doors and windows (weather permitting).
- Install barriers (such as plexiglass, plastic sheeting, partitions, etc.) when workers cannot be spaced 2 metres apart. Do not use items that have gaps or holes (such as plants or trolleys). Use barrier materials that can be easily cleaned and disinfected. Do not create tripping hazards or “blind spot” areas when setting up barriers.
- Install no-touch mechanisms such as sensors for water taps, toilets, doors, and garbage container lids.
- Consider applying an antimicrobial surface coating to high-touch or difficult to clean surfaces.

Administrative Controls (Including Safe Work Practices)

- Encourage workers to stay home if they are sick or might be sick. Follow self-assessment steps from the Public Health Agency of Canada: <https://www.canada.ca/coronavirus> or your local public health authority: <https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/symptoms/provincial-territorial-resources-covid-19.html>
- Create or update leave policies that will provide workers with the opportunity to stay home if they are sick, or if they must care for a sick family member.
- Determine the level of screening that is necessary for your workplace. Screening may be “active” such as questionnaires and/or temperature checks, or “passive” such as posters reminding people to self-monitor their health and report if they have concerns. Obtain detailed screening criteria from your local public health authorities.
- Post signs to remind people to practice physical distancing, hand hygiene, and respiratory etiquette.
- Clean and disinfect all touch points regularly, with a Health Canada approved disinfectant or bleach solution, at minimum between worker shifts.
- Manage pedestrian (workers and customers) traffic flow by using markings, posters, or barriers.
- Close or restrict access to common areas where people are likely to congregate and interact.
- Continue to postpone non-essential face-to-face events or meetings. If holding in-person meetings, do so outdoors or in large areas that allow for physical distancing.
- Limit visitors. Reschedule or limit appointments with suppliers, vendors, service technicians and others where possible.
- Workers should be advised to wash their hands with soap and water for 20 seconds or with alcohol-based hand sanitizer when they arrive at the workplace, at the start of their shift, between serving clients, before eating or drinking, after touching shared items, after using the washroom, and before leaving work. Remove jewellery while washing.

-
- When work must be done within 2 metres of another worker or customer, wear any appropriate personal protective equipment when necessary, or a non-medical mask or face covering while the work is being done. Keep any close contact as short as possible.
 - Encourage private transportation where possible, including bicycles. Stagger working hours to allow workers to avoid crowded public transit.
 - Make sure workers are trained to work safely, and are trained before replacing the duties of others.
 - Hold worker orientations verbally to avoid touching papers or use electronic communication or other technology where possible.
 - Communicate and submit all documents, such as messages and reports, electronically, or wash hands after handling papers.
 - Stagger meetings, breaks, team talks, and orientations to minimize the number of workers in one place.
 - Remove communal coat check areas and shared footwear or clothing. Have workers store their personal items in separate lockers or in sealed bins/bags. Provide designated uniforms that are laundered by a service or encourage workers to wear clothes that can be washed frequently.
 - Consider creating teams or crews (“cohorts”) of workers that will work together exclusively to reduce the spread of the virus.

Active Screening

Active screening involves asking questions about a person’s health and possible exposures. Active screening may be appropriate:

- where there will be close physical contact between the worker and client.
- where there have been cases of COVID-19 reported in the workplace or other setting.
- in areas that are experiencing a higher or continued level of community transmission.
- in workplaces such as long-term care homes or similar organizations where there are people who may be vulnerable.
- before or on arrival at school or child care.
- before transportation to remote work sites or camps.

Active screening steps may involve a self-assessment (e.g., using a web-based tool, having a person complete a questionnaire, or have a designated person asking direct questions). If a designated person is screening individuals in person, the screener should keep a physical distance of 2 metres, or wear PPE (gloves, masks, facial protection etc.), as appropriate. Customers or clients could be asked about illness and exposure risks when they are booking their appointments and again at reception when arriving at the premises. If you put active screening measures into place, you need to also have a procedure for handling persons who screen as having possible concerns.

Suspected Illness

If a person feels sick at work, they should:

- report to first aid or ask for medical attention even if they have only mild symptoms.
- wash or sanitize their hands, wear a mask, and isolate until they can return home.

Employers might consider preparing a separate area away from others in advance, such as the first aid room, an empty office, or a seat behind a barrier if space is limited.

Contact your local public health authority or use a self-assessment tool for more information and instructions. Call 911 for assistance if the worker is severely ill (such as difficulty breathing or chest pain). Clean and disinfect any surface or item that the worker has contacted.

Personal Protective Equipment (PPE)

- Determine, in consultation with occupational health and safety professionals, if the use of PPE is appropriate and acceptable to your workplace, workers, and/or customers.
- Make sure that any person required to do a task that requires the use of PPE has received the appropriate training.
- Train workers on how to work with and care for PPE, and to understand its limitations.

Get the Facts on Masks

Each type of mask is designed for a specific purpose. Respirators such as N95 will protect against exposure to airborne particles, including viruses. Surgical masks are a barrier to spreading droplets and spit. Non-medical masks help limit the spread of droplets and spit when you sneeze or cough.

Remember that just wearing any type of respirator or mask will not prevent the spread of COVID-19, nor is it adequate protection for the wearer and does not replace other personal practices (e.g., physical distancing, hand hygiene, and respiratory etiquette).

Non-medical masks or face coverings

- Follow recommendations from public health, government, or other authorities.
- If optional, determine, in consultation with occupational health and safety professionals, if the use of non-medical masks, or face coverings is appropriate and acceptable to your workplace, workers, and/or customers.
- When considering the use of non-medical masks or cloth face coverings, understand their limitations.
- Make sure workers understand that the use of a non-medical mask or face covering does not replace other practices (e.g., physical distancing, hand hygiene, and respiratory etiquette) and that they should not touch their face.

Non-medical masks are not protective to the wearer and are not considered to be PPE.

When considering the use of non-medical masks, review the job tasks as well as any concerns that may be introduced by wearing the mask such as interfering with the ability to see or speak clearly, or becoming entangled in equipment the wearer is operating.

Also consider the individual's ability to tolerate wearing a mask for an extended period of time. The workplace heat stress program may need to be updated to accommodate use of masks, such as by increasing the number or length of water breaks during hot weather conditions.

Putting it All Together - Common Workplace Control Measures

Note that all activities must follow the current limits about the size of public gatherings, physical distancing, hand hygiene, respiratory etiquette, use of non-medical masks, and any other public health or government guidelines that apply for your area. These guidelines may change from time to time as the pandemic evolves.

Staff Management

- Ask all workers to check in when they arrive for work. Do not allow people on-site if they are sick or might be sick.
- Notify workers in advance if there are changes to screening measures and policies.
- Provide reminders and education to all staff about COVID-19 prevention, signs and symptoms. As needed, provide this information in additional languages.
- Minimize contact during sign-in.
- Keep a list of who was present and on what shift or team. This information will help with contact tracing if a possible case is identified.
- Consider designating workers into teams (or "cohorts") that will work together. Plan the work schedules to keep contact between teams at a minimum.

Contact tracing is a process used to identify and monitor people who may have worked with or been close to someone infected with the virus. Contact tracing helps public health officials identify these people who are now at risk.

Conducting business

- Maintain physical distancing, unless otherwise unsafe to do so.
- Provide cleaning supplies, appropriate PPE, and specify how often touch points must be cleaned and disinfected.
- Remove commonly shared items such as glassware, utensils, kettles, or coffee machines.
- Provide areas to change clothes at the end of a shift. Bring clothes home in a separate bag and wash before re-wearing.
- Train workers on new procedures and equipment that is necessary. Allow time to adjust to these new processes.
- Take the time to restart any machinery, tools, and equipment safely that may have been left when the business was closed quickly.

If open to the public:

- Continue to use services that reduce contact such as online ordering, drive-through windows, online or phone check-in, delivery, curbside pick up, barriers, or phone and video meetings.

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- Limit the number of clients who can enter at one time. Consider offering services by appointment only to limit the number of appointments per day.
 - Do not offer services that involve close proximity (e.g., garment fittings) or hold activities such as buffet-style drinks or food, valet services, face-to-face meetings, large gatherings, or conferences.
 - Ask passengers of public transit to enter and exit using rear doors, away from the driver. Passengers may be required to wear non-medical masks by the local transit authority.

Cleaning and Disinfection

Cleaning with soap and water will remove viruses, other germs, dirt, and impurities from surfaces. Cleaning lowers the risk of spread by washing the virus off the hands or touch point.

Disinfecting uses methods that will kill viruses and other germs on surfaces.

Workers must receive training about the hazards, risks and safety precautions for cleaning and disinfection products before performing the task. They also require training about the use of any PPE that is necessary. In a workplace, this training may be covered by the requirements of the Workplace Hazardous Materials Information System (WHMIS 2015).

- Create a checklist of all surfaces that must be cleaned, including door handles, sinks, toilets, paper towel dispensers, hand dryers, counter tops, tables, seating, wheelchair access buttons, turnstiles, kitchen equipment, elevator buttons, vending machines, printers/photocopiers, tools, equipment, vehicles, machinery, punch-clocks, keyboards, mice, computer touch-screens, etc.
- Clean all areas, including offices, meeting rooms, lobbies, cafeterias, change rooms, washrooms, laundry rooms, and congregate housing.
- Determine the frequency of cleaning and disinfection based on your organization's needs. Clean between shifts or users, and at least once per day. More frequent cleaning (every 2 to 3 hours) may be necessary.
- Record when cleaning and disinfection has occurred.
- Clean visibly dirty or soiled surfaces with soap and water before disinfecting.
- Use a disinfectant or bleach solution to destroy or inactivate the virus.
 - Use an approved hard surface disinfectant with a drug identification number (DIN). This number means that it has been approved for use in Canada.
 - If an approved hard surface disinfectant is not available, hard surfaces can be cleaned using a diluted bleach solution. Use a mixture of 5 mL of bleach (5% sodium hypochlorite) and 250 mL of water. Follow safe handling instructions. Test surfaces before using a bleach solution. Bleach can be corrosive.
 - If liquids can be withstood, disinfect high-touch electronic devices (such as keyboards, tablets, phones, smartboards, etc.) with alcohol or disinfectant wipes.
- Follow the manufacturer's instructions and/or Safety Data Sheets (SDS) when using disinfectants.
- Throw out used disposable cleaning items (e.g., mop heads, cloths, sponges) in a lined garbage bin before including them with regular garbage.
- Wash reusable cleaning items using regular laundry soap.

-
- Use a dedicated cloth for cleaning each area. For example, the cloth used to clean the washrooms should not be used to clean offices. Change the cloth daily or when it becomes visibly soiled. Throw out used tissues, wipes, gloves, and other cleaning materials in a plastic lined garbage container.
 - Use disposable gloves when handling garbage.

Plan-Do-Check-Act

This tool kit has focused on planning and making changes to the workplace. As part of a complete plan, it is also important to check that the measures outlined in the COVID-19 plan are in place and that any change that was implemented is effective and achieving the intended results. As part of the plan, be sure to include a review of any changes made, and follow-up with another assessment to determine if the change was effective. If the change was not effective, or if another method may be used to further improve safety, take action.

As the pandemic evolves, continue to monitor for current recommendations from public health or other authorities when determining these measures. As knowledge about the virus increases, these recommendations may change.

Mental Health

Understand that each person will have had a different experience and reaction to the pandemic, and to the physical distancing and isolation measures. Some individuals may be ready to return to everyday activities, while others may wish to continue to practice physical distancing. Some will choose to cover their face with a mask or other face covering even if not required by the workplace.

Employers should:

- Provide information and reassurance about the measures the workplace is taking.
- Address any anxiety or fear that may be expressed.
- Understand that individuals may be experiencing grief over the loss of a friend or family member.

If you or someone you know is struggling:

- Talk to your supervisor, someone trained in mental health first aid, or someone you trust about what you are experiencing.
- Contact your employee assistance service, if available.
- Contact your local public health or community resources that offer mental health services.
- Check out organizations online:
 - Canadian Mental Health Association <https://cmha.ca/news/covid-19-and-mental-health>
 - Canadian Psychological Association <https://cpa.ca/psychologyfactsheets/>
 - Kids Help Phone <https://kidshelpphone.ca/get-info/were-here-for-you-during-covid-19-novel-coronavirus/>

If a co-worker has been severely ill

While many people recover from COVID-19 without needing hospitalization, others can become severely ill. While the knowledge of this illness and its effects will continue to grow, it appears that those individuals who required intensive care may have further challenges with muscle weakness, and problems with memory and concentration. In some cases, patients take a long time before they can return to work. Be supportive. Collaboration between the worker and employer will be necessary to develop and support an appropriate accommodation plan for return to work when needed.