

March 17, 2020

Dear colleagues,

We are fully committed to the safety of our people and clients and families. Many of our employees, physicians and learners are required to be in the hospital to provide care and service to our patients and their families. Others are able to work remotely such as from home.

We are asking people managers to consider their teams, and determine if some or all of their employees could work from home during the period of pandemic. The objectives of this would be as follows:

1. To minimize the number of employees present in the hospital and at offsite locations; aligned with the principle of “social distancing” to contain the virus and minimize the opportunities for spread.
2. To minimize the number of employees and trainees travelling to work and home in confined spaces (ie bus, train, subway), or in public spaces (ie. Transit stations, parking lots), limiting their exposure to those carrying the virus in the community.
3. Redeployment - To keep as many of our non-client facing staff as possible as healthy as possible so that they may be redeployed to those roles for which they are needed, as client-facing staff fall ill, or new positions are required in the Hospital for screening clients, families, visitors and contractors at entrances. During a pandemic, there are several potential barriers to hospital staffing and we anticipate developing innovative ways to deliver services. This includes redeployment and making use of a wide range of our employees’ skills, including non-clinical staff. As a hospital, we will ensure that reallocated staff are provided with communication about what is expected of them in this regard, and how to access education and support.

The principles that must be adhered to are as follows:

Working from home principles:

- Will not negatively impact patient care
- Will not result in any loss of productivity to the hospital
- Will not result in colleagues having to take on additional responsibilities
- Will not result in additional material costs to the hospital
- The arrangement is considered temporary and will be assessed on a weekly basis during the period of pandemic, or for a defined period identified by the manager

Organizational/Operational considerations for leadership when assessing the feasibility of a working from home arrangement:

- Is the work from home arrangement both operationally feasible and cost-neutral?
- Will services provided (both internal and external) not be compromised?
- Will the work unit/department be able to retain the right mix of people working from home and people working in the hospital to meet job requirements?
- Will the employee be able to attend last-minute meetings if required?

- Have you reviewed the IMT communication for process required to enable non-clinical resources to work remotely?
- Can security and confidentiality requirements be met?
- Does the employee have a suitable home office or dedicated work space available?

#### Obligations of our People

- Be available to return to the workplace for any reason with one day's notice, as directed by management
- Be available to be redeployed to other work in the hospital that may result in the need to return to the workplace and be assigned
- Maintain a safe and hazard-free environment at home that facilitates productivity while working in the best interest of the employer while working from home
- Ensure confidentiality of information—patient personal health and hospital information
- Be available to participate in all business discussions via teleconference, and will be easily reached by telephone/email to respond to any work-related queries during core business hours

We are asking that all managers to discuss these principles with their Director/Senior Director and Vice President before offering a work from home arrangement to their employees.

Once an agreement is reached with the Director/Senior Director and Vice President, the Manager must communicate to staff members the opportunities to work from home and the terms and conditions that apply to it. The Manager will be provided the correct payroll coding to be used for these circumstances so that we can track all measures that were put in place to address the COVID-19 pandemic.

Sincerely,

Tracey Millar  
Chief People and Culture Officer