

## **COVID-19 Mitigation Plan**

Employees, Contractors, Temporary Staffing, Volunteers, Participants, and Visitors

This update effective December 28, 2022

# **KEY MITIGATION STRATEGIES**

-Keeping the Virus Out by Not Bringing it in. Please get Vaccinated

### **NOTES:**

This update is intended to address the Omicron variant surge expected in January.

### 1. NEW Definitions:

- a. **FULLY VACCINATED**: With Pfizer or Moderna within the last 6 months or with J&J within the past 2 months OR boosted).
- b. **NON-FULLY VACCINATED**: with Pfizer or Moderna last shot over 6 months ago and not boosted or J&J over 2 months ago and not boosted.
- 2. Cloth masks are no longer permitted.
- 3. Vaccine Booster Incentive: \$250 (p.8)

### **Critical Employee Responsibilities**

- 1. Get Vaccinated
- 2. Get Boosted
- 3. Wear a mask indoors regardless of your vaccination status
- 4. Stay home if you are ill
- 5. Report concerns, ideas, and suggestions to: <a href="mailto:covidsuggestions@favarh.org">covidsuggestions@favarh.org</a>

### **Important Resources**

- Vaccine Resources
- Find a Testing Center Near You (www.211ct.org)
- <u>CDC</u>
- <u>CT COVID-19 Response</u>
- <u>Farmington Valley Health District</u>
- DDS COVID Updates & Resources

Send your ideas, your concerns, and your commendations to: <u>covidsuggestions@favarh.org</u>

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### Section I

### What to Do If You Have Symptoms

### 1. STAY HOME IF YOU ARE SICK

- a) ALL Employees, Participants, and Visitors should selfmonitor for symptoms daily and BEFORE they leave for Favarh. Employees, Participants, and Visitors must be <u>free</u> of fever (100° F or less w/oral or ear thermometer, 99° w/forehead) and/or other COVID symptoms without the use of fever-reducing or other symptom-altering medicines (e.g. cough suppressants). If you don't have an oral thermometer, Favarh will provide one on request.
- b) UNVACCINATED INDIVIDUALS who have COVID symptoms must quarantine, notify Favarh, and get a COVID Test. A negative PCR test will be required prior to return. Click <u>here</u> for Testing Locations near you or go to <u>http://www.211ct.org/covidtesting</u>.

#### 2. CONTACT TRACING

- a) Attendance must be kept at all group activities to be used for contact tracing purposes.
- b) When an UNVACCINATED INDIVIDUAL becomes presumptive with COVID symptoms, or when ANYONE tests positive for COVID-19, contact tracing must occur to identify people who have had *Close Contact*<sup>1</sup> with them 48 hours prior to the onset of their symptoms OR 48 hours prior to their test sample time/date, whichever is earlier.

#### 3. CLOSE CONTACT & TESTING/MONITORING

- a) People who have come into close contact with someone with COVID-19 should be tested to check for infection.
- b) Fully vaccinated people should be tested 5–7 days after their last exposure.
- c) People who are not fully vaccinated should get tested immediately when they find out they are have been in close contact with a COVID positive individual. If their test result is negative, they should test again 5–7 days after their last exposure or immediately if symptoms develop.

### SYMPTOMS OF CORONAVIRUS

People with COVID-19 have had a wide range of symptoms reported – ranging from mild symptoms to severe illness.

Symptoms may appear 2-14 days after exposure to the virus. People with these symptoms may have COVID-19:

- Fever or chills
- Cough
- Shortness of breath or difficulty breathing
- Fatigue
- Muscle or body aches
- Headache
- loss of taste or smell
- Sore throat
- Congestion or runny nose
- Nausea or vomiting
- Diarrhea

This list does not include all possible symptoms. CDC will continue to update this list as they

<sup>&</sup>lt;sup>1</sup> Close Contact (6 feet or less) for cumulative time of <u>15 minutes</u> or more in a 24-hour period. See Close Contact in Glossary for more details.

### 4. QUARANTINING AFTER A CLOSE CONTACT (NO SYMPTOMS):

- a) IMMUNOCOMPROMISED Individuals (see Figure 1) should quarantine and follow the recommendations provided by their healthcare provider.
- b) FULLY VACCINATED<sup>2</sup> (w. Pfizer or Moderna within the last 6 months or with J&J within the past 2 months) OR FULLY VACCINATED & BOOSTED Individuals do not need to quarantine after a close contact unless they live in the same household as a COVID positive individual. However, they should test 5-7 days after contact.
- c) **SAME HOUSEHOLD**: If a FULLY VACCINATED OR BOOSTED individual lives in the same household as a COVID positive individual, they must quarantine during the infectious period<sup>3</sup>.

d) UNVACCINATED and NON-FULLY

#### FIGURE 1

Many conditions and treatments can cause a person to be immunocompromised or have a weakened immune system. Primary immunodeficiency is caused by genetic defects that can be inherited. Prolonged use of corticosteroids or other immune weakening medicines can lead to secondary or acquired immunodeficiency.

Get more information on immunodeficiency

- Types of Primary Immune Deficiency
- The Jeffrey Modell Foundation
- Immune Deficiency Foundation
- Primary Immunodeficiency (PI) | CDC

VACCINATED<sup>4</sup> individuals must quarantine for 5 days following the last close contact with a COVID positive or PRESUMPTIVE individual. Quarantine can end early if the PRESUMPTIVE individual they came into contact with subsequently tests negative.

#### 5. ISOLATING AFTER SYMPTOMS DEVELOP OR A POSITIVE TEST:

- a) IMMUNOCOMPROMISED Individuals (see Figure 1) should isolate and follow the recommendations provided by their healthcare provider.
- b) EVERYONE ELSE, REGARDLESS OF VACCINATION STATUS should isolate at home for 5 days from the onset of symptoms or a positive COVID test, whichever is earlier. If a negative PCR COVID test is obtained after symptoms develop, the individual can end the isolation and return to Favarh after they have been symptom free for 24 hours.

### 5. RETURNING TO FAVARH

- a) IMMUNOCOMPROMISED Individuals (see Figure 1) must provide a return to work note from their healthcare provider.
- b) Unvaccinated and Non-Fully Vaccinated Individuals who have had a close contact and have **no symptoms** may return to Favarh after 5 days after the close contact and a negative COVID test on day 5 or later.
- c) Individuals who are home **with symptoms** may return to work after a negative COVID PCR test OR 2 negative rapid tests AND after they have been symptom-free for 24 hours (we don't want to spread non-COVID germs either).

<sup>&</sup>lt;sup>2</sup><u>Fully Vaccinated</u>: with Pfizer or Moderna within the last 6 months or with J&J within the past 2 months or Boosted.

<sup>&</sup>lt;sup>3</sup> <u>Infectious Period</u>: 5-days after symptoms develop or a positive COVID test, whichever is earlier.

<sup>&</sup>lt;sup>4</sup> <u>Non-Fully Vaccinated</u>: with Pfizer or Moderna last shot over 6 months ago and not boosted or J&J over 2 months ago and not boosted.

- d) **Individuals who have tested positive** for COVID may return to Favarh after they have received two negative tests in a row, 24 hours apart, OR until **ALL** of the following <u>3 things</u> have happened:
  - i. At least 5 days have passed since their symptoms first appeared; AND
  - ii. They have been <u>free of fever</u> (100° F or less w/oral or ear thermometer, 99° w/forehead) for at least 24 hours without the use of fever-reducing or other symptom-altering medicines (e.g. cough suppressants); AND
  - iii. Any other symptoms have improved (for example, cough or shortness of breath).
- e) Individuals who have tested positive for COVID AND who need to convalesce for more than 10 days may not return to Favarh unless they have received two negative tests in a row, 24 hours apart, OR until ALL of the following <u>4 things</u> have happened:
  - i. At least 10 days have passed since their symptoms first appeared; AND
  - ii. They have been free of fever (100° F or less w/oral or ear thermometer, 99° w/forehead) for at least 24 hours without the use of fever-reducing or other symptom-altering medicines (e.g. cough suppressants);
  - iii. Other symptoms have improved (for example, cough or shortness of breath); AND
  - iv. A return to work note from a healthcare provider.

#### 6. EXCEPTIONS

a) The COVID Mitigation plan is meant to be a guide to help Managers respond to the most common situations we encounter regarding the pandemic. Regarding the people served by Favarh, the mitigation plan is not meant to and should never supersede an individual's Plan of Care or physician's orders. Further, Favarh nurses can make decisions for the residents/participants who they are familiar with and who may have a unique COVID-related scenario that is not explicitly covered by our mitigation plan or whose particular circumstances warrant a different approach. Exceptions should be reviewed with the relevant department director(s) and the executive director (a text is the best way to do this quickly) because exceptions may have program and safety implications beyond the individual's exception circumstances.

### Section II

### **PREVENTION STRATEGIES**

### 1. SCREENING & ENTERING OR REENTERING PROGRAMS

- a) Proof of Full Vaccination status (vaccine card) is required for ALL visitors to any Favarh facility. This should be posted at all entrances and monitored by all employees who let visitors in or see visitors entering Favarh facilities.
  - i. **Exceptions**: emergency personnel, critical maintenance, safety monitoring, new employees who have one shot of a 2-shot vaccine. In these exception cases, KN95 masks or better must be worn while on Favarh premises.
- b) Screening at Favarh facilities and vehicles should continue for all guests and visitors (regardless of vaccine status), unvaccinated employees, unvaccinated volunteers, and unvaccinated

participants. Only fully vaccinated employees and participants who have provided documentation to Human Resources (staff) or to Program (participants) do not need to screen.

c) Individuals who have been out of work or program for two weeks or more must either show proof of vaccination or a negative COVID test administered within 5 days (prior to their return).

#### 2. MASK WEARING

- a) ALL must wear a mask in the following situations:
  - i. ALL INDOOR SETTINGS except when alone in a private office.
  - ii. In group home settings (residents do not need to wear a mask in their own home).
  - iii. In vehicles with more than one person (including the driver).
  - iv. Business and public settings that require mask wearing by all (e.g., schools, medical facilities, etc.).
  - v. During procedures or medical care where it is required (e.g. aerosol generating procedures) along with other required PPE.
  - vi. When working with immunocompromised participants. Many conditions and treatments can cause a person to be immunocompromised or have a weakened immune system. Primary immunodeficiency is caused by genetic defects that can be inherited. Prolonged use of corticosteroids or other immune weakening medicines can lead to secondary or acquired immunodeficiency. If unsure, see Table 1 and check with a Favarh nurse.
  - vii. Not wearing a mask, or not wearing a well-fitting mask that covers your nose and chin, when you are not fully vaccinated in the presence of program members or residents is considered **NEGLECT** by DDS.
- d) Nothing in this section shall require the use of a mask by anyone for whom doing so would be contrary to his or her health or safety because of a medical condition. Any person who declines to wear a mask because of a medical condition shall be exempt from any requirement to wear a mask but only if such person provides written documentation that the person is qualified for the exemption from a licensed medical provider, the Department of Developmental Services or other state agency that provides or supports services for people with emotional, intellectual or physical disabilities, or a person authorized by any such agency. Such documentation need not name or describe the condition that qualifies the person for the exemption.

Mask-wearing is an "essential function" for employees who work directly with our program participants and residents and cannot be reasonably accommodated.

#### 3. Meals

a) Mealtimes should be scheduled and planned in an effort to avoid close contact between diners. Employees should find a space at least 6' from others while eating and minimize talking, singing, etc. while unmasked and eating in the same room as others, even when socially distanced. Eating outside or in a private indoor space is best when possible.

#### 4. VACCINATIONS

Getting vaccinated is the best thing you can do to protect yourself, your family, and the people you work with at Favarh from the COVID-19 virus. Always check with your PCP or other medical professional when making your decision. Vaccine FAQ's can be found <u>here</u>.

- a) As a condition of hire, new employees must have at least one vaccine shot BEFORE they start working or training on premises and must follow up with their second shot as scheduled and subsequent boosters as recommended by the CDC in order to continue employment. New employees must be fully vaccinated prior to working in programs or in the vicinity of program participants (exceptions will be considered based on staffing needs and other relevant circumstances). New employees who only have one vaccine of a 2-shot vaccine must where a KN95 or better mask while working or on premises. These will be supplied by Favarh.
- b) As a condition of acceptance into a Favarh Program, new participants must be fully vaccinated (including booster) prior to starting.
- c) **BOOSTER INCENTIVE**: Employees who provide documentation to Human Resources of a valid booster shot will be eligible for a one-time \$250 incentive.

#### 5. COHORTING AND SOCIAL DISTANCING

- a) Unvaccinated and Non-Fully Vaccinated participants who cannot wear a mask must be placed in mask-wearing and/or vaccinated cohorts with no more than one (1) unvaccinated and non-mask wearing member per cohort.
- b) Participants who are immunocompromised should continue to cohort with vaccinated and/or mask wearing cohorts.

### **Face Mask Use Guidelines**

Setting → Mask Quality/Durability ↓	Residential setting/ symptoms in residential setting	Residential setting/ no symptoms in residential setting	Program and other Non-residential settings	Thrift Shop
<b>N95</b> (no vent version) Fit tests are required for proper usage (see Section II).	Staff working in immediate space of symptomatic person (e.g., providing care, cleaning room, serving meals, etc.)	Staff working with someone who is undergoing *aerosol producing treatments.	Staff working with someone who is undergoing *aerosol producing treatments.	
KN95	Alternative to N95 masks when they are in short supply	Alternative to N95 masks when they are in short supply	Alternative to N95 masks when they are in short supply	
Surgical Masks	Unvaccinated Staff	Unvaccinated Staff	Unvaccinated Staff	Unvaccinated volunteers Unvaccinated customers (honor system)
Cloth Masks: At least double-layered cotton or cotton blend. <u>Bandanas</u> and <u>gaiter</u> are NOT acceptable.	Not permitted	Not permitted	Not permitted	Not permitted

• <u>Aerosol Producing Treatments</u>: e.g, nurses providing care of a tracheostomy, suctioning an individual (this does not include tooth brushing with suction), nebulizer treatments, assisting or when in the room with a person using a CPAP or BiPAP machine for sleep apnea or other medical condition, and/or when administering CPR (cardiopulmonary resuscitation) utilizing bag-mask ventilation (BMV or ambu-bag). Plan needed for fit-testing. (1 mask/staff/shift)

- <u>N95 or KN95</u>: These are the only masks that provides adequate <u>protection for the wearer</u> (assuming proper fit and use). Anyone working in the immediate vicinity (within 6 feet or in the bedroom) of a symptomatic person needs to be wearing one of these along with other appropriate PPE. Only no-vent versions are permitted (N95's with vents are for industrial use, not medical use).
- <u>All Other Masks</u>: All other masks, including surgical masks, only reduce the spread of the virus by the wearer, primarily from coughs and sneezes. **They don't provide complete protection for the wearer**. The different types of other masks block the spread of droplets from coughs, sneezes, and exhales to one degree or another. Bandanas and gaiters are not permitted.

### Section III

# TRAVEL, MEETINGS, ACTIVITY GUIDE, VISITATION,

#### 1. Travel and Meetings (program and work related)

- a) There is no out-of-state work or program-related travel until further notice.
  - i. Residents may travel out of state with family.
- b) Employees should not attend meetings, conferences, or other group gatherings of any size outside of Farmington Valley towns<sup>5</sup> until further notice.
- c) Non-essential and in-person work meetings and/or gatherings should be avoided.
- d) Carpooling between employees is not permitted.

#### 3. ACTIVITY GUIDE

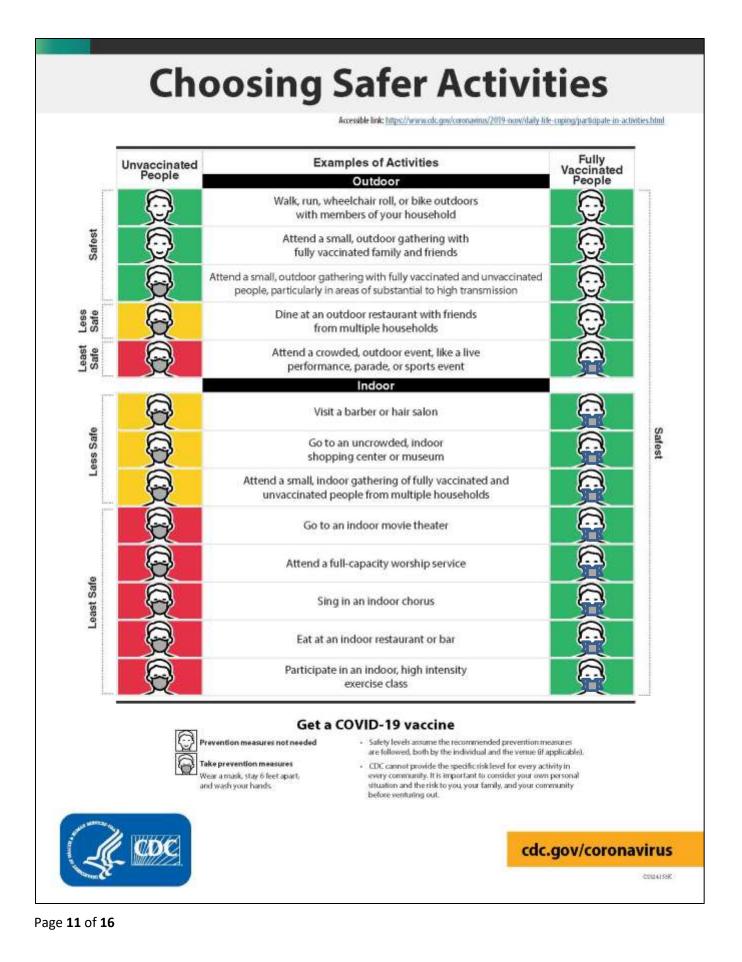
#### Fully Vaccinated and Unvaccinated (December 28, 2021 – January 31, 2022)

- 1. No indoor client-based group gatherings outside of existing small cohorts such as existing program & GSE cohorts, housemates, and roommates.
- 2. No indoor recreation activities.
- 3. No sharing of Favarh spaces with outside organizations.
- 4. Avoid all "Least Safe" activities in the Choosing Safer Activities guide (see next page).
- 5. Must follow all mask requirements.
- 6. See Choosing Safer Activities chart on the next page.

#### 4. Residential Visitation by Family and Friends

- a) Group Home and Apartment Settings
  - i. Outdoor visits only.

<sup>&</sup>lt;sup>5</sup> Farmington Valley Towns: Avon, Simsbury, Canton, Farmington, Burlington



### Section VIII

### **ADDITIONAL PLAN COMPONENTS**

### 1. **TESTING**:

- a) COVID tests are required for <u>Day Program</u> participants who are unvaccinated and Non-Fully Vaccinated prior to returning to program or after being out of program for 2 weeks or more.
- b) People who have come into close contact with someone with COVID-19 should be tested to check for infection 5-7 days after close contact.
- c) Fully vaccinated people should be tested 5–7 days after their last exposure.
- d) People who are not fully vaccinated should get tested immediately when they find out they are a close contact. If their test result is negative, they should get tested again 5–7 days after their last exposure or immediately if symptoms develop.
- e) **WEEKLY MANDATORY TESTING**: We learned from DDS on September 10, 2021 that the <u>Governor's Executive Order # 13D</u> applies to Favarh and our employees. Executive Order 13D compels us to take the following actions.
  - i. Effective immediately, employees who are not vaccinated (including those with just 1 shot of Pfizer or Moderna<sup>6</sup>) will need to obtain a COVID test each week and submit the <u>results</u> to HR by <u>Friday at 12:00 PM/Noontime</u>. The test must have been administered within the past 7 days. This is a condition of continued employment for all unvaccinated employees.
    - 1. The first test results must be submitted on Friday, October 1, 2021 by 12:00 noon.
    - 2. Employees who have had a documented positive COVID test within the past 90-days (from the onset of symptoms or the positive test date, whichever is earlier) are temporarily waived from weekly testing until after 90 days have passed so long as they have provided appropriate documentation to HR.
  - ii. If you are fully vaccinated and haven't already submitted your vaccine card to coviddocs@favarh.org, you must submit your valid vaccine card before Friday, October 1<sup>st</sup>, by 12:00 noon (scanned or copied vaccine cards must include the front & back of the card). Otherwise, you are subject to the weekly testing mandate.
  - iii. Weekly COVID test results:
    - 1. Can be copied and submitted to HR in person, or
    - 2. Scanned and emailed to <u>coviddocs@favarh.org</u>.
    - 3. Copied and Scanned test results must include all pages of the test results.

<sup>&</sup>lt;sup>6</sup> We're expecting the Governor's order to be updated to include non-fully vaccinated and boosted individuals OR Favarh may implement this enhanced requirement soon.

- iv. The weekly mandatory testing can be either a Rapid test or a PCR from a community testing location (home testing kits not allowed) unless there has been a close contact or if you have COVID symptoms in which case a PCR test is required. Keep in mind the PCR test can take longer to receive results. It is each employee's responsibility to ensure they have test <u>results</u> ready to submit each week by noon on Friday.
- v. Favarh must report vaccination and testing status to the state. We will be fined for each day and for each employee who is not fully vaccinated and who does not comply with the testing requirement IF we allow them to work. To avoid this:
  - 1. Employees who do not comply with the testing requirement by 12:00 noon each Friday will be taken off the schedule without pay and subject to disciplinary action up to and including termination.
  - 2. Employees who continue to work without submitting a weekly negative COVID test will be subject to immediate termination.
  - 3. Falsifying vaccine documentation or test results is considered a Misdemeanor under CT State law.
- vi. Convenient testing locations can be found at <u>211ct.org</u>. For the purposes of the Governor's Executive Order 13D, Favarh employees are being treated as "state employees" as directed by DDS and the Governor's office. You can inform the testing location that you are considered a state employee subject to mandatory testing under Executive Order 13D. Testing costs, if there are any, and time to get tested will be the sole responsibility of the employee.
- 2. **TRAINING**: Additional training, communication, and guidance provided in response to COVID-19.
  - a) Online training (mandatory, all employees): Aspects of Infectious Diseases, Infection Control and Prevention, Personal Protective Equipment, and Hand Washing Procedures.
  - b) Written updates of CRP/COOP and Reopening plans sent to all employees (3/15 current).
  - c) Other guidelines posted, emailed, or otherwise available to all employees: Screening protocols, Facemask Guidelines, COVID-19 symptoms, Hand Washing posting, Stay Home if You're Sick posting, PPE donning and doffing posting and more.
  - d) Individualized training on PPE donning and doffing by Nurses.
  - e) Practice donning and doffing full PPE at each location coordinated by Managers.
  - f) Individualized training for Participants for proper mask wearing.
  - g) In-person training classes may be discontinued from time to time based on outbreak status.

Send your ideas, your concerns, and your suggestions to: covidsuggestions@favarh.org

### 8. COVID Response Team (CRTeam)

a) We have created a CRTeam to review and periodically update the Agency's COVID Response Plan (CRP) and Reopening Plans.

Title	Role	Name	Email	
Executive Director	Lead	Lead Stephen Morris		
Residential Director	Residential	Patricia Nadeau	pnadeau@favarh.org	
Finance & Operations Director	Facilities, Operations	Facilities, Operations Stephanie Hood S		
Day Services Director	Day Programs	Day Programs Chris Clegg		
Employment Director	Employment Programs Gail Nebel		gnebel@favarh.org	
Transition Director	Transition Programs	Tammy Annis	tannis@favarh.org	
Nurse	Medical	Stacey Birner	sbirner@favarh.org	
Nurse	Medical	Jessica Langer	jlanger@favarh.org	
Mktg/Comm. Director	Communications	Penny Phillips	pphillips@favarh.org	
HR Generalist	Employee Relations	DianaEve Wilcox	dwilcox@favarh.org	
Development	Related Grant needs	Ronelle Cipolla	rcipolla@favarh.org	

### 2020 Favarh COVID Response Team (CRT)

This plan and related policies will be updated as new information is gathered.

Plan original date: 3/15/2020

Revision dates: 3/16/20, 3/17, 3/18, 3/26, 3/27, 4/1, 4/2, 4/3, 4/10, 4/15, 4/22, 4/28, 5/4, 5/7, 6/8, 7/2, 7/10, 7/17, 7/29, 8/7, 10/1, 11/18, 11/24, **1/1/21**, 6/4, 6/11, 8/13, 8/17, 9/24, 9/27, 10/6, 10/15, 11/8, 11/10, **12/28** 

### Glossary

**Close Contact**: For COVID-19, a close contact is defined as any individual who was within 6 feet of an individual who has tested positive for cumulative time of 15 minutes or more in a 24-hour period starting from 2 days before symptom onset or the COVID sample date that was positive, whichever is earlier, and through the *Infectious Period* (see below)

**Cohorting**: At Favarh, this is the practice of grouping people and limiting interactions with others when there has been a possible close contact exposure.

**Contact Tracing**: In public health, contact tracing is the process of identification of persons who may have come into contact with an infected person and subsequent collection of further information about these contacts.

**COVID-19**: Favarh is responding to a pandemic of respiratory disease spreading from person to person caused by a novel (new) coronavirus. The disease has been named "coronavirus disease 2019" (abbreviated "COVID-19"). This situation poses a serious public health risk. COVID-19 can cause mild to severe illness; most severe illness occurs in adults 65 years and older and people of any age with serious underlying medical problems.

**Direct Transportation:** In GSE, when the DSP picks up workers directly at their home and transports them directly to the work site and back again without stopping at Favarh.

**Essential Employees**: Essential employees at Favarh include those employees providing healthcare and homecare services to Favarh residents in group homes and apartments. In addition, those employees engaged in essential business operations, finance, cleaning, maintenance, and various supports to our residential facilities such as shopping, cooking, resupplying, restocking, deliveries, and training for back up and relief staff.

Essential Visitors: These will include critical medical, maintenance, and emergency personnel.

**Fully Vaccinated**: With Pfizer or Moderna within the last 6 months or with J&J within the past 2 months OR boosted.

Infectious Period: 5-days after symptoms develop or a positive COVID test, whichever is earlier.

Isolation: keeps someone who is infected with the virus away from others, even in their home.

**Mitigation**: Things that can be done and behaviors that can be changed to reduce the risk of spreading Isolate-in-Bedroom: Favarh's practice of isolating a resident who is Presumptive in their bedroom and following special Mitigation protocols.

**Personal Protective Equipment (PPE)**: Personal protective equipment included protective coverings such as masks, gloves, goggles, and other garments and/or equipment designed to protect the wearer's body from infection.

**Presumptive**: Anyone exhibiting "Frequent" or "Sometimes" symptoms (see chart below) as "presumptive" or assumed COVID-19. See Exception Protocol, Appendix C. Also include Persons Under Investigation (PUI).

**Quarantining:** keeps someone who might have been exposed to the virus away from others, even in their home.

**Shelter-in-Place**: Favarh's practice of keeping our residents at home even though they are COVID-free and have not been exposed to someone who is symptomatic or COVID+. This is a precautionary measure to mitigate the risk of infection to our more vulnerable residents.

**Vaccine**: One of several FDA approved COVID-19 vaccines authorized for use. Information about Connecticut's vaccination program can be found <u>here</u>. While the vaccine will not initially be mandatory for Favarh employees, contractors, and volunteers, it may be in the future.

Send your ideas, your concerns, and your commendations to: covidsuggestions@favarh.org