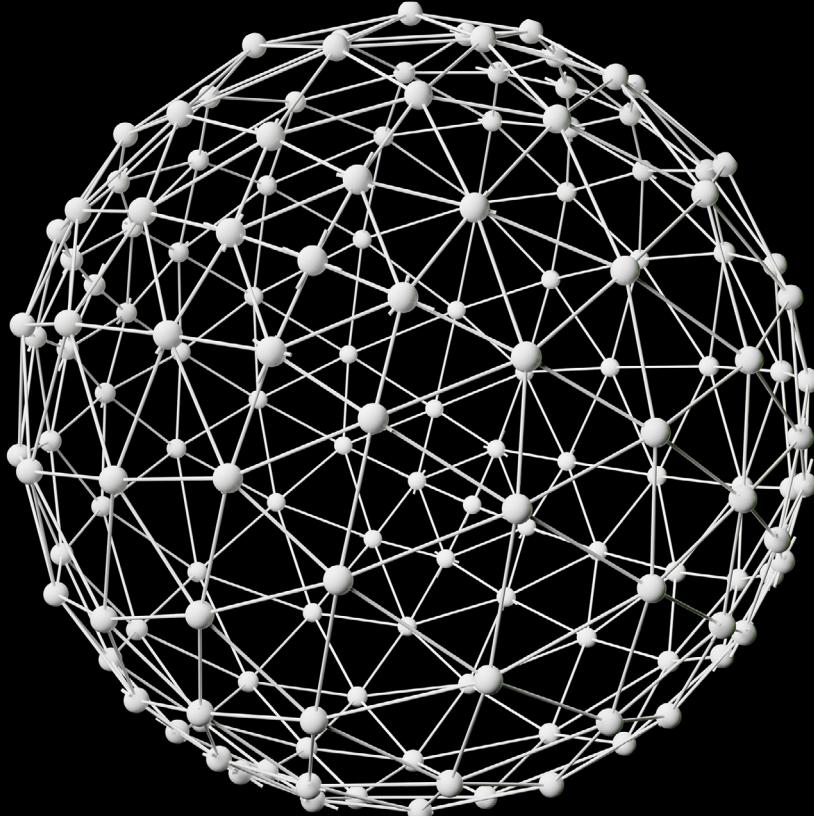


# Deloitte.



## **From Respond to Reboot:**

Workforce health and safety are at the heart of resilient recovery

**ConvergeHEALTH™**



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# Overview

By early March, COVID-19 had spread to more than 100 countries—reaching the level of a global pandemic. On March 13, the White House declared a national emergency, and the Centers for Disease Control and Prevention (CDC) urged people to work remotely, if possible.<sup>1</sup> In response, many businesses, facilities, and government agencies closed their doors, and employees and customers stayed home. While some business transactions and work have continued virtually, others have shut down altogether. Until there is an effective treatment against COVID-19, we should expect changes to how we live and work.

Cities, states, and countries may have differing infection and mitigation paths. As community spread of the virus slows in different regions,

testing programs ramp up, and we have greater ability to trace suspected contacts of people with the virus, those communities have begun to reopen.<sup>2</sup> Today, societies are gradually transitioning out of extreme mitigation, marking a turning point from responding to the pandemic to **recovering** from the blow we have collectively suffered. This may not be a straight path: Local spikes—or large waves—of infection could emerge over time. The Opening Up America Again guidelines from the White House and the CDC outline a staged approach to help state and local officials restart their economies.

Recovery, however, calls for more than just reopening stores and offices. The pandemic introduced broad changes to how we live and interact as a society. It has underscored the

importance of well-being and health care and has significantly scaled virtual work and virtual health. Many of these changes will persist, making a return to the past impossible. Before we can recover, businesses will need to **reboot**, which will involve developing a holistic approach to managing new health risks and rethinking workforce safety, maximizing productivity, and enabling sales. Rebooting will be about building and executing a plan that includes transitional stages toward a reimaged social and business environment. Health and safety will power a resilient economy.

**Until there is an effective treatment against COVID-19, we should expect changes to how we live and work.**



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## Overview

A challenging undertaking, reboot calls for health, business, education, and government sectors to work together, which is outlined in [our guide for reopening and restoring economies](#). Deloitte's approach evaluates each organization's distinct circumstances, ranging from macro conditions such as health and industry and regulatory mandates to micro conditions like facilities,

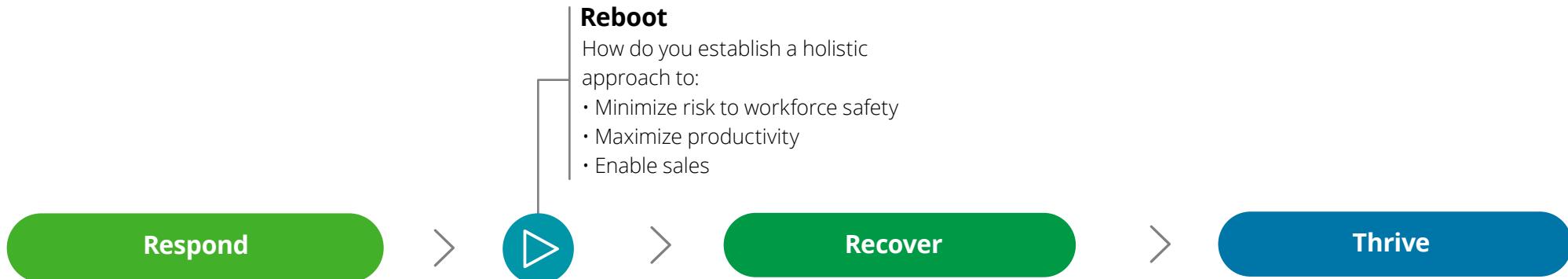
infrastructure, and individual worker preferences and requirements. The plan then establishes phases and work scenarios for individual teams and employees along with monitoring and safety protocols tailored to each of those scenarios.

Trust must be at the heart of any [framework for rebooting businesses and communities](#).

Rebooting calls for employers to navigate a complex web of considerations, taking into account health and safety, privacy and civil liberties, regulations, and economic imperatives.

**Our view is that there will be no single playbook. Instead, organizations will need flexible solutions to support their unique and evolving needs.**

## Reboot is the critical gateway between Respond and Recover



### Manage continuity

How do you protect your people while maintaining essential operations and response activities?

### Learn and emerge stronger

How do you build on the lessons learned from your response as your organization returns to the workplace and transitions to a post-COVID-19 world?

### Thrive

### Prepare for the next normal

How do you restructure operations to support resilience, maintain adaptability, and prevent future risk?



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## Overview

**Health, safety, and financial concerns are common among employees and customers.**

**Businesses need to reboot in a way that allows health and safety to be managed effectively.**

In general, people feel safer stepping out now than a month ago: Percentage of consumers concerned about health, employment, and finances; response between April 19 and May 16.

### Health concerns



I am concerned about my own health<sup>6</sup>

57% 50%

I am concerned about health of family and others<sup>6</sup>

72% 60%

Fear of catching the disease

**55%**

are very or somewhat concerned that they will get COVID-19 and require hospitalization<sup>3</sup>

### Safety concerns



I feel safe going to the store<sup>6</sup>

30% 42%

I feel safe staying in a hotel<sup>6</sup>

23% 30%

Concerned about social gathering

**60%**

say they're concerned about eating out<sup>4</sup>

### Financial concerns



Concerned about making upcoming payments<sup>6</sup>

29% 23%

I'm delaying large purchases<sup>6</sup>

47% 40%

Concerned about financial stability

**63%**

say they're concerned about running out of money due to the impacts of COVID-19<sup>5</sup>



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# Why COVID-19 is especially challenging

The COVID-19 disease (the infection resulting from the SARS-CoV-2 coronavirus) is spread through human proximity. That's nothing new. Society has been dealing with seasonal influenza for many years. However, there is no vaccine for COVID-19, and pharmacological interventions are limited. The CDC estimates that influenza is responsible for between 12,000 and 61,000 deaths each year. COVID-19, by contrast, was responsible for 100,000 deaths in the United States as of May 27. COVID-19 has a longer median incubation period than common influenza, which means people can be contagious for a longer period without showing symptoms.<sup>7</sup> Studies vary, but one found that as many as 44 percent of people never exhibit any symptoms, but can still infect others.

The HIV/AIDS pandemic, which has claimed more than 32 million lives, can also spread between asymptomatic carriers.<sup>8</sup> Unlike HIV/AIDS and other infectious diseases, COVID-19 is spread by airborne droplets, which dramatically increases the number of people an infected individual could infect.

The mode of transmission, combined with a high percentage of asymptomatic people, can make it difficult to trace interactions that could help limit the spread of COVID-19. This is why governments around the world are deploying a host of digital solutions to support public health, including contact-tracing call centers, case management, and proximity analysis and analytics.

Today, governors around the United States are [removing stay-at-home requirements and are allowing parts of local economies in their states to open](#). The Centers for Disease Control have released [resources and a framework for reopening as well](#). With reopening, however, the risk of virus transmission increases in unpredictable ways. Local conditions will continue to change after stay-at-home rules are lifted. As a result, some areas could experience periodic resurgences in infection rates, which will change the overall risk to employers and their workers.



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## Why COVID-19 is especially challenging

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# There is no one-size-fits-all playbook

Businesses will need to play three important functions as society reboots.

- 1** Support their local communities
- 2** Reengage with their customers
- 3** Respond to the needs of their employees

As members of their local communities, businesses should support—and may complement—efforts by government and health care institutions to stand up the necessary infrastructure and to mitigate the likely unpredictable and volatile course of the contagion.

As businesses open up physical spaces, they will need to help limit community spread of COVID-19. They should create safe environments for customers, vendors, contractors, and others coming into those spaces; follow government and health authorities' guidelines; and safeguard security, privacy, and civil liberties for all constituencies.

Finally, businesses will likely need to develop health and wellness solutions for their employees that help them feel safe physically returning to work. This requires employers to consider a broad range of factors, including the type of their business and job functions, the characteristics of their workplaces, the conditions in the geographic

locations in which they operate, and the individual characteristics of their many employee cohorts. Corporate workspaces vary widely—from factories, office buildings, and laboratories to stores and restaurants. Each setting has a different risk paradigm that depends on public health and employee behaviors. Job functions can include essential and nonessential work, those that need to be done at a specialized facility or that can be successfully performed remotely, and those involving frequent physical interaction with customers and the general public. Some jobs have traditionally called for travel. Some aspects of work may remain virtual, calling for enhanced vigilance and strategy to address cyber threats and fraud.



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## There is no one-size-fits-all playbook

Different geographies not only may have different trends in disease spread, but also involve different life circumstances like public commuting and densely populated residences in metropolitan areas. Solving for reopening is especially complex for multiregion and multinational organizations operating with a large diversity of cultures and regulations. Finally, employees vary not only by the jobs that they do, but also in their tolerance of risk. Lockdown has affected us all, and some especially hard. Many employees might be suffering mental strain because they are working from home while trying to manage their families.

Employers need to be able to segment and understand each cohort of employees and their

risk of COVID-19 in physical work environments. Modeling employees' personas is one way employers can develop their rebooting plans. They also need to appreciate that the health journeys of their employees, customers, and contractors may be different and require nuanced approaches to integrate into a holistic program.

Each employer must navigate a unique set of circumstances. They need to engage their employees and other stakeholders and understand their sentiments, fears, and hopes for a physical return to work and public spaces. From there, employers can create the blueprint needed to initiate the reboot.



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# What capabilities and solutions do employers need?

While no single playbook will address the diverse challenges and requirements of different businesses, a set of key capabilities will help drive a successful reboot and resilient recovery:

- **Commitment to safety:** Employers should implement enhanced safety protocols in all settings, tailored to specific tasks and work environments. They should meet and exceed diverse regulatory requirements across geographies where the business operates and promote a strong culture of health and safety to improve compliance and instill confidence in employees.
- **Reassurance and support:** Employers should provide their employees with clear and timely information and training related to safety, well-being, and risk management. They should

reach out and support employees who become sick and/or self-isolate and rethink workforce engagement and ways to support morale in a new work environment.

- **Visibility into risk factors:** Employers should adopt technologies that allow them to monitor risk factors in real time and across workforce cohorts, ecosystems, and communities. This will help employers more accurately evaluate risk exposure.
- **Agility to execute and pivot:** Employers should create powerful decision-support systems to monitor and predict risks, model scenarios, and inform actions. They should quickly mobilize resources to respond to a dynamic risk environment. A level of agility—combined with robust planning and

ready-to-go-execution mechanisms—will help employers maintain business continuity in the face of new outbreaks.

- **Driving security, privacy, and trust with stakeholders:** Employers should emphasize the highest ethical standards in monitoring and managing workforce risk exposures. They will need to clearly communicate their commitment to support employees while outlining a plan to keep their data secure and private. They need to create an infrastructure that can support the submission, storage, and use of sensitive data. This commitment to security and privacy should extend to customers, business partners, and other stakeholders, establishing trust with the broader community.



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## What capabilities and solutions do employers need?

Technology can play a critical role supporting these capabilities and assisting with employees' journeys. A full COVID-19 health risk management and employee wellness workflow should include enhanced screening, digital contact awareness, analytics and decision support, case management, training, and employee engagement. Employers should consider modular, flexible solutions tailored to their unique requirements and conforming to the following principles:

- **Transparency:** Solutions must include tools enabling employees to control what data is being collected, under what circumstances, and for what purposes. This also includes transparency around where and how data is being stored, for how long, and when and how it is being purged. Finally, clear

communication about the purpose and rationale of safety measures that employers put in place to manage new health risks, coupled with robust feedback mechanisms, can help establish trust and reassure employees that their well-being is valued.

- **Security and privacy:** Enhanced screening protocols that are being widely adopted require employees to share personally identifiable information (PII) and personal health information (PHI) with their employers, which traditional human resources and other systems are not designed to handle. Policies and procedures related to PHI must ensure secure access, proper handling, remediation of security incidents, and secure transmission of information. Solutions should easily integrate and seamlessly plug into the

enterprise's existing security architecture. Robust consent management and data anonymization engines should be in place.

- **Risk and compliance:** Compliance with critical regulatory and industry directives like GDPR, CCPA, HIPAA, and HITRUST will be nonnegotiable for employers. Solutions must keep privacy at the forefront and adopt a risk-based, secure, and compliant-by-design approach and architecture.
- **Adoption:** Low levels of adoption may yield a false sense of safety. Employers should implement tools that are easy and intuitive to use. They also should carefully design policies, processes, and change management approaches that nudge adoption by visibly making safety a priority and removing barriers to compliance.



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## What capabilities and solutions do employers need?



- **Empowerment:** Enhanced safety measures may feel restrictive. Employers should define solutions that add value to employees and empower them. For example, tools can enable employees to better control their safety and provide information to help them navigate the workplace and daily activities.
- **Customization:** Solutions should be flexible and robust to accommodate the varied needs of the different employee cohorts, jobs, and work environments within each organization. Cohorts that work at home or in corporate offices are different than those working in factories and laboratories. Furthermore, some employees may not have access to certain technologies, such as cell phones, requiring integration of a broader range of tools and protocols.

- **Workflow integration:** Seamless integration with the enhanced safety and wellness workflow and broader organizational systems and processes is critical from both the employee and employer perspectives. For employees, such integration makes it easier to comply with new safety norms in the course of their daily activities and ensures that useful information is delivered at the right place and time. For employers, secure integration with key systems such as scheduling, facilities management, contact centers, and others helps to ensure more targeted, timely, and efficient interventions when heightened risk exposures are detected.

While no single playbook will address the diverse challenges and requirements of different businesses, a set of key capabilities will help drive a successful reboot and resilient recovery.

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# MyPath™ to Work

Deloitte's Reboot catalog of tools helps companies create a personalized journey for employees as organizations navigate timing, readiness, and how to reboot and, ultimately, spur recovery. Deloitte's extensive set of assets includes a command center; data and insights; a comprehensive back-to-work platform; and regulatory and compliance applications. These resources span risk prediction and mitigation;

crisis response management and recalibration; supply chain disruption sensing and intelligence; and monitoring and insights into regulatory requirements. In addition to workforce analytics and public health solutions, we have created a uniquely customizable capability to address the health aspects of Reboot we call

## **MyPath™ to Work.**



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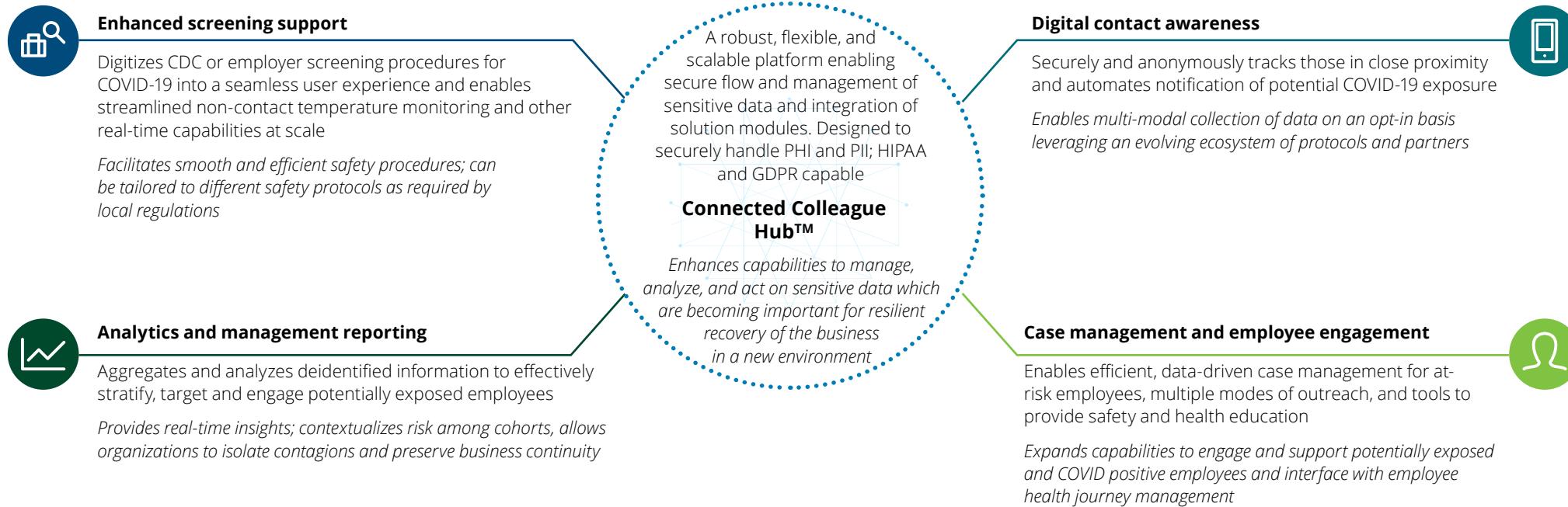
## MyPath™ to Work

Deloitte has developed MyPath™ to Work, a comprehensive, modular technology solution that robustly addresses the capabilities organizations need to manage COVID-19 health risks, empowering them to reboot and recover with resilience. With a combination of tightly integrated Deloitte and third-party technologies and services, MyPath™ to Work enables enhanced workplace safety protocols, visibility into risk

factors, agile response to changing health conditions, and engagement and support for employees—all configured to the specific needs of each organization.

This solution leverages ConvergeHEALTH's award-winning patient engagement and analytics platforms that are live in 22 countries, supporting millions of patients. With the introduction of

personal health information into a broad range of employer workflows, this platform expands use of robust and secure data management capabilities built for health care into other sectors and organizations.



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MyPath™ to Work solution can be configured to work with existing technologies, systems, and data an employer might have in place, as well as integrate with public data sources and applications provided by public health authorities. The modules include:

- **Connected Colleague Hub:** The Connected Colleague Hub (CCH) is the foundation of My Path™ to Work. A robust, flexible, and scalable platform, CCH enables the secure flow and management of sensitive data (PII and PHI) and the integration of solution modules. CCH was developed under an ISO 13485 certified Quality Management System and offers capabilities to comply with HIPAA, GDPR, and other relevant regulatory frameworks. Its consent management and deidentification service modules can enable businesses

to manage health risks while safeguarding employee privacy.

- **Enhanced screening support:** To identify potential infections, health screening and other enhanced safety protocols are customized to client specifications. At-home monitoring and at-home temperature checks can be safer and more effective than conducting tests at a physical work environment where others could be exposed. Evolving COVID-19 screening procedures—based on CDC guidance—are integrated and continuously updated into a chatbot-based user experience. Employees complete a preclearance survey, receive health advisory information, and are granted a work pass to check in or out of a facility. Streamlined no-contact temperature monitoring can be done at home with connected thermometers. For

those that may require it, thermal scans for up to 10 people at a time can be established at the place of work.

- **Digital contact awareness:** Employers may need a capability to identify and track those employees that have been exposed to COVID-19. Some employers might want to track employees on their own, while others will prefer to rely on public health authorities. Yet, it is important to recognize that many regions in the United States have not yet universally adopted digital proximity tools to automate contact management (such as Bluetooth and Wi-Fi). Large technology companies have developed some tools, and states are also working on programs. Though encouraging, relying solely on these solutions today may not protect an enterprise from contagion within their walls.



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Today, the prevailing approach is typically interview-based. Our employee case management tools augment and automate that process. Digital contact awareness tools have the potential to be more effective than solutions relying on human memory.<sup>9</sup> Employers should pilot such solutions and work with their employees to define acceptable privacy parameters. At that point, we expect employers to increase the adoption of these solutions across their enterprise.

MyPath™ to Work offers digital contact awareness through a range of available technology platforms, including Bluetooth-equipped devices, Wi-Fi, GPS, RFID, and others. It is built to be interoperable with a range of protocols and

designed to protect employee privacy. This way, employers have a choice of tools and protocols to identify functionality that best addresses their business, regulatory, and security and privacy requirements. Our contact awareness solutions keep track of each employee's proximity to others within predefined organizational locations. Automatic notifications can help employees comply with social distancing requirements as they go about their daily activities. Notifications can alert employees when a colleague within their proximity network self-reports a positive COVID-19 diagnosis. (See the [CDC's Interim Guidance on Developing a COVID-19 Case Investigation & Contact Tracing Plan](#))

- ***Analytics and management reporting:***

Network analytics can help employers identify and track potential contagion hotspots within the organization. Management dashboards combine internal proximity data with external public data sources to generate key statistics and trends, pinpoint exposure-related risk in a timely manner, and prioritize interventions for greater impact (such as additional workplace cleaning and targeted outreach). Analytical outcomes inform case management and other key workflows, enabling a comprehensive response. Robust security and privacy controls must be in place to help ensure that data is appropriately aggregated and deidentified, used within the parameters of employee consent, and timely expunged.



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- **Case management and employee engagement:**

This module offers employers the ability to amplify efforts to support and engage with their workforce. Integration with analytics, scheduling, facilities management, help desk, and other systems can help enable more agile and efficient interventions when heightened risk exposure is detected. Support for at-risk employees can be tailored to individual circumstances and encompass the entire journey from isolation and treatment to recovery and reintegration in the workforce. Multichannel communication capabilities can help engage with employees to distribute key messages, provide wellness and safety education, and collect feedback that management can use to inform future decisions.

MyPath™ to Work's modular, cloud-based architecture allows quick integration with existing HR, CRM, and other systems. Deloitte has convened an ecosystem of alliance partners who can support clients' approaches to returning to work. This allows us to tailor MyPath™ to Work to each organization's unique needs, environments, and technical requirements, supported by Deloitte's leading technology implementation and integration capabilities.

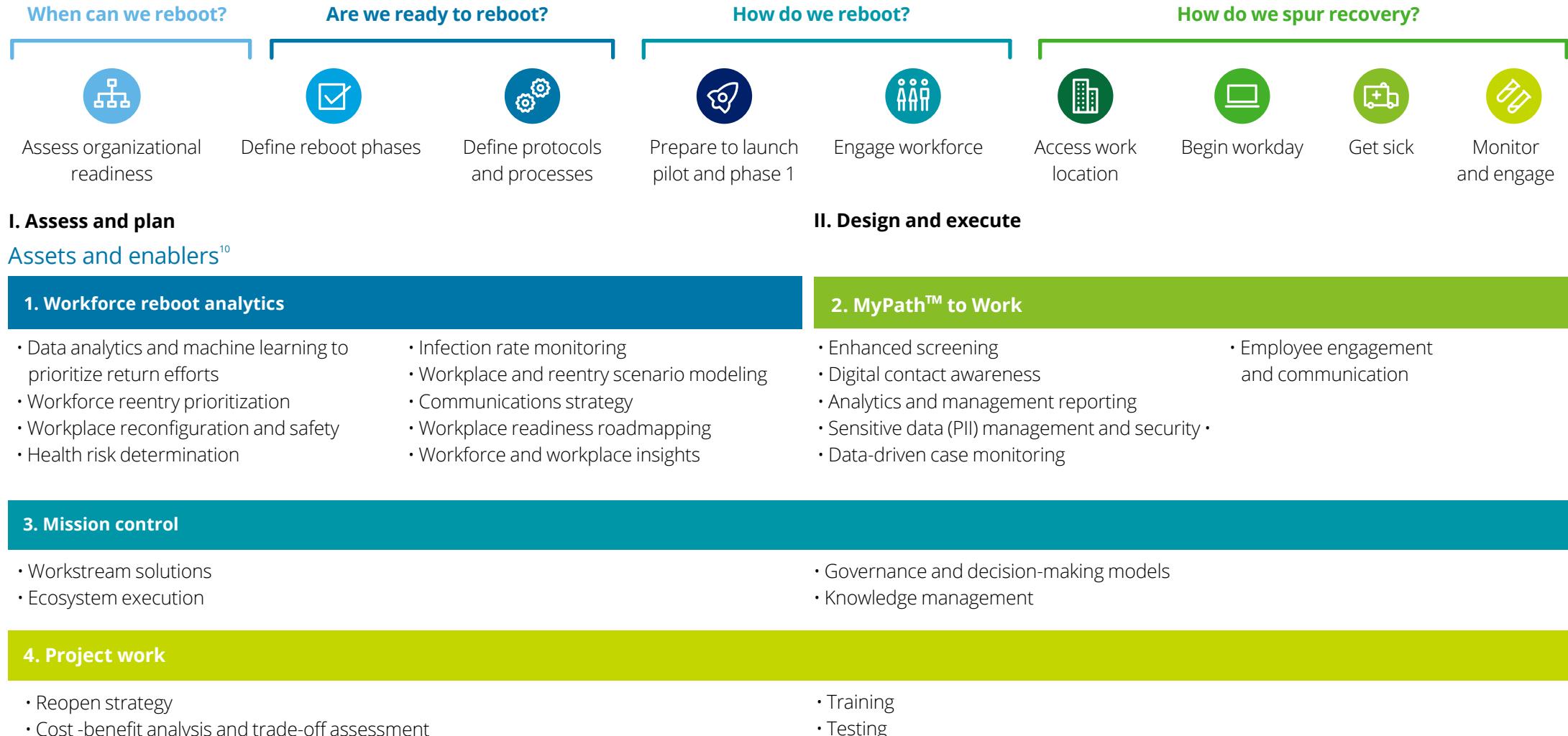
**Beyond technology implementation, Deloitte brings the breadth of its industry experience and service capabilities.**

Beyond technology implementation, Deloitte brings the breadth of its industry experience and service capabilities, such as workforce analytics (who should come back into the office and when) and workforce strategy, safety process design, security and privacy, operations work, change management, and other program elements.

MyPath™ to Work is part of a suite of solutions that can help organizations to address the many complex questions and decisions involved in rebooting their operations. The following chart illustrates the Deloitte tools and services that can enable businesses to effectively prepare for circumstances that may arise during their transition towards a resilient recovery.

## MyPath™ to Work

### A typical reboot journey: Deloitte assets and enablers to power the reboot journey



# Conclusion

Every crisis has elements that make it unique. The COVID-19 pandemic is unprecedented, for how we respond to this challenge touches our health, our privacy, and our economic well-being.

Understanding the importance of each dimension, and the trade-offs among them, will enable employers to build a solution suited to their current and future needs. Embracing the lessons learned through this singular experience can help employers navigate the uncertain and changing path toward a resilient recovery.



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10 Functions of enablers and tools listed are only a sample and do not constitute an exhaustive list of functionality offered.



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