What will happen with furloughs and voluntary leave?
Furloughs are not immediately necessary. We are still requesting that a small group of employees in particular areas voluntarily take personal leave (PL) to manage our budget needs, but that has been scaled back substantially. Emergency federal funding has stabilized our budget for the spring. We hope this will be the final decision and will know more later this year. If patients resume using Jackson, particularly for elective procedures, the revenue should allow us to maintain normal operations. But if volumes are unusually low for a long time and federal funding does not compensate, we will do what is necessary to sustain Jackson's operations.

What will happen with scheduled merit raises?
Scheduled merit raises will take place on time.

Is hazard pay available for Jackson employees?
Congress has not made a final determination regarding federal funding for healthcare worker hazard pay. If that kind of legislation becomes law in the future, we would take advantage of the program.

What will happen to employees who voluntarily took PL, especially if they now have a negative PL balance?
If we receive sufficient emergency funds, we hope to refund some of the PL taken in March and April. We will not know until late summer or fall whether that will be possible and how much would be refunded.

When will employees in critical areas impacted by COVID-19 be allowed to request PL?
We know employees in many of these areas have had little or no opportunity to take time off. We are committed to finding a way to rectify that challenge and make time for these staff to take a well-earned break.

How are employees who test positive for COVID-19 being paid?
As with any other illness, employees can use their accrued extended illness time before using PL. This is consistent with other hospitals and health systems across the country.

Any employee who is quarantined due to COVID-19, unable to work, and has exhausted their extended illness and PL will be granted an exception to go into negative PL as managed by our integrated leave management (ILM).

Can employees who tested positive for COVID-19 receive worker’s compensation?
As with any infection exposure that occurs at work, employees should report the suspected infection as soon as possible. This is an important early step in the process of determining eligibility for workers’ compensation. Our requirement for universal masking and frequent hand hygiene is critical to prevent the spread of the virus among coworkers and patients.

Can employees donate unused PL time to a co-worker who tested positive for COVID-19?
Yes, we have always allowed this, and it remains available. If you’d like to donate PL, contact HR-benefits@jhsmiami.org.
**OUR PROTECTIVE SUPPLIES**

How much PPE does Jackson have?
Our procurement staff started back in January working with our suppliers to keep Jackson’s needs met. We have ample supplies today and have continued receiving shipments daily throughout the entire pandemic. As long as we continue using supplies responsibly and following our protocol on equipment that can be cleaned for reuse, we do not anticipate any supply issues. There have been a small number of temporary shortages and occasional hiccups getting supplies from central storage areas to individual units, but there has always been enough PPE to appropriately protect caregivers under our protocols for different kinds of interactions with COVID-positive patients and those under investigation.

What PPE should I wear at work?
Everyone inside Jackson facilities should be wearing a standard face mask covering their mouth AND nose at all times, unless you are eating, drinking, or alone in a private office. You should get a fresh mask every day from your unit, office, or department. You should not wear homemade or store-bought masks at work, as only the masks we purchase have been checked for being appropriate in a healthcare setting. Anyone providing direct care to patients in both inpatient and outpatient settings should also wear eye protection, like goggles or a face shield. Clinical staff should follow the latest PPE protocol, always available at [JacksonBadgeBuddy.org](http://JacksonBadgeBuddy.org) and [JacksonCovid19.org](http://JacksonCovid19.org), for clear guidance on when to use gowns, respirators, gloves, and other supplies.

When should I wear a bunny suit while caring for a COVID-19 patient?
If you are performing high-risk procedures, like intubations, extubations, bronchoscopies, and laryngoscopies, you should wear a full bunny suit while caring for the patient.

Is it OK for me to travel to other areas in my facility wearing my PPE?
You should always wear a standard mask when you are inside one of our facilities, unless you are eating, drinking, or alone in a private office. If you work in a setting that requires additional PPE, it is OK to leave your hair cover on when traveling to different locations. Bunny suits and shoe covers, however, should always be removed and properly disposed of before leaving your workspace.

After use, how do I properly dispose of my PPE?
In addition to proper doffing protocols for higher-level PPE, gloves, masks, and other disposable equipment should always go into designated trash cans or bins after use.

**OUR TESTING**

When can employees get a COVID-19 test at work?
Jackson generally provides testing for employees who report symptoms associated with COVID-19 and those who report unprotected close exposure to someone who is known to be positive for the disease. These can be reported through the online tool found in the COVID-19 section of [JacksonBadgeBuddy.org](http://JacksonBadgeBuddy.org). Other employees may use community testing sites, many of which are listed at [https://www.miamidade.gov/global/initiatives/coronavirus/testing-locations.page](https://www.miamidade.gov/global/initiatives/coronavirus/testing-locations.page).

Can per-diem employees be tested at Jackson?
The same testing criteria apply to all active employees, including per-diem staff.

Why are we not testing all employees?
Universal testing is not being adopted at Jackson or most other hospital systems, mostly because there is still limited capacity for reliable and accurate tests. Just as importantly, testing all employees would only be helpful if it were done every day – during your time off, your COVID status from a day or two earlier could change. We are also not using tests that have been found to have high levels of inaccurate results, which further limits our capacity.
Do employees who test positive for COVID-19 need to have negative tests in order to return to work?
No. Following CDC and Florida Department of Health standards, employees can return to work based upon their recovery. Those who were never symptomatic can return 10 days after their positive test. Those who were symptomatic must have at least three days without fever and improvement in respiratory symptoms; and at least 10 days must have passed since symptoms first appeared. Those who feel strongly that they want a follow-up test may receive one; if they continue testing positive, they will need to stay out at least another 10 days or until they test negative.

Should employees who have been exposed to COVID-19, are asymptomatic, and are awaiting their test results report to work while they wait?
If staff is exposed to COVID-19, are asymptomatic, and are awaiting test results, they must report to work and follow the necessary safety protocols (masking, proper hand hygiene, and social distancing) until they receive their final diagnosis. They should not be sent home while waiting for their results.

What patients are being tested?
All patients coming to Jackson for scheduled surgery and other procedures are receiving COVID tests no more than 72 hours in advance. These are primarily done at our UHealth Jackson Urgent Care sites, the pre-admission testing department at Jackson South, or a drive-through facility in the North Garage at Jackson Memorial. Patients who arrive via the emergency department are screened at the entrance, and they are tested for COVID-19 if they exhibit symptoms, meet other screening criteria, or are admitted to the hospital.

Are uninsured patients tested for COVID-19?
Every Jackson patient receives the same high level of care, regardless of ability to pay. COVID-19 protocols are exactly the same for uninsured patients.

Are patients being re-tested during their admission?
Typically not. Consistent with standard practice at most other hospitals and health systems, we are only retesting patients when the care team has evidence that an earlier test may have provided a false negative. There have been relatively few reports of negative patients becoming infected with COVID-19 during a hospitalization. The exception is for patients who live in nursing homes and assisted-living facilities, as they are not permitted to return until they have tested negative.

Which labs and testing systems are we using?
All of Jackson’s COVID-19 tests are being processed at our in-house labs by our expert teams. They are now using a few different systems that we have confirmed are highly reliable and typically provide results within 24 hours. A multidisciplinary team is constantly updating protocols on which tests are appropriate for patients in different situations, all with the goal of protecting our teams and other patients. Our procurement teams have relentlessly maintained our supplies, which will remain sufficient if we order tests responsibly. We are also constantly exploring new testing platforms and technologies so we can adopt new ones when appropriate.

Is Jackson offering COVID-19 antibody testing to patients and employees?
We currently have a small pilot COVID-19 antibody testing program at our UHealth Jackson Urgent Care centers. We currently have very limited testing kits, so we will not be launching a separate employee initiative at this time. As tests become more available and accurate in the future, we will be looking for ways to offer it to our staff at no out-of-pocket cost.

Are we performing temperature checks on clinical staff before each shift?
No. We have found that temperature checking is not as effective as daily monitoring for potential COVID-19 symptoms. We are in the process of testing technology that will allow staff to self-monitor each day and report back to the health system. We will share more details on that with our employees as it becomes available later this year.

How are we changing our facilities to be appropriate for social distancing and other safety measures?
Frequent, visible reminders are being posted on walls, floors, and seats about maintaining distance, wearing masks, and practicing hand hygiene. Chairs closer than six feet have been removed when possible or clearly labeled as being restricted. Clear plastic windows have been installed in many registration and other patient-access areas to safely and attractively separate patients from employees. Cafeteria tables have been modified as much as possible and are clearly labeled with social-distancing rules.
How can employees work in offices or shared workspaces that do not have six feet of separation?
When workspaces cannot be reconfigured, we are exploring ways of reducing the number of people gathered. Some support teams will continue working from home indefinitely. Those who need to work on site may qualify for a flexible work option, which allows eligible teams to work split shifts. That would have staff come in at different times or days so only some desks are in use, with thorough cleaning of shared spaces taking place between shifts.

How are employees protected in communal areas such as elevators, restrooms, and staff lounges?
Employees should always use their best judgment to maintain social distancing whenever possible, especially in shared spaces such as lounges and public restrooms, and avoid groups of 10 or more under most circumstances. In some facilities, lower-traffic elevators may be accessible with just a slight detour. We encourage employees to use the stairs when they are going down three floors or up one or two floors. Universal masking also decreases the risk in elevators. We are aware that out-of-service elevators, particularly in parking garages, create a hardship for employees and patients, and we continue trying to minimize downtimes and expedite major repairs and replacements.

What should we do if a hand sanitizer dispenser is empty?
Support teams are replenishing sanitizer as quickly as possible, with priority on clinical-care areas. You can help conserve sanitizer by washing your hands for at least 20 seconds with soap and water, which is just as effective as using alcohol sanitizer.

How have we stepped up routine cleaning our facilities?
We have increased the frequency of cleaning, especially in high-traffic areas, high-risk areas, and frequently touched surfaces. We have brought in extra environmental support to supplement our excellent staff and ensure we can maintain these higher standards for an extended period of time.

Have back-office and support spaces also been cleaned?
Intensive cleaning has been completed in numerous office buildings. Employees who work in those facilities are required to wear Jackson-provided masks. Additional PPE is also available for those whose jobs require it.

Are we going to bring back the outdoor screening tents at our emergency departments?
Yes, we are setting up air-conditioned outdoor screening tents at each of our emergency department entrances to properly isolate and assess confirmed and suspected COVID-19 patients. We will continue to monitor our COVID cases, and will adjust our protocols as needed.

How are mandatory mask rules and social distancing being enforced?
Like many of our rules, we start with the honor system and by creating a culture where the right behavior feels natural. It’s always OK to speak up with a friendly reminder that someone may have forgotten to wear theirs or put it fully over their mouth and nose. Leaders will help reinforce this expectation across facilities. It’s also important to remember that PPE is not a substitute for social distancing. It’s not always possible to stay six feet apart during patient care, but we should still observe that standard whenever possible.

Where can I obtain cleaning supplies for my personal workspace?
Please see your manager to obtain wipes for disinfecting your workspace. Remember, hand hygiene is the most effective way to help prevent the spread of COVID-19.

Will non-clinical employees be allowed to continue wearing scrubs and other casual, washable clothes at work?
We plan to continue this policy until it is clearly safe to return to normal standards, which likely will not be until late 2020 or 2021.

Can employees continue working from home?
Teams that have worked from home have overwhelmingly been successful and productive during the pandemic. We are now offering more work-from-home and flexible work options to eligible staff members – partially because we know people still have childcare and other family issues, and partially in order to have sufficient space in our offices for those who need to be physically present. Some of these practices will become permanent in ways that maximize productivity, keep the business operating at our high standards, and create a great professional experience for employees. That would require some additional technology, like more Jackson-issued laptops and more remote access to our networks and shared drives – those are all things we are currently working to increase access to throughout the health system. For more information on the flexible work options program, visit JacksonCOVID19.org.

Is it safe to begin hosting in-person conferences, meetings, and other professional gatherings or should this all continue to be done virtually?
We highly recommend avoiding in-person meetings, conferences, and gatherings, both professional and social, at this time. Please use web applications, such as Zoom, as often as possible.
Will Jackson provide childcare this summer and during the new school year?
Jackson will continue providing employees with resources from The Children’s Trust Early Learning Coalition in Miami-Dade and Broward counties, as well as other community partners who have access to funding and programs. Childcare details can be found on JacksonCOVID19.org under the Employee Resources section. We will continue to add more options to the website as they become available. Jackson will not directly provide childcare services because we lack the space, staff, and expertise to create a safe and high-quality program.

Can employees qualify for the Family and Medical Leave Act (FMLA) if they are forced to miss work to care for children or other relatives?
We are trying to be as flexible as possible with employees who need to work from home or alter their schedules to accommodate family needs, transportation challenges, and other issues. We still have a responsibility to our patients, coworkers, and community to deliver excellent service with great CARE. Employees are always encouraged to reach out to our FMLA administrator, Matrix, at 877-202-0055, for eligibility questions.

Will open enrollment for health insurance and other benefits be impacted?
We do not expect any impact to the benefits enrollment period later this year. For many years, open enrollment has included an online option that requires no direct, in-person contact. Employees are encouraged to use this option as much as possible.

Will the deadline for annual wellness visits be extended?
Yes, we have extended the deadline for annual wellness visits to Friday, November 13. Employees are urged to get an annual wellness visit, as many primary care physicians at Jackson and elsewhere have resumed regular visits, both in person and using telemedicine.

Will the deadline for all-employee required learning be extended?
All employees have remote access to weLearn, our new digital learning platform, at https://jhsmiami.sabacloud.com. Lessons can also be completed on the “Saba Cloud” app, available through the Google and Apple app stores. Lessons have been assigned already for this year to let staff begin sooner, and we do not expect to extend the October 31 deadline.

Is tuition reimbursement still available?
Yes, the tuition reimbursement program is continuing as usual. Most colleges and universities are offering remote learning programs.

How does the pandemic impact the Affordable Care Act measurement period for employees who are not eligible for benefits?
This is based on hours worked and individual role and has not been affected by the pandemic.

As interstate travel slowly resumes, will employees returning from out of town be required to self-quarantine for 14 days?
The only self-quarantine rules related to travel are those imposed by the State of Florida. At this time, we are only aware of a requirement for those returning to Florida from New York, Connecticut, and New Jersey.

What emotional-support resources are available during the pandemic?
The JacksonCovid19.org site has a robust list of employee resources, including a section on self-care and stress management. To speak to a live specialist, call the Resources for Living Employee Assistance Program confidential hotline at 786-466-8370, 24 hours a day, 7 days a week. Web and text services are also currently available. All programs are open to any family member who lives in your household.

Why is Jackson still posting new positions, especially if internal candidates are qualified? And why are we hiring per diem staff at this time?
Jackson always posts approved vacancies for both internal and external candidates. This summer we will be launching enhanced programs for current employees who want to grow their careers and successfully apply for internal opportunities. Hiring per diem staff allows us to quickly flex staffing based on the fast-changing needs during this transitional time back toward expanded operations.
How stable is Jackson's financial situation?
Jackson lost $32 million in April and $25 million in May. During those two months, Jackson was budgeted to earn a total surplus of $2.4 million. This is an unprecedented shortfall in Jackson's modern history. Emergency federal funding has roughly offset our losses in March, April, and May. But the future of that federal funding is highly unpredictable; it is being released in batches, with different formulas and priorities, so we cannot predict how much more Jackson may receive.

Additionally, our sales tax revenue is received two to three months after it is collected. Since the most severe lockdowns were from mid-March to May, we can expect the worst of the tax shortfalls to hit us later this summer. It is still unclear how long it will take until they get back on track. We will know more later this year.

How is Jackson going to rebuild patient volumes and tell our community they can safely return to our facilities?
We still want to be their first choice for care. We’re developing comprehensive updates to our marketing plans that blend our usual messages about why Jackson is the best choice for care with new information about how we’re changing operations so patients can safely and comfortably get care in a post-COVID setting. Jackson has participated in a public-service TV and online campaign with other local health systems, and we will launch our own TV and radio campaign later this summer.

When will the Joint Commission conduct its three-year survey, which had been expected in March or April?
The Joint Commission has reinstated their visits and surveys. They have a backlog of hundreds of facilities to inspect and cannot begin until their teams can safely travel. It could come this summer or fall, or it could be pushed into 2021. But we should always be maintaining the high standards of safe patient care, cleanliness, clinical documentation, and other expertise that Joint Commission looks for when it visits.

Who is following the latest research and all the constantly-changing advisories coming from various governmental and international agencies?
The health system's physician and nursing leadership is in constant communication to review updated recommendations and see how they apply to real experiences taking place in our facilities. Working groups include experts in infection control, critical care, emergency medicine, And support teams like the labs, environmental services, and much more. Decisions are being made cooperatively using the latest research and protocols.

Will the old Jackson Rehabilitation Hospital still be demolished after it's no longer needed for long-term care patients? When will that happen?
We do not expect to demolish the old facility in the near future. Today, it is serving as a long-term care center for COVID-positive nursing home residents who do not require acute hospital care. We want the flexibility to use the space in case we need it for COVID patients, when we might again need long-term care beds, or even additional hospital rooms. If there are no COVID-positive patients in some areas, it could also be fully disinfected and then serve as a staff sleeping area during a hurricane emergency, creating a safe and socially distanced place for off-duty teams.

Will the opening of our major construction projects be delayed by the pandemic?
The pandemic has only had minor impact on our largest construction projects. We expect the critical care tower at Jackson Memorial to open in early 2021 and Jackson West Medical Center in Doral in spring 2021.

Are employees still “redeployed” to assist during the pandemic?
Yes, there are employees that remain deployed to other areas based on our current organizational needs. These needs are changing daily, and when there is no longer a need for those employees to remain in the redeployed areas we will certainly communicate with those employees as well as their leadership.

Is Jackson still offering free temporary housing for employees who work on COVID-19 units or have been exposed to COVID-19?
As Miami-Dade County continues to reopen, many of the hotel and short-term rental partners that the health system previously worked with have become unavailable. Discounted options can be found on JacksonCOVID19.org under Employee Deals & Discounted Housing in the Employee Resources section. Miami-Dade is providing free temporary housing to residents who are COVID positive or awaiting test results who do not need hospitalization and would like to self-quarantine away from their loved ones, as well as healthcare workers standing on the frontline of the pandemic. For more information, contact the Florida Department of Health at 305-470-5660.

Our Jackson, Our Future

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As we continue to navigate through the COVID-19 pandemic and work to move our operations towards our new routine, we want to reassure you that the wellbeing of our staff and patients continues to be at the forefront of everything that we do.

Here is what Jackson employees need to know moving forward:

**OUR PAY & BENEFITS**

- **NO FURLoughS immediately necessary**
- **CONTINUED** merit increases

**OUR TESTING**

- **TESTING EMPLOYEES** who experience COVID-19 symptoms
- **TESTING EMPLOYEES** who are asymptomatic and may have been exposed to a COVID-positive person without wearing appropriate PPE
- **TESTING PATIENTS** before scheduled procedures and upon admission from ED
- **ALL TESTS** run in-house, usually within 24-hour result time
- **TESTING SYSTEMS** used are highly reliable and reviewed by a multidisciplinary team

**OUR PROTECTIVE SUPPLIES**

- **NO SHORTAGE** of testing supplies, PPE, or other medical equipment
- **FRESH MASKS** for employees will be distributed every day; *wear ours, not yours from home*
- **MASKS** should be worn at all times, unless you’re alone in a private office or eating/drinking

**PPE PROTOCOLS** for clinical areas are always available at JacksonBadgeBuddy.org
OUR WORKPLACE

MORE SIGNAGE to reinforce social distancing

HAND HYGIENE: wash frequently with soap and water or use hand sanitizer

SCRUBS and relaxed professional attire will continue until late 2020 or 2021

PREPARED for possible surges of COVID-19 in the future

INCREASED CLEANING in high-traffic areas, high-risk areas, and frequently touched surfaces

6 FT DISTANCE appropriately labeled/created for social areas

USE STAIRWELLS for shorter distances to avoid crowding elevators

AIR-CONDITIONED ED TENTS have been set up at each hospital to properly isolate and assess confirmed/suspected COVID-19 patients

OUR BENEFITS & WELL-BEING

ASYMPTOMATIC EMPLOYEES who had a positive test result can return to work after 10 days

SYMPTOMATIC EMPLOYEES who had a positive test result must have at least 3 days w/out fever and improvement in respiratory symptoms; and at least 10 days must have passed since symptoms first appeared

WORK FROM HOME will become long-term for employees in certain areas; altered schedules are also being offered

REDEPLOYED EMPLOYEES will remain in certain areas

JOINT COMMISSION SURVEY expected later this year

For additional questions answered and critical information related to COVID-19, visit JacksonCOVID19.org.

As of 7/16/20