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on  
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# **Operational Toolkit for Businesses Considering Reopening or Expanding Operations in COVID-19:**

## **Risk Assessment, Modification Assessment, and Mitigation Measures**

**Business Risk Worksheet**



**JOHNS HOPKINS**  
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*of* PUBLIC HEALTH

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**Center for Health Security**

## Getting Started

This Business Risk Worksheet is one of the components of the *Operational Toolkit for Businesses Considering Reopening or Expanding Operations in COVID-19*. The complete toolkit includes:

- **The Instruction Manual:** instructions that explain how to use this Business Risk Worksheet and the Assessment Calculator.
- **This Business Risk Worksheet:** a step-by-step worksheet for businesses to report and understand their overall risk of spreading COVID-19 and how their business operations can be made safer.
- **Assessment Calculator:** an Excel spreadsheet that is used to calculate a user's **risk score** and **modification score**.

To complete the operational toolkit, start by reading the Instruction Manual. The manual will guide you in how to use this Business Risk Worksheet, the Decision Tree contained herein, and the Assessment Calculator in order to obtain your overall risk score and considerations on how to further reduce risks posed to your business and employees by COVID-19. There are 4 stages in this process, which are shown in Figure 1 and described in detail in the accompanying Instruction Manual.

## Overview of the Stages

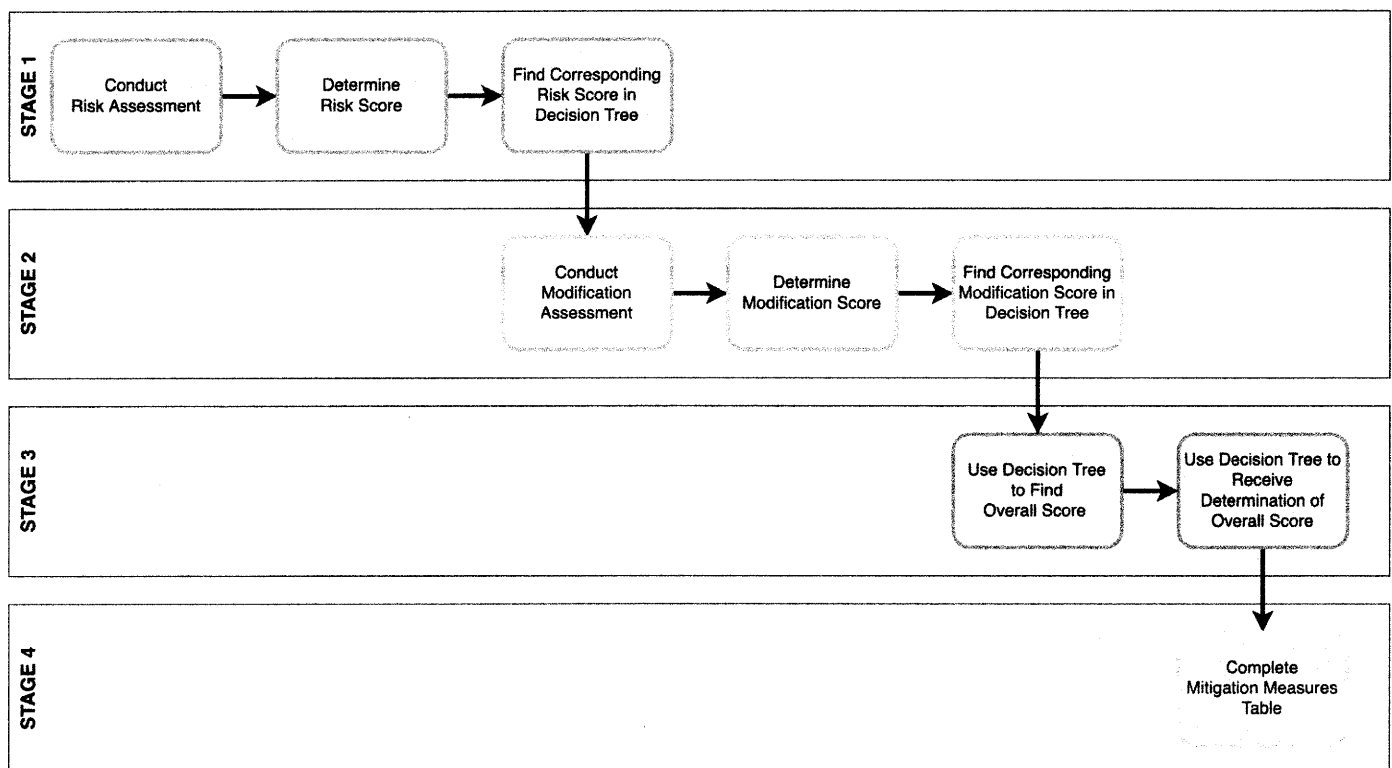
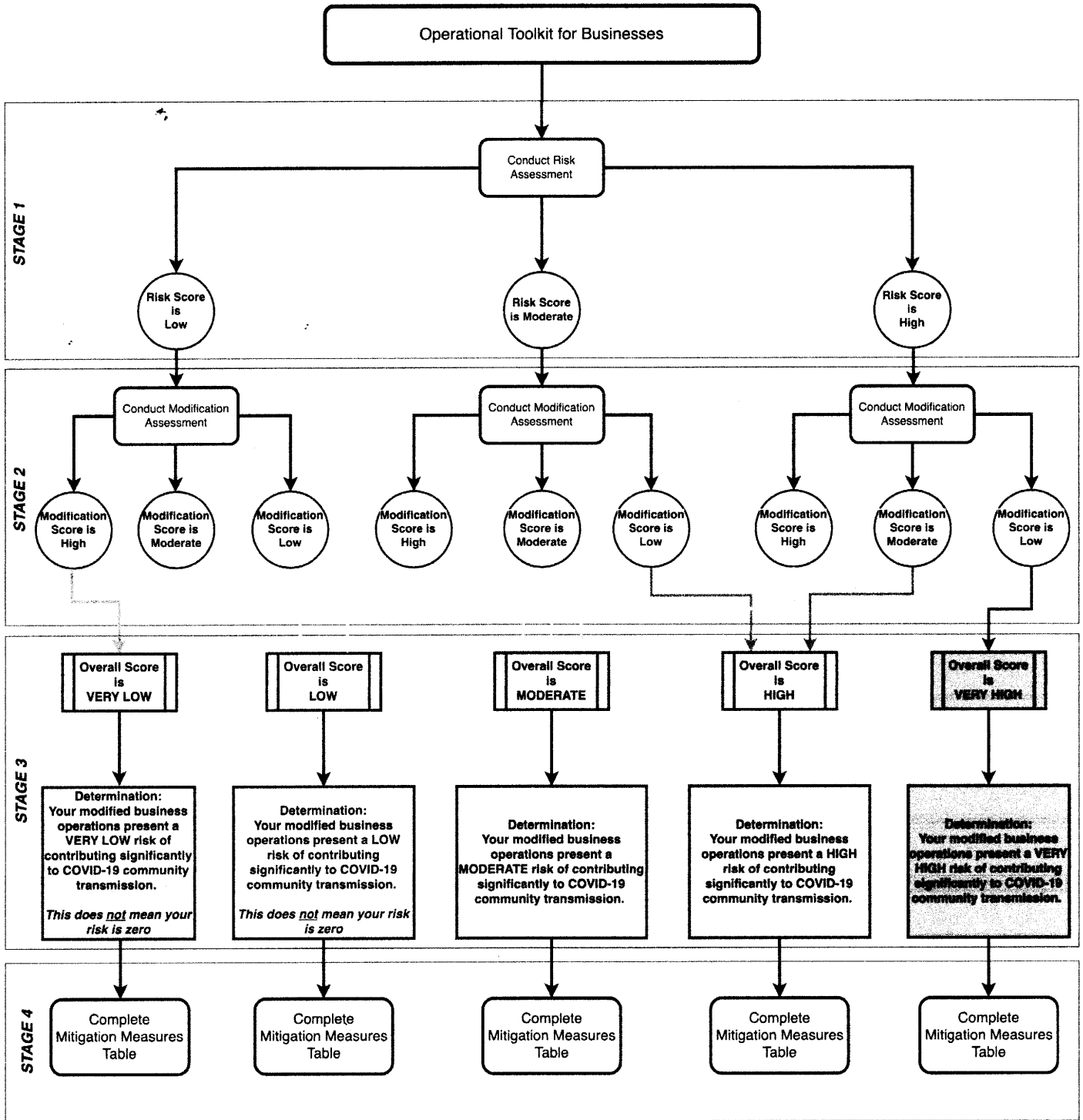


Figure 1. Process showing how you will be instructed to complete this worksheet

# Decision Tree

The Decision Tree provides businesses with an overview of the complete process outlined in this operational toolkit. The Decision Tree will be provided to you at each stage as you proceed through this **Business Risk Worksheet**. When you determine the **scores** for the risk assessment (Stage 1) and modification assessment (Stage 2), you will be able to follow the directional arrows to find your **overall score** (Stage 3).

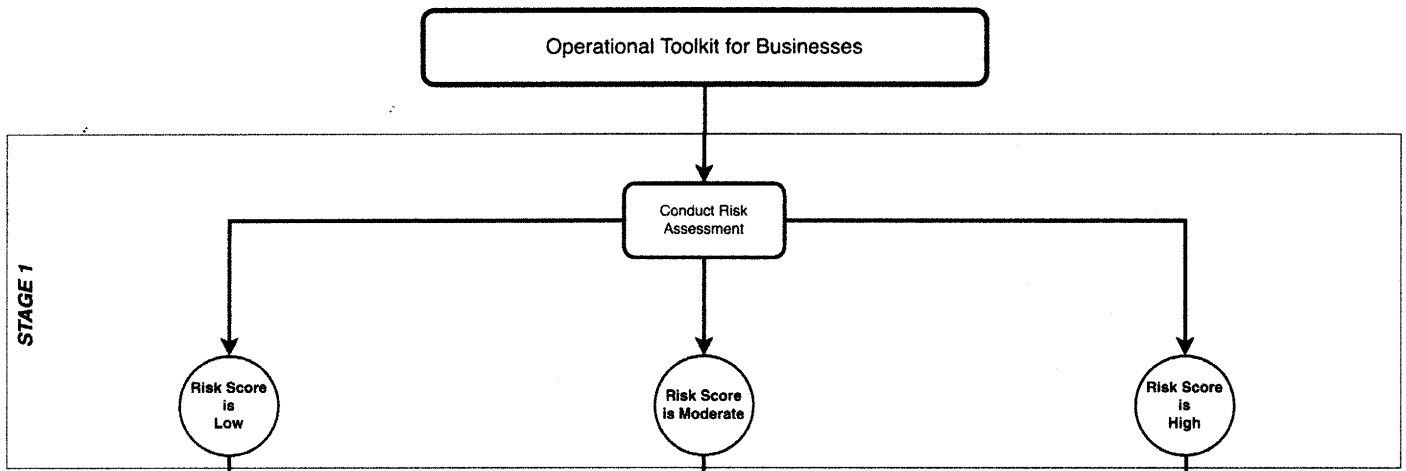


## STAGE 1: Risk Assessment

Use the accompanying **Assessment Calculator** to conduct the risk assessment and calculate your **risk score**. Enter your risk score below.

Risk Score is MODERATE

Find your **risk score** in the first part of the Decision Tree below:

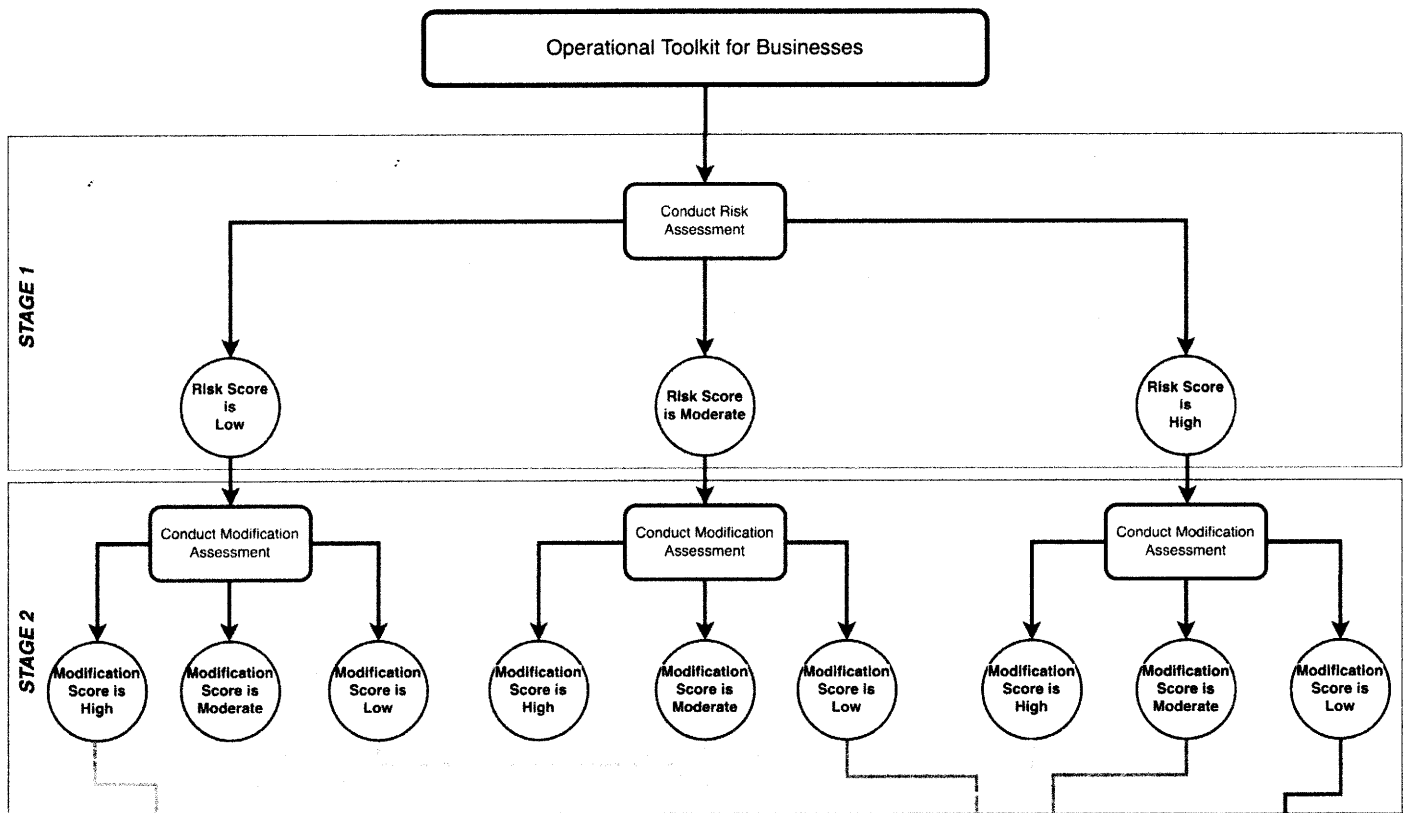


## STAGE 2: Modification Assessment

Use the accompanying **Assessment Calculator** to conduct the modification assessment and receive your **modification score**. Enter your modification score below.

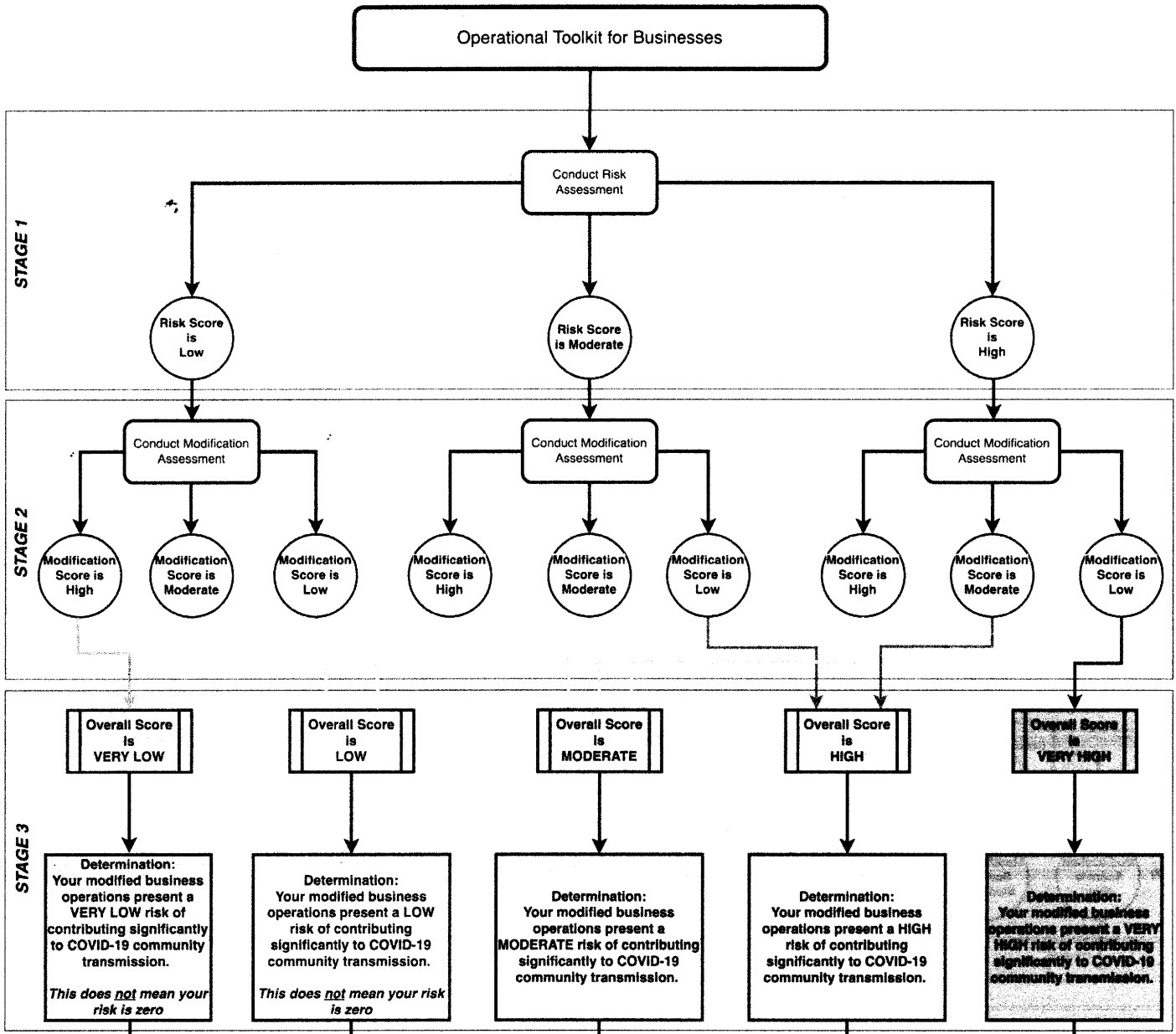
Modification Score is HIGH

Starting at your **risk score** (low, moderate, or high), follow the appropriate arrows and locate your **modification score** in the second part of the Decision Tree below:



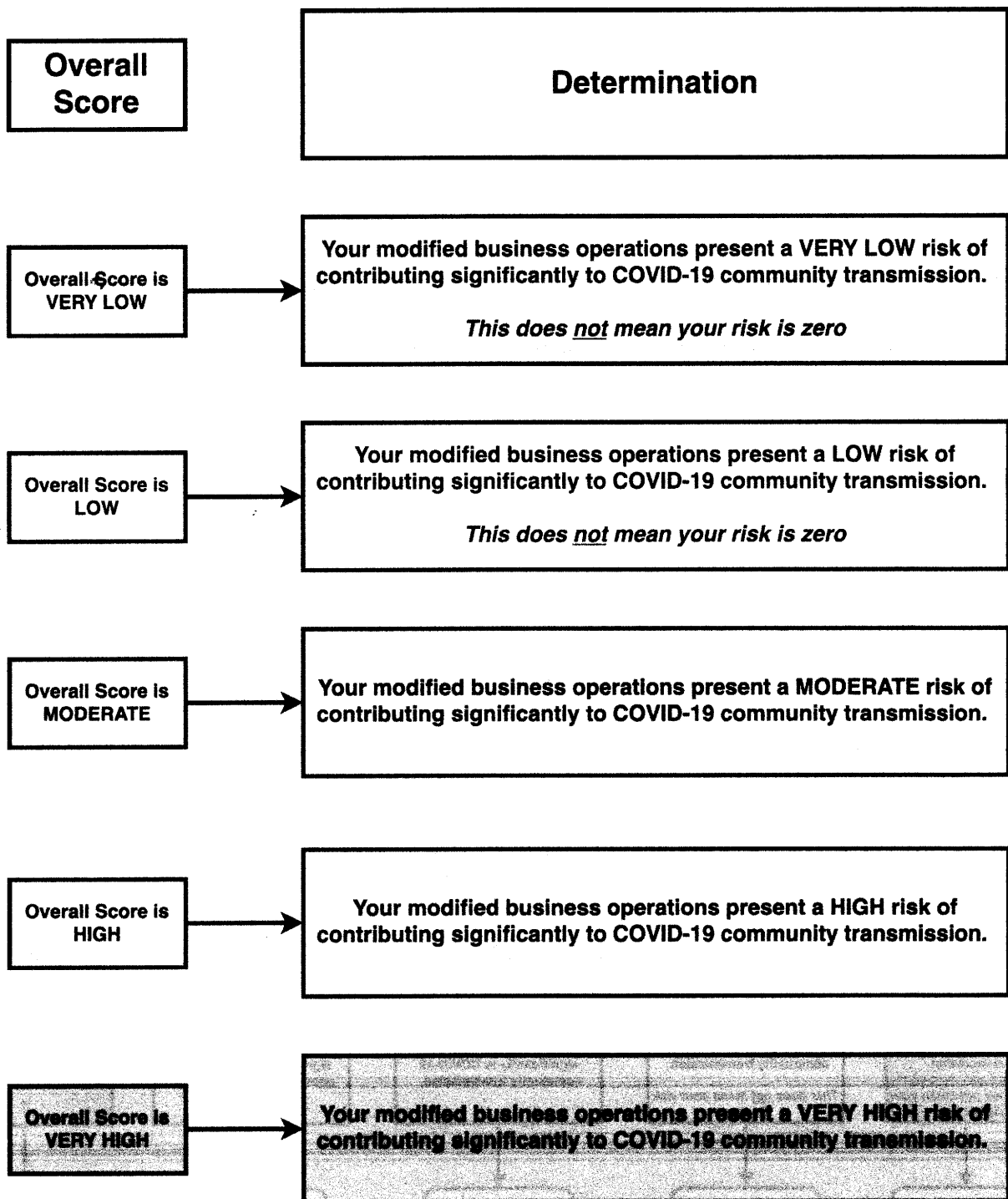
# STAGE 3: Determination Based on Overall Score

Follow the arrow from your **modification score** to find your **overall score** and corresponding **determination** in the next part of the Decision Tree below. The **overall score** and corresponding **determination** are also provided in a larger format on the following page.



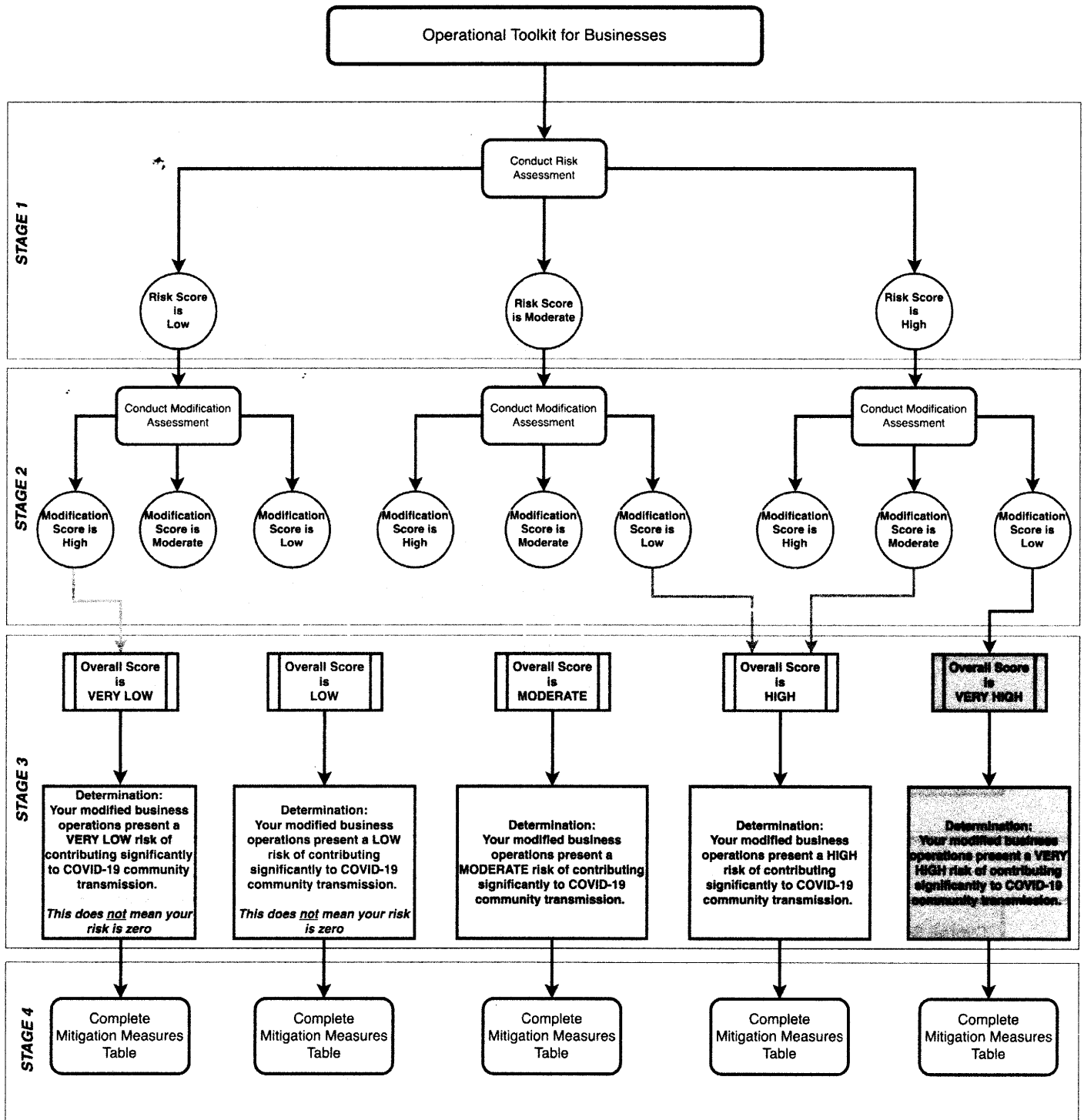
Overall Score is LOW

A closer look at the determinations for each overall score from the Decision Tree:



# STAGE 4: Mitigation Measures

Proceed to the final stage of the Decision Tree (Stage 4) and complete the tables of mitigation measures. Where applicable to your business, fill in the tables (below) with the plans or procedures your business has implemented to increase the safety and lower the individual risk of your employees and customers.





# Mitigation Measures Table

Use the tables provided below to design your risk-specific business mitigation strategy. Where relevant for your business operations, mark the possible measures you can implement to reduce risk (column 2) and describe how you plan to integrate these interventions (column 3). Please note, not all measures or considerations will be applicable to your operations or business structure. There are blank spaces provided to fill in additional measures.

## Physical Distancing Measures: Person-to-Person

Mitigation	Possible measures/considerations (check all that could be applied to your business or add your own)	How will you integrate these interventions? Design your mitigation strategy
<p>Limit the <u>number</u> of interactions between employees, customers, clients.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Move part or all of your business online.</li> <li><input type="checkbox"/> Enable employees to work from home, where possible.</li> <li><input type="checkbox"/> Establish virtual service options.</li> <li><input checked="" type="checkbox"/> Restrict number of customers/clients allowed into the facilities.</li> <li><input checked="" type="checkbox"/> Alternate employee shifts so that the same group of people are exposed only to each other.</li> <li><input type="checkbox"/> Establish rotations between work from home and onsite shifts.</li> <li><input type="checkbox"/> Provide longer shifts to reduce the number of employee changes.</li> <li><input checked="" type="checkbox"/> Change operating hours.</li> <li><input type="checkbox"/> Provide services through online or phone reservations to control number of in-person interactions at one time.</li> <li><input type="checkbox"/> Change arrival and processing procedures for visitors, contractors, clients, and customers to reduce the number of external personnel allowed in the facility at one time.</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul>	<p>① Restrict to Families/People Sheltering Together.</p> <p>② assign Crew - STATIC</p> <p>③ only allow <sup>5 min</sup> 1 day Per Week</p>
<p>Limit <u>close-contact</u> interactions between employees, customers, clients, etc.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct meetings virtually.</li> <li><input checked="" type="checkbox"/> Limit meeting attendance and time frames.</li> <li><input checked="" type="checkbox"/> Utilize outdoor spaces to conduct business operations.</li> <li><input type="checkbox"/> Place shields or other physical barriers between employees, clients, customers, etc to assist in maintaining a 6-foot distance between people.</li> <li><input checked="" type="checkbox"/> Utilize masks in close-contact settings.</li> <li><input checked="" type="checkbox"/> Utilize floor markings to ensure distance between employees, customers, clients.</li> <li><input type="checkbox"/> Ensure directional flow (1-way flow) in enclosed spaces.</li> <li><input type="checkbox"/> Conduct services from more than 6 feet away.</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul>	<p>① Limit to Skipper + Crew</p> <p>② All outdoors -</p> <p>③ Mark on Boat &amp; Dock</p> <p>④ MARK w/ Tape - 6 FT on Boat &amp; DOCK</p>

## Physical Distancing Measures: Persons-to-Shared Objects

Mitigation	Possible measures/considerations (check all that could be applied to your business or add your own)	How will you integrate these interventions? Design your mitigation strategy
Reduce number of objects moving between employees and customers.	<input type="checkbox"/> Switch transactions to online-only. <input type="checkbox"/> Accept card transactions only (tap and go, cashless). <input checked="" type="checkbox"/> Limit the number of employees who handle transfer of objects (food, goods, products) to customers. <input type="checkbox"/> Alter procedures (eg, drive-through and pick-up bay options, items packed by customers in store). <input type="checkbox"/> _____ <input type="checkbox"/> _____	<p><i>Limit Touch + Handling Lines to specific crew.</i></p>

## Limited Gatherings and Travel Measures

Mitigation	Possible measures/considerations (check all that could be applied to your business or add your own)	How will you integrate these interventions? Design your mitigation strategy
Reduce opportunities for disease transmission from travel.	<input type="checkbox"/> Reduce business functions that require domestic travel outside of your community or region. <input type="checkbox"/> If domestic travel is necessary, discourage mass transit use (eg, use car rentals). <input type="checkbox"/> Reduce business functions that require international travel. <input type="checkbox"/> Limit the number of employees who must travel internationally or domestically. <input type="checkbox"/> For employees who must travel, ensure that personal protective equipment (eg, gloves, masks, etc) is made available to them. <input type="checkbox"/> _____ <input type="checkbox"/> _____	<p><i>N/A</i></p>
Limit mass gatherings related to business operations.	<input type="checkbox"/> Explore ways to reduce the size of necessary gatherings. <input type="checkbox"/> Implement physical distancing of participants at necessary gatherings. <input type="checkbox"/> Convert gathering to virtual format. <input type="checkbox"/> Review seating arrangements to account for physical distancing. <input type="checkbox"/> Review service timetables to enable distribution of traveling customers. <input checked="" type="checkbox"/> Provide barriers. <input type="checkbox"/> _____ <input type="checkbox"/> _____	<p><i>Use Plastic Shield for Loading / unloading.</i></p>

## Sanitation and Hygiene Measures

Mitigation	Possible measures/considerations (check all that could be applied to your business or add your own)	How will you integrate these interventions? Design your mitigation strategy
<p>Procure, store, and maintain necessary cleaning supplies, personal protective equipment, and other critical supplies.</p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Identify priority cleaning supplies to disinfect surfaces, shared equipment, and facilities.</li> <li><input type="checkbox"/> Request an increase in supplies from manufacturers.</li> <li><input checked="" type="checkbox"/> Obtain increased shipments of hand sanitizer, rubs/gels, tissues, and other paper products.</li> <li><input checked="" type="checkbox"/> Procure masks and other necessary personal protective equipment for employees.</li> <li><input checked="" type="checkbox"/> Provide handwashing and hand sanitizer stations throughout the facility for employees, clients, customers, etc.</li> <li><input checked="" type="checkbox"/> Procure signage and other notices related to hygiene procedures.</li> <li><input type="checkbox"/> Identify alternative supply chains.</li> <li><input checked="" type="checkbox"/> Communicate hygiene and infection control requirements internally and externally</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul>	<p>① BOAT SOAP - STAR BRIGHT            ② Wipes, Sanitizer, Masks,            ③ Hand Washing - Bucket or Station, Sink and Bowl            ④ Signage            ⑤ Special Email Re: Covid 19</p>
<p>Develop a detailed cleaning schedule.</p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Develop and implement a sanitation plan with increased cleaning schedules to ensure surfaces, shared equipment, and rooms are cleaned more frequently.</li> <li><input checked="" type="checkbox"/> Identify who will be responsible for the increased cleaning schedule (eg, contractors, current employees).</li> <li><input checked="" type="checkbox"/> Ensure that those in charge of cleaning are provided with appropriate personal protective equipment.</li> <li><input type="checkbox"/> Provide ample time for cleaning and disinfecting of stores and facilities.</li> <li><input type="checkbox"/> Ensure cleaning undergoes quality assurance checks.</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul>	<p>① Skippers + Crew            ② Bosun            ③ Before + after Sailing            ④ PPE</p>

<p>Educate and train employees on hygiene and sanitation practices.</p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Train employees on infection prevention and control procedures and WASH (water, sanitation, and hygiene procedures).</li> <li><input type="checkbox"/> Create or modify training modules to include implemented public health and social measures (eg, infection control practices, physical distancing, etc)</li> <li><input checked="" type="checkbox"/> Display signage and posters on handwashing and hygiene etiquette.</li> <li><input checked="" type="checkbox"/> Identify means to distribute information on best practices in the workplace.</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul>	<p>① Ensure Kipper + Crew have training what to do if sick</p> <p>② Post Signs on Boat</p> <p>③ Emails, Facebook - Private Joy</p>
<p>Ensure objects moving between employees and customers are clean.</p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Provide means by which individuals can sanitize objects or surfaces when interacting with them.</li> <li><input type="checkbox"/> Self-serve cleaning wipes and sanitizer</li> <li><input checked="" type="checkbox"/> Dedicated cleaner for handles, trolleys, baskets, and other high-touch surfaces</li> <li><input checked="" type="checkbox"/> Provide protective coverings for high-touch surfaces for easier cleaning (eg, touchscreens, keypads).</li> <li><input type="checkbox"/> Provide equipment to limit direct contact with high-touch surfaces (eg, gloves, single-use tools).</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul>	<p>① Wipe Handles</p> <p>② Lino, Puffin, Wheel Motors, Buttons, etc.</p> <p>③ Cover Handles?</p> <p>④ gloves</p>

### Company Policy Measures

Mitigation	Possible measures/considerations (check all that could be applied to your business or add your own)	How will you integrate these interventions? Design your mitigation strategy
<p>Encourage employees to work from home.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Create or adapt work-from-home policies.</li> <li><input type="checkbox"/> Create and adapt paid sick-leave policies to suit recommended 14-day quarantine/isolation policies.</li> <li><input type="checkbox"/> Encourage employees to work from home if sick.</li> <li><input type="checkbox"/> Create plans on appropriate ways to guide your ill employees to seek medical care and testing or to contact the local health department.</li> <li><input type="checkbox"/> Maintain up-to-date resources with important contact information (eg, staff medical officer, health department, health clinics, etc).</li> <li><input type="checkbox"/> Establish 2-way communication with employees working remotely or out sick.</li> <li><input type="checkbox"/> Establish appropriate ways to communicate possible workplace exposures to employees.</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul>	<p>N/A</p> <p>Stay Home if Sick</p>

## Sanitation and Hygiene Measures

Mitigation	Possible measures/considerations (check all that could be applied to your business or add your own)	How will you integrate these interventions? Design your mitigation strategy
Procure, store, and maintain necessary cleaning supplies, personal protective equipment, and other critical supplies.	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Identify priority cleaning supplies to disinfect surfaces, shared equipment, and facilities.</li> <li><input type="checkbox"/> Request an increase in supplies from manufacturers.</li> <li><input checked="" type="checkbox"/> Obtain increased shipments of hand sanitizer, rubs/gels, tissues, and other paper products.</li> <li><input checked="" type="checkbox"/> Procure masks and other necessary personal protective equipment for employees.</li> <li><input checked="" type="checkbox"/> Provide handwashing and hand sanitizer stations throughout the facility for employees, clients, customers, etc.</li> <li><input checked="" type="checkbox"/> Procure signage and other notices related to hygiene procedures.</li> <li><input type="checkbox"/> Identify alternative supply chains.</li> <li><input checked="" type="checkbox"/> Communicate hygiene and infection control requirements internally and externally</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul>	<p>① BOAT CAMP - STAR BRIGHT</p> <p>② Wipes, Sanitizer, Masks,</p> <p>③ Hand Washing - Bucket or Station; Sink and Bowl</p> <p>④ Signage</p> <p>⑤ Special Email Re: Covid 19</p>
Develop a detailed cleaning schedule.	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Develop and implement a sanitation plan with increased cleaning schedules to ensure surfaces, shared equipment, and rooms are cleaned more frequently.</li> <li><input checked="" type="checkbox"/> Identify who will be responsible for the increased cleaning schedule (eg, contractors, current employees).</li> <li><input checked="" type="checkbox"/> Ensure that those in charge of cleaning are provided with appropriate personal protective equipment.</li> <li><input type="checkbox"/> Provide ample time for cleaning and disinfecting of stores and facilities.</li> <li><input type="checkbox"/> Ensure cleaning undergoes quality assurance checks.</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul>	<p>① Skippers + Crew</p> <p>② Bosun</p> <p>③ Before + after Sailing</p> <p>④ PPE</p>

<p>Prepare the business for reducing activities or employee in-person hours, in the event of renewal of shelter-in-place restrictions or a surge of community cases.</p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Create plans in the event of resurgence of cases or additional public health measures that restrict operations.</li> <li><input checked="" type="checkbox"/> Determine essential functions.</li> <li><input checked="" type="checkbox"/> Determine essential workers.</li> <li><input type="checkbox"/> Create alternating schedules for employees to minimize contact.</li> <li><input type="checkbox"/> Prepare stock, vital supplies for partial or total business closure.</li> <li><input type="checkbox"/> Perishable items</li> <li><input type="checkbox"/> Items that must be distributed within a certain timeframe</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul>	<p>① Close down Salon          ② Boot maintenance          ③ BoSun</p>
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### Risk Communication Measures

Mitigation	Possible measures/considerations (check all that could be applied to your business or add your own)	How will you integrate these interventions? Design your mitigation strategy
<p>Provide information for your employees on changes to work expectations and safety practices.</p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Describe new day-to-day expectations (eg, wearing a mask, washing hands, etc).</li> <li><input checked="" type="checkbox"/> Adapt existing systems to inform employees of changes (eg, email newsletter, weekly meetings, etc).</li> <li><input type="checkbox"/> Create new systems to inform employees of changes (eg, email newsletter, weekly meetings, etc).</li> <li><input checked="" type="checkbox"/> Identify the best spokesperson to deliver these messages.</li> <li><input checked="" type="checkbox"/> Determine how frequently these messages should be sent.</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul>	<p>TBD          Email, Newsletter,          Facebook          Kathi? Charles?          - Weekly or as needed</p>
<p>Develop and implement an outlet to receive and respond to customer and employee concerns.</p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Adapt existing systems to receive feedback.</li> <li><input checked="" type="checkbox"/> Create new systems to receive feedback.</li> <li><input checked="" type="checkbox"/> When appropriate, find ways to anonymize feedback systems.</li> <li><input checked="" type="checkbox"/> Identify team leaders to collate comments and concerns.</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul>	<p>Anonymize - webpage?</p>

<p>Develop a communication strategy for customers that explains the actions your business is taking to reduce the risk of spreading COVID-19 and explain what role they have in ensuring that these procedures work.</p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Describe roles and expectations of <del>customers</del> <i>Volunteers</i> in the business.</li> <li><input checked="" type="checkbox"/> Mask wearing</li> <li><input checked="" type="checkbox"/> Maintain physical distancing.</li> <li><input checked="" type="checkbox"/> Minimize contact with shared surfaces.</li> <li><input checked="" type="checkbox"/> Develop systems to communicate these changes in expectations for customers.</li> <li><input checked="" type="checkbox"/> Modify existing systems to communicate these changes in expectations for customers.</li> <li><input checked="" type="checkbox"/> Create signage to post around your business communicating expectations for customers.</li> <li><input checked="" type="checkbox"/> Develop a strategy for how to work with customers who are unaware of your business's changes.</li> <li><input checked="" type="checkbox"/> Account for customers with disabilities that may prevent their access, understanding, or ability to comply with new practices.</li> <li><input type="checkbox"/> Create signage in multiple languages.</li> <li><input checked="" type="checkbox"/> Improve access to vulnerable populations.</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul>	
<p>Build a regular communication plan to ensure that employees and customers receive new and important information in a timely and efficient way.</p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Identify the quickest and easiest means of communication to deliver urgent messages (eg, text, email, etc).</li> <li><input type="checkbox"/> Convert existing employee communication systems.</li> <li><input type="checkbox"/> Develop new methods (eg, communication apps, business interface alerts, etc).</li> <li><input checked="" type="checkbox"/> Build in flexibility in your communications systems for targeted messaging.</li> <li><input type="checkbox"/> Create/modify department-specific systems.</li> <li><input type="checkbox"/> Create/modify location-specific systems (for businesses with multiple locations).</li> <li><input checked="" type="checkbox"/> Incorporate opportunities to receive questions or feedback on delivered communications.</li> <li><input type="checkbox"/> Incorporate cybersecurity into messaging systems.</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul>	<p><i>Only Skippers, all members</i></p>
<p>Develop a strategy to communicate safety practices to community members and other stakeholders.</p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Identify communication channels to communicate safety practices (eg, social media, press release, etc).</li> <li><input checked="" type="checkbox"/> Identify which aspects of your safety practices are most critical to share with the community.</li> <li><input checked="" type="checkbox"/> Determine best practices for regular information sharing with stakeholders and investors.</li> <li><input type="checkbox"/> _____</li> <li><input type="checkbox"/> _____</li> </ul>	



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