MERC

Health practices: Restaurants

April 24th, 2020
Executive summary

Common set of practices for restaurants

• Will be scalable for small business and large chains

• Will be easy to communicate and executable

• Will not be cost prohibitive

Supporting documentation to be aligned with CDC and FDA guidelines. In case of any conflict between any of the foregoing guidance or requirements, the strictest shall apply.

There are a couple important considerations for restaurants

• Due to direct customer interaction, ensuring health and building trust is more difficult. This can be tackled with placing additional signage, counting customers, sealing packaging etc.

• PPE can be leveraged in environments where social distancing is more difficult given spacing constraints (e.g., kitchens)

• Ramp up is not only dependent on employee capacity but also customer risk appetite. Shifting operations to delivery and curbside are attempts to lower risk and maintain relationships with customers

Document is meant as a guide; not exhaustive
Across facility types, health practices fall into the following eight categories

<table>
<thead>
<tr>
<th></th>
<th>Response owners and plan</th>
<th>Facility entry and health check protocols</th>
<th>PPE requirements</th>
<th>Distancing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Establish virus response team</td>
<td>Conduct health screenings, temperature checks, send sick employees home, restrict visitors/contractors</td>
<td>What PPE is necessary in this environment? (Provide guidelines and PPE for different settings and roles)</td>
<td>How do we ensure we are maintaining appropriate distance across the facility?</td>
</tr>
<tr>
<td>5</td>
<td>Cleaning</td>
<td>Case monitoring protocols</td>
<td>Facility/space temporary closure</td>
<td>Travel restrictions</td>
</tr>
<tr>
<td></td>
<td>What are the cleaning protocols and how to we communicate these effectively to employees?</td>
<td>How do we ensure we can respond quickly to a potential case?</td>
<td>What is our response plan? (e.g., Block off areas of exposure to allow appropriate deep cleaning)</td>
<td>How do we handle employee essential and personal travel?</td>
</tr>
</tbody>
</table>

**Core practices ("must-haves")**: Practices that can be implemented more broadly across different sized organizations

**Next level implementation**: Recommended additional practices that provide better risk mitigation (for better equipped facilities)
## Restaurants can safeguard their facilities with health practices in the following focus areas

<table>
<thead>
<tr>
<th>Categories</th>
<th>Health practice overview</th>
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</thead>
<tbody>
<tr>
<td>1 Response owners and plan</td>
<td>Establish team or roles&lt;br&gt;Define scope of team (e.g., manage implementation of practices and protocols)&lt;br&gt;Communicate role of team and expectations to employees</td>
</tr>
<tr>
<td>2 Facility entry and health check protocols</td>
<td>Reduce congestion at entry point(s)&lt;br&gt;Screen staff health/exposure&lt;br&gt;Screen customers&lt;br.Restrict entry of 3rd party suppliers and delivery</td>
</tr>
<tr>
<td>3 PPE requirements</td>
<td>Ensure PPE (masks, hand sanitizer) is stocked&lt;br&gt;Establish standard PPE distribution methods&lt;br&gt;Enforce mask usage in front-of-house&lt;br&gt;Enforce glove/mask usage in back-of-house&lt;br&gt;Use tamper proof packaging for delivery</td>
</tr>
<tr>
<td>4 Distancing</td>
<td>Increase distancing for employee interaction&lt;br&gt;Increase distancing for customer interaction&lt;br&gt;Increase distancing for employee to customer&lt;br&gt;Provide visual reinforcements (e.g., X’s) and menu simplifications to enable distancing</td>
</tr>
<tr>
<td>5 Cleaning</td>
<td>Conduct frequent cleaning of kitchen&lt;br&gt;Conduct frequent cleaning of front-of-house and post protocols publicly&lt;br&gt;Supply guidance and conduct audit checks for cleaning procedures (incl. deep cleaning)</td>
</tr>
<tr>
<td>6 Case monitoring protocols</td>
<td>Define protocol for symptomatic employees&lt;br&gt;Identify and contact exposed employees; (e.g., provide symptom checking, guidance)</td>
</tr>
<tr>
<td>7 Facility pause/shutdown</td>
<td>Enforce appropriate shut down/ pause and cleaning protocol&lt;br&gt;Communicate protocol to employees and customers</td>
</tr>
<tr>
<td>8 Travel restrictions</td>
<td>Restrict business and personal travel and have employees self-quarantine if possible after travel</td>
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## 1: Response owners and plan (health practices)

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| Establish team or roles  | Designate single point of contact for COVID-19 response, depending on size of operation may also create COVID-19 response team *(could be existing role/team with expanded scope e.g., safety and sanitation)*  
  - Establish leader at each facility (e.g., manager or owner) and shift leader (PIC, designated person on each shift) | Dedicate staff to virus response team (sole focus) |
| Define scope of team (e.g., manage implementation of practices and protocols) | Ensure facility has *proper signage* for customer and employee confidence/adherence  
Ensure operations, cleaning, distancing etc. satisfy CDC and/or MRLA recommendations when possible (communicate with other businesses and Michigan leaders to gather insight and feedback)  
**Leverage MRLA and CDC** for updates on guidance  
Complete a daily *health checklist* (e.g., areas to clean pre-reopening – kitchen, bathrooms etc.), upon reopening include “reopening food safety” list | Leverage/modify (or develop) existing *training* and materials for employee  
Ensure consistent implementation across locations  
Establish new *operating model* for kitchen staff (e.g., flow of movement, number of prep stations) |
| Communicate role of team and expectations to employees | Share notices both on-site and digitally if possible to explain new policies to all employees  
Share *clear timeline* for implementation  
**Conduct employee training**  
  - Review policies in morning check-in on Day 1 reopening  
  - Post training documentation at restaurant locations  
  - Train front of house staff on food safety measures | Develop virtual training and send push alert to employees, require employees to take training before work (logins tracked)  
Send digital notice to managers explaining new policies, also post on-site |
### Establish team or roles

#### Example: Large restaurant chain plan
- **Manager or owner** (potentially with the help of other executive employees)
- **PIC or designated shift leaders**
- **Cleaning staff**
- **Other employees**

#### Example: Small restaurant plan
- **Manager or owner**
- **PIC or designated shift leaders**
- **Other employees**
- **Cleaning staff**

**Policy modifications can be developed at a corporate level and communicated to franchisee owners for execution (monitored by corporate field teams virtually)**

**All team members likely to dedicate some, not all of their time developing/ executing health practices**
## 2: Facility entry and health check protocols (e.g., pre-work, who is involved, check-in upon arrival) (health practices)

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<tr>
<td>Reduce congestion at entry point(s)</td>
<td><strong>Close waiting area</strong> and ask customers to wait in cars (e.g., customer to calls ahead or have one person check-in upon arrival to go on waiting list, customer contacted when table is ready) Entry ways should be marked to delineate 6ft</td>
<td><strong>Reserve time/area for dining</strong> or pickup to vulnerable populations Leverage call-ahead seating or reservations to reduce entrance crowding</td>
</tr>
<tr>
<td>Screen employee health/exposure (home, entrance)</td>
<td><strong>Conduct common employee screening protocol</strong> (e.g., temperature check, overall health status check, screening questions at home or upon entry) <strong>Send employee home</strong> with fever/ potential case and close restaurant for a deep cleaning</td>
<td><strong>Assign one person to take employee temperatures and record in centralized log</strong> <strong>Limit number of workers commuting</strong> to and from region of work (allow local employees to return to work first (China)) <strong>Track employee travel</strong> between locations (e.g., District managers; go to one location per day or have manager track/record)</td>
</tr>
<tr>
<td>Screen customers</td>
<td><strong>Post questionnaire/signage outside of restaurant</strong> with appropriate screening questions <strong>Empower employees (e.g., train) to handle potential issues</strong> with screening or any customer health concerns <strong>Post sign at entrance to ensure customers are healthy</strong> (leverage standard communication by MRLA)</td>
<td><strong>Ask customers upon entry/call-ahead/reservation</strong> if their group is in good health (e.g., not symptomatic)</td>
</tr>
<tr>
<td>Restrict entry of 3rd party suppliers and delivery</td>
<td>Place signage on door for all to wear mask (including delivery personnel)</td>
<td>Restrict food delivery operators from building entry and have suppliers deliver/enter at night when possible Set up times for supplier delivery separate from heavy customer traffic</td>
</tr>
</tbody>
</table>
Screen employee health/exposure (home, entrance)

Questions:

Enter the team member EmpID (IF KSS, Paramount or Serv U, enter name) * Required Response

Do you have any new and unusual of the following symptoms: fever greater than 100.4 degrees F, cough, difficulty breathing or shortness of breath, diarrhea, chills or sore throat? * Required Response

☐ Yes
☐ No

If a touchless thermometer has been provided to your store, confirm the team member’s temperature below.

Select N/A if no thermometer has been provided * Required Response

☐ Yes (Temperature is > 100.4° F)
☐ No (Temperature is <= 100.4° F)
☐ N/A

Have you had or have you been notified that you have had close contact with a person that has been diagnosed with COVID-19 through a positive test result? * Required Response (does not apply to Pharmacists or Pharmacy Techs)

☐ Yes
☐ No

Have you traveled internationally or domestically (i.e. air travel or cruise) within the last 14 days? * Required Response (does not apply to Pharmacists or Pharmacy Techs)

☐ Yes
☐ No

If "Yes" was answered to any questions above:
  • The team member is not permitted to work that day
  • The team member must contact ILM at 1-800-854-7052
  • The team leader must enter 2 hours of pay for the team member
## 3: PPE requirements (e.g., what do you need before walking in facility) (health practices)

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<td><strong>Ensure PPE (masks, hand sanitizer) is stocked</strong></td>
<td>Incorporate measures into procurement process to ensure necessary supplies (e.g., soap, hand sanitizer) are available (set restrictions to reduce hoarding by locations) Ensure employees have access to face covering (based on FDA guidance)</td>
<td>Ensure PPE (e.g., sanitizer, masks) are on order to provide proper lead time for refills Procure contactless thermometers, cloth masks, sanitizer for employees etc.</td>
</tr>
<tr>
<td><strong>Establish standard PPE distribution methods</strong></td>
<td>Assign one person to hand out masks and place glove boxes in visible locations and refill hand sanitizer Ensure all employees (food prep, waiters, hosts, bussers) have facial coverings (e.g., distribute in the morning: 1 mask/day for kitchen staff, 2mask/week or cloth masks for others – follow public health specifications) Ensure employees understand the use of PPE (including training of storing, doffing and re-donning facial covering, infection control practices, and fabric covering limitations)</td>
<td>Give gloves to kitchen staff (and all staff if high risk area), and ensure access to supply for changes as needed (e.g., place box in kitchen with instructions/best practices) Record and track who has received their weekly masks Establish proper disposal facilities separate from standard waste containers for PPE (particularly in kitchens)</td>
</tr>
<tr>
<td><strong>Enforce mask usage in front-of-house</strong></td>
<td>Ensure hosts and servers wear masks in the dining area to encourage safety and proper hygiene Ensure customers wear face coverings before they get to their table (e.g., post signage)</td>
<td>Accommodate hearing-impaired customers by using face shield</td>
</tr>
<tr>
<td><strong>Enforce glove/mask usage in back-of-house</strong></td>
<td>Wear masks in the kitchen area when handling food (follow updated FDA guidelines)</td>
<td>Wear fresh gloves when handling unheated food (kitchen staff) – refer to CDC guidelines</td>
</tr>
<tr>
<td><strong>Use tamper proof packaging for delivery</strong></td>
<td>Use stickers to seal packaging for delivery and takeout</td>
<td>Leverage tamper proof packaging for delivery</td>
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<td>Ensure PPE (masks, hand sanitizer) is stocked</td>
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<tr>
<td>Cloth mask (form fitting to the face)</td>
<td><img src="https://www.feedingus.org/" alt="Image" /></td>
<td><img src="https://app1.unmc.edu/nursing/heroes/mpy.cfm?updateindex=132&amp;src=yt" alt="Image" /></td>
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<td>Surgical mask</td>
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- **3: PPE requirements (e.g., what do you need before walking in facility) (examples)**

  - Ensure PPE (masks, hand sanitizer) is stocked
  - Enforce mask usage in front-of-house
  - Enforce glove/mask usage in back-of-house
  - Use tamper proof packaging for delivery

- **Illustrative**

  - Surgical mask
  - Cloth mask (form fitting to the face)

- **Ensure PPE (masks, hand sanitizer) is stocked**

  - Ensure PPE (masks, hand sanitizer) is stocked

- **Enforce mask usage in front-of-house**

  - Surgical mask
  - Cloth mask (form fitting to the face)
  - Illustrative

- **Enforce glove/mask usage in back-of-house**

  - Illustrative

- **Use tamper proof packaging for delivery**

  - Illustrative

- **https://www.feedingus.org/**

- **https://app1.unmc.edu/nursing/heroes/mpy.cfm?updateindex=132&src=yt**
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| Increase distancing for employee interaction  | Have employees stand 6 feet apart when possible
Leverage PPE usage (e.g., masks), increased cleaning, and physical barriers especially if distancing is not possible and in smaller kitchens                                                                 | Reduce # of employees in the kitchen (may result in longer prep times)
Adjust the flow of kitchen staff to encourage spacing or install physical barriers between workers when possible (create map for guidance to employees) – restrictions for size, cleanliness, and flammability |
| Increase distancing for customer interaction  | **Require 6ft of separation between parties/groups** at different tables/bar top (e.g., spread tables out, every other table, remove or put up chairs/barstools that will not be in use). To facilitate this determine max capacity of restaurant before reopening
Ensuring social distancing in the restroom (enforcement TBD)
Limit placement of shared items for customers (e.g., condiments, menus – post on wall) – eliminate or set up cleaning routine between customers | Limit number of people in the restroom by closing stalls
Mark pathways for foot traffic, especially to the restroom                                                                                                                                 |
| Increase distancing for employee to customer interaction | Restrict number of employees and customers in restaurant to facilitate distancing (especially upon initial reopening)
Establish consistent policy for **reservation only or call ahead queuing** from your car so host stand does not get crowded | **Minimize cash transactions** and unnecessary tampering during delivery
Install **shields for drive thru** windows
**Incorporate contactless payment**                                                                                                                                                                      |
| Provide visual reinforcements (e.g., X’s) and menu simplification to enable distancing | **Place X’s on the ground near host station** for people to stand on (encourage customer and employee spacing)
**Consider paring down menus** to accommodate reduced kitchen capacity | Ensure physical barriers for drive through windows                                                                                                                                              |
### 4: Distancing (examples)

<table>
<thead>
<tr>
<th>Increase distancing for customer interaction</th>
<th>Increase distancing for employee to customer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Examples with visual reinforcements (e.g., X’s)</td>
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- Illustrative
## 5: Cleaning (e.g., daily cleaning routine) (health practices)

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| **Conduct frequent cleaning of kitchen** | Require hand washing before delivery  
Elevate guidelines leveraging CDC for disinfection frequency and cleaning requirements for each facility area (e.g., front door handle, bathroom, counter 1hr or more)  
Leverage michiganfoodsafety.com resources | Sanitize entire facility multiple times per day (depends on stage of reopening, 2x/day vs 1/hr)  
Leverage third parties if possible (e.g., Zero-hour health, NORO emergency protocols) |
| **Conduct frequent cleaning of front-of-house and post protocols publicly** | Change the way menus are handled (e.g., disposable, digital tablets, written on wall, wipe down menus after each use)  
Train all employees on food safety health protocols  
Clean high contact areas after each customer based on FDA and CDC guidelines (tables, chairs, payment tools, condiments)  
Post protocols for cleaning practices for employee adherence and customer trust (e.g., clean bathroom handle frequently)  
Set up hand sanitizing station at entry way for customers | Provide hand sanitizer to customers before food arrives to tables  
Communicate and make cleaning visible to customers (e.g., increase frequency, post protocols, visible high touch surface cleaning)  
Provide cleaning products (e.g., disinfectant spray/wipe) to customers for use on high-touch areas (e.g., tabletop, bathroom handle) |
| **Supply guidance and conduct audit checks for cleaning procedures (including deep clean as needed)** | Fill out cleaning checklist and share each day with management  
Train employees (if responsible for cleaning) to use cleaning materials in accordance with manufacturing guidelines (e.g., mix disinfectant with hot water) | Conduct virtual visits to check adherence for more remote or smaller locations (field team)  
Incorporate sealed packaging and thermo detection for delivery handling (e.g., “ServSafe” policies)  
Ensure easy adoption/adherence (e.g., purchase different color bucket for new bleach solution and create labels, peroxide cleaner) |
5: Cleaning (e.g., daily cleaning routine) (examples)

Conduct frequent cleaning of kitchen/Storage Areas

Food Safety Verification:
- Verify temperature of refrigeration items
  - Discard any food that is out of manufacturing dates or YOS food beyond date mark
  - Discard all food above 40°F; Frequent refrigeration
- Discard any food that appears to be spoiled or deteriorated
- Use food items discarded
- Verify temperature of freezer items
  - Food that has defrosted without temperature controls needs to be discarded
- Log food items discarded
- Ensure no food items discarded

Clean and Sanitize Food Contact Surfaces
- Include all food contact surfaces:
  - Including door handles, post pads
  - Internal surfaces
  - Exterior surfaces
  - Plastic containers or displayable

Cleaning and Sanitizing of Stationary Equipment:
- Protects:
  - Barstools
  - Doors
  - Dresser
  - Chair Openers
  - Mirror
  - Mirrors
  - Fixtures

Conduct frequent cleaning of front-of-house and post protocols publicly

Back of the House/Storage Areas

Food Safety Verification:
- Verify temperature of refrigeration items
- Discard any food that is out of manufacturing dates or YOS food beyond date mark
- Discard all food above 40°F; Frequent refrigeration
- Discard any food that appears to be spoiled or deteriorated
- Use food items discarded
- Verify temperature of freezer items
- Food that has defrosted without temperature controls needs to be discarded
- Log food items discarded
- Ensure no food items discarded

Supply guidance and conduct audit checks for cleaning procedures (including deep clean as needed)

https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2
http://npic.orst.edu/ingred/ptype/amicrob/covid19.html

Illustrative

Free Food Safety Online Courses

ServSafe Food Handler
ServSafe Takeout and Delivery: COVID-19 Precautions

Two new free training videos that address COVID-19 precautions for takeout and delivery, available in English and Spanish.

https://www.servsafe.com/Landing-Pages/Free-Courses
# 6: Case monitoring protocols (health practices)

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| **Define protocol for symptomatic employees** | Employees are responsible for reporting health (employee and family) before coming in via phone/email  
Ensure employees with symptoms are sent home immediately and employees are informed  
Clean potentially exposed areas of restaurant  
Require a doctor’s note release (for returning to work) if an employee has laboratory confirmed COVID-19. If an employee has symptoms, but not laboratory confirmed COVID-19, they should remain based on CDC requirements | Check in periodically on employee symptoms and work ability |
| **Identify and contact exposed employees** (e.g., provide symptom checking and guidance) | Educate employees on how to manage symptomatic customers upon entry or in the restaurant  
Notify employees if a positive case individual visited the restaurant (customer, supplier, employee)  
Inform team members/manager of potential exposure when employee is sent home  
Allow employees uncomfortable with coming in to stay home | Conduct tracing procedures for 3-7 days prior to onset of employee symptoms (based on where employee was and whether PPE was worn)  
Communicate procedures with employees |
6: Case monitoring protocols (examples)

Define protocol for symptomatic employees

**IF YOU ARE AN EMPLOYER OF WORKERS EXPOSED TO COVID-19**

**DO**

- Take employee's temperature and assess symptoms prior to their starting work.
- Test the use of face masks to ensure they do not interfere with workflow.
- Increase air exchange in the building.
- Increase the frequency of cleaning commonly touched surfaces.

Provide symptom checking and guidance to exposed employees

**MONITORING**

**Keeping Employees Safe: What to do if an employee shows flu-like symptoms**
- It is highly recommended that any employees who are showing flu-like symptoms should be excluded from the operation until they are symptom free.

**Keeping Customer Safe: What to do if a customer shows flu-like symptoms in the restaurant**
According to the CDC, the spread of COVID-19 occurs when people are in close contact (less than 6 feet) with an infected person. Some basic steps that could be taken are:
- Provide the customer with additional napkins or tissues to use when they cough or sneeze
- Make sure alcohol-based hand sanitizer is available for customers to use
- Be sure to clean and sanitize any objects or surfaces that may have been touched

**Bodily Fluid Event: What to do if there is a bodily fluid event**
If a customer or employee vomits or has diarrhea it is recommended (AT THIS TIME) that the operations follow protocols that are in place for Norovirus to be used
- Ensure the employee who is cleaning up the area is using Personal Protective Equipment (PPE)
- Segregate the area that has been contaminated
- Dispose of any food that has been exposed
- Ensure any utensils that might have been exposed are cleaned and sanitized
- Frequently clean and sanitize the area to include the floor, walls and any other objects contaminated by the incident
- Properly dispose any of the equipment that was used to clean up the area

For additional recommendations and resources, please visit [www.cdc.gov/coronavirus](https://www.cdc.gov/coronavirus)
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| Enforce appropriate shut down/pause and cleaning protocol | Require employees to report if they test positive  
Leverage and reference NORO emergency group and michiganfoodsafety.com guidance when a positive case is identified (e.g., from symptomatic employee with test)  
Close restaurant immediately if an employee shows multiple symptoms per CDC guidance¹ (cleaning may occur overnight)  
Conduct deep clean based on FDA and CDC guidelines | Require employees to report reason for not coming into work (e.g., symptoms, family with symptoms, uncomfortable with coming in)  
Bring employees in to work who have not interacted with an employee with a presumptive or confirmed case  
Close building to all employees and customers  
Hire outside service to conduct deep cleaning |
| Communicate protocol to employees and customers | Post signage on front door notifying customers of closure and deep cleaning being conducted (apologies for the inconvenience)  
Provide documentation of positive cases for necessary parties (labor union, health services, health insurance). Record confirmed cases in accordance with OSHA guidance² | Communicate potential exposure or positive cases, while maintaining employee privacy |

## 8: Travel restrictions (health practices)

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| Restrict business and personal travel and have employees self-quarantine if possible after travel | Reduce risk by restricting air travel to only essential travel  
Requiring 14 day quarantine after return from travel/vacation | Send digital notice to employees and managers before entering premises on new requirements (includes travel questionnaire) |