



CYMH Agencies – Resuming In-Person Service Delivery Planning Framework and Resources

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Purpose

This document is a reference for planning the resumption of in-person service delivery by Toronto providers of children and youth mental health services such that the health and safety of all clients and staff is protected. Experience from the continued provision of residential programs during the COVID-19 emergency, without harm to any child, youth, or employee, demonstrates that CYMH service providers can ensure the health and safety of clients and staff. This document draws on that success and the guidance of public health experts, particularly the Toronto’s Medical Officer of Health, Dr. Eileen de Villa, and other readily available credible public health and government sources. It may be helpful to review complementary reference materials, specifically from CMHO.

Individual CYMH agencies are invited to use this framework and linked guidance materials while planning, and to customize responses to meet the needs of their various programs, employees, and populations served.

Guidance available through the links is updated continuously. Be sure to check regularly for the most current content. Be prepared to incorporate new or changed guidance as it emerges.

CYMH agencies may find it helpful to have plans reviewed by a public health expert, consultant, or IPAC specialist. CYMH agencies may also find it helpful to implement a “dry run” of the plans with staff only prior to re-opening worksites for in-person client service.

Guiding Principles

Children and youth mental health services are essential public services, and as such, are to be available and accessible to infants, children, youth, and their families.

Protecting the health and safety of clients and staff is paramount. This is a shared responsibility.

Decisions are made based on the best evidence available.

Innovation in the use of technology in service delivery will continue in order to meet the needs of children, youth, and families.

Continual engagement of staff and a gradual restart of in-person service delivery strengthens and fosters confidence and success.

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Programs at Worksites			
Action	What to do	Consider	References
<p>Prioritize programs for in-person delivery</p> <p>Community-based Residential Programs that have been suspended</p>	<p>Identify and scale programs where in-person interaction is essential; and which may be beneficial / supplementary or unsuitable at this time.</p> <ul style="list-style-type: none"> • Sequence for introduction (phasing) • Clarify where interruptions or delays to return to work are to continue • Understand the risks for both clients and staff of in-person delivery of services <p>Consider distinguishing plans for community-based programs (e.g. therapy, day treatment, etc.) and congregate/residential programs. For the latter, there may be separate planning required where programs have been continuing service to children and youth and now require consideration of intake of new clients, and programs which were suspended and require plans for full resumption.</p> <p>Plan for gradual phasing in of in-person services. Plan for adjustment to service range, processes, and capacity: restart service commensurate with anticipated capacity.</p> <p>Consider how to support in-person with virtual care, etc. Determine how to integrate virtual delivery services in programming.</p>	<p>What services require in-person participation? e.g. psychological assessments; art therapy; residential, etc.</p> <p>Who is not served well by virtual care?</p> <p>Guided by best clinical evidence</p> <p>How to address service delivery in client homes? transportation of clients in private vehicles?</p>	<p>http://www.health.gov.on.ca/en/pro/programs/publichealth/coronavirus/docs/directives/RHPA_professionals.pdf</p> <p>https://www.worksafebc.com/en/about-us/covid-19-updates/covid-19-returning-safe-operation/in-person-counselling</p> <p>http://health.gov.on.ca/en/pro/programs/publichealth/coronavirus/docs/2019_congregate_living_guidance.pdf</p> <p>http://www.health.gov.on.ca/en/pro/programs/publichealth/coronavirus/docs/2019_primary_care_guidance.pdf</p> <p>https://www.toronto.ca/wp-content/uploads/2020/06/8e9c-4-Step-Risk-Assessment-Planning-Guide-for-Community-NonProfits.pdf</p>

Programs at Worksites			
Action	What to do	Consider	References
	Explore and consider ways to monitor and learn about the effectiveness of virtual service delivery for client improvement and positive outcomes. How can the program learn during this unique period?	Explore possibilities of work from home, virtual	
Prioritize in-person service to clients who are not well served by virtual service delivery	Identify clients who are not well served or not responding well to virtual service delivery, e.g. clients challenged by remote-based services, who are too anxious or reluctant to resume in-person delivery, etc. Consider issues of equity for populations seeking service: Black, Indigenous, newcomer, low-income children, youth and families. Review service offering as it relates to intake, assessment, screening, and services.		
Outreach and communication to clients, stakeholders, public	Develop a communication strategy, in keeping with public health policy with focus on clients, staff and the public. Consider regular updates from senior leadership or an identified representative for staff and clients. Create a mechanism to receive complaints and/or concerns related to service resumption– assign specific leaders to manage responses. Inform clients of service changes, expectations on attending sites, cancellation policies etc. Message about adherence to the public health measures. Use a variety of methods to share information e.g. (websites, social media, signage, Televisions in waiting rooms etc.). Tailor communication tools to the languages and audiences relevant to the services. Consider using social media to create interactive educational opportunities to share new processes/protocols and have questions answered by clients. Use ongoing/rolling polls to understand client and staff concerns.	Consider materials that meet the need of more high-risk populations that may be isolated, marginalized, experiencing homelessness, language barriers and without access to resources	https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/health-professionals/public-health-measures-mitigate-covid-19.html# Appendix A: Communications https://www.toronto.ca/home/covid-19/covid-19-how-you-can-help/covid-19-spread-the-word/

Physical Worksite Environments			
Action	What to do	Consider	References
<p>Workspace Adaptations for physical distancing</p>	<p>Determine and set occupancy limits for all work sites and specific workplace areas (offices, meeting rooms, common areas) to enable physical distancing -at least 2 m (6 ft) - among attending staff and clients.</p> <p>Conduct a detailed evaluation of the physical workspace layout; reconfigure workstations and rearrange how spaces are used where necessary to provide safe distancing.</p> <p>Install barriers, screens between workstations, etc.</p> <p>Plan for movement within work sites, especially where space is limited, such as hallways, common areas, etc. Post protocols for clients and workers throughout the space using pictograms and a variety of languages. Place markings and arrows to direct clients where to wait, walk, etc. This may require someone to oversee / control the flow of people within the workspace</p> <p>Arrange waiting areas to maintain physical distancing – or eliminate waiting rooms. Ask clients to wait in their cars or outside at a distance until they are called or texted to enter the building</p> <p>Identify risks that may arise from staff working alone (supervision, high-risk populations, etc.)</p> <p>Remove all personal and non-essential items from reception, common areas, offices.</p>	<p>Reception Waiting Rooms Staff Offices / “Hot Desks” Rooms for client service Group Activity Rooms</p> <p>Consider outdoor sessions if privacy protected.</p> <p>Consider clients completing intake and other required forms by phone in advance of the meeting or electronically when on site.</p> <p>Consider implementing a virtual-only staff meeting policy</p>	<p>https://www.canada.ca/en/public-health/services/publications/diseases-conditions/social-distancing.html</p> <p>https://www.toronto.ca/wp-content/uploads/2020/04/95d3-Community-Partners-Physical-Distancing-Spread-Reduction.pdf</p> <p>https://www.worksafebc.com/en/about-us/covid-19-updates/covid-19-returning-safe-operation/in-person-counselling</p> <p>Virtual waiting room tool: https://www.myturn.ca/</p> <p>Video describing the function of the tool: https://www.youtube.com/watch?v=PZ-oTVBYIpY&t=24s</p> <p>https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/health-professionals/public-health-measures-mitigate-covid-19.html#_Workplaces</p> <p>https://www.worksafebc.com/en/resources/health-safety/information-</p>

Physical Worksite Environments			
Action	What to do	Consider	References
			sheets/covid-19-guide-to-reducing-risk?lang=en&origin=s&returnurl=https%3A%2F%2Fwww.worksafebc.com%2Fen%2Fforms-resources%23sort%3D%2540fcomputeditemdatefield343%2520descending%26f%3Alanguage-facet%3D%5BEnglish%5D%26tags%3DCovid-19%7Ca96b6c96607345c481bb8621425ea03f
Entry and Exit for Worksites	<p>Use signage to identify designated entrance and exit at each location. If possible, separate the incoming and outgoing people.</p> <p>Prepare space, furniture, and materials to enable active screening as individuals enter work sites. Provide hand sanitizer.</p> <p>Use signage to request individuals self-identify and provide active screening through administering the Ontario Self-Assessment.</p> <p>Ensure employees who are expected to manage line-ups of clients are trained about social distancing, cough etiquette, etc. Consider asking clients to wait in their vehicles, or outside the office, if possible, until just before their appointment or when they are called or texted to come in.</p> <p>Consider separate passages for staff, if possible.</p> <p>Track clients and staff entering and exiting the building. Use technology or sign-in/sign-out logs to monitor the number of people within the space.</p>	<p>Consider posting signage in other majority languages or provide pictograms.</p> <p>How is client time at the work site minimized?</p>	<p>https://www.canada.ca/en/government/publicservice/covid-19/prevention-preparedness.html</p>  <p>Pre-Exposure Checklist-FINAL_for fo</p> <p>https://www.canada.ca/en/public-health/services/publications/diseases-conditions/covid-19-how-to-isolate-at-home.html</p> <p>https://covid-19.ontario.ca/self-assessment/</p> <p>https://www.toronto.ca/wp-content/uploads/2020/05/95ea-Screening-poster-retail-entrance-TPH.pdf</p>
Communal Spaces	<p>Identify occupancy limits for each area. Minimize shared office space. Provide safe distances between workstations and “hot desks”.</p>	<p>All staff share responsibility for</p>	<p>https://www.worksafebc.com/en/about-us/covid-19-</p>

Physical Worksite Environments			
Action	What to do	Consider	References
Equipment and appliances	<p>Consider spacing and movement to/around/from equipment such as printers, copiers, office supply storage, etc. Rearrange furniture and use of common areas to enable distancing. Consider closing common areas, removing tables and chairs, etc.</p> <p>Schedule access to kitchen, mealtimes, to manage distancing.</p> <p>Ask staff to bring their own utensils and dishes, encourage staff to eat at their desk.</p> <p>Consider prohibiting use of kitchen appliances, i.e. microwave, toaster oven, kettle, etc.</p> <p>Coordinate with building maintenance regarding public washrooms, elevators, etc.</p>	<p>protecting health and safety of staff and clients Use IPAC procedures – see below</p>	<p>updates/covid-19-returning-safe-operation/offices</p> <p>https://www.who.int/teams/risk-communication/employers-and-workers/images/default-source/health-topics/coronavirus/risk-communications/employees-and-employees/workplace-disinfect-surfaces</p> <p>https://www.toronto.ca/wp-content/uploads/2020/04/95d3-Community-Partners-Physical-Distancing-Spread-Reduction.pdf</p> <p>https://www.bbc.com/worklife/article/20200514-how-the-post-pandemic-office-will-change</p> <p>https://d1ow5xpphy0w2p.cloudfront.net/common/covid19-hierarchy-of-controls-poster.pdf?mtime=20200603094608&focal=none</p> <p>https://www.osha.gov/Publications/OSHA3990.pdf</p> <p>https://www.toronto.ca/wp-content/uploads/2020/03/8eed-COVID-19-Social-Distancing-on-elevators-FINAL-WEB.pdf</p>

Infection Prevention and Control - IPAC			
Action	What to do	Consider	References
Hand hygiene and Cough etiquette as crucial tools to prevent virus spread	<p>Promote and instruct proper hand washing and coughing behaviour.</p> <p>Use verbal and written communication with clients and staff</p> <p>Use signage that is clear and appropriate to the audience (language, visuals) posted at the entrance and throughout facilities</p> <p>Provide hand sanitizer in both internal and external entry and exit points, congregate areas such as dining rooms, kitchens, activity rooms.</p> <p>Make resources materials available such as public health instructions Ministry directives to support staff and clients to understand the directives, provide information and education on COVID-19.</p>		<p>https://www.publichealthontario.ca/-/media/documents/ncov/factsheet/factsheet-covid-19-hand-hygiene.pdf?la=en</p> <p>https://www.toronto.ca/wp-content/uploads/2020/03/971a-COVID-19-WashYourHands.pdf</p> <p>https://www.toronto.ca/wp-content/uploads/2020/03/97a9-COVID-19-CoverYourCough.pdf</p> <p>https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/awareness-resources.html</p> <p>https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/awareness-resources.html</p>
Disinfecting work sites	<p>Develop cleaning/sanitizing protocols, including cleaning of all high touch surfaces (e.g., door handles, light switches), public areas, therapeutic spaces, office spaces, etc.</p> <p>Sanitize surfaces in therapy rooms and spaces in between all in-person appointments. Schedule time for this purpose following an in-person appointment.</p> <p>Consider checklists and schedules for workplace cleaning (timing and responsibility) and individual workstation cleaning and disinfecting.</p>	<p>All staff share responsibility for protecting health and safety of staff and clients</p> <p>Consider touchless alternatives</p> <p>Consider deep cleaning of</p>	<p>https://www.canada.ca/en/public-health/services/publications/diseases-conditions/cleaning-disinfecting-public-spaces.html</p> <p>https://www.publichealthontario.ca/-/media/documents/ncov/factsheet-covid-19-environmental-cleaning.pdf?la=en</p>

Infection Prevention and Control - IPAC			
Action	What to do	Consider	References
	<p>Consider ways to monitor and control disinfection of surfaces, i.e. who, when, how, cleaning is completed.</p> <p>Use Lysol or Clorox disinfecting wipes or a diluted water/bleach solution (5:1) or a disinfectant on the approved Health Canada approved list to clean high-touch surfaces (e.g. doorknobs, appliances, phones, etc.).</p>	equipment and furnishings.	<p>https://www.worksafebc.com/en/about-us/covid-19-updates/covid-19-returning-safe-operation/in-person-counselling</p> <p>https://www.canada.ca/en/health-canada/services/drugs-health-products/disinfectants/covid-19/list.html</p>
Removal of personal and non-essential	Remove personal and non-essential items from the reception area and treatment rooms, such as, booklets, pamphlets, and complimentary phone chargers.		
Personal Protective Equipment (PPE) Gloves, surgical masks, gowns, goggles, or eye shields	<p>Become knowledgeable about and utilize IPAC Protocols for the usage of PPE. Provide instruction when to use and how to put on and take off PPE safely.</p> <p>Acquire a supply of masks, gloves, and/or eye shields for use by employees and clients.</p> <p>Train staff on how to don, doff and dispose of PPE. Consider implementing a “buddy system” to support compliance with protocols.</p> <p>Ensure used PPE, tissues, disinfectant wipes are properly disposed of in a lined waste receptacle that is emptied at least daily. Waste receptacles minimize physical contact (e.g., removal of lid) to discard items.</p>	<p>Children under the age of 2 are not required to use masks</p> <p>Face coverings may not be used by anyone who has trouble breathing; and anyone who is unable to remove it without assistance.</p>	<p>https://www.worksafebc.com/en/resources/health-safety/posters/help-prevent-spread-covid-19-how-to-use-mask?lang=en</p> <p>https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/prevention-risks/about-non-medical-masks-face-coverings.html#_Appropriate_non-medical_mask</p>
PPE - Procurement and stewardship of	<p>Develop a plan to maintain an adequate supply of PPE for staff and clients.</p> <p>Develop a PPE stewardship plan including procurement, data and logistics, policies and procedures, and staff training.</p>		

Human Resources			
Action	What to do	Consider	References
Health monitoring and screening	<p>Instruct staff and residents about self-monitoring for symptoms using a checklist.</p> <p>Instruct staff to stay home from work and consult Telehealth if they have symptoms</p>		<p>https://covid-19.ontario.ca/self-assessment/</p> <p>https://www.toronto.ca/wp-content/uploads/2020/05/95f0-Survey-Screening-poster-TPH.pdf</p> <p>https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/symptoms.html?topic=tilelink</p>
Work hours and scheduling	<p>Provide clear direction to staff about hours of work, duties, expectations, deadlines, while remaining flexible.</p> <p>Consider staggering work hours / shifts / days in office and work from home, etc. to abide by set occupancy limits and ensure physical distancing.</p> <p>Ensure supervision and support for staff during all working hours.</p> <p>Establish routines for managers, supervisors to stay in touch with staff on a regular basis to discuss progress or work through challenges.</p>	<p>Be aware of communications from professional colleges about private practice.</p> <p>http://r.ebulletin.ocswssw.org/mk/mr/GcH7tLH_UkxQJf_VvcT4w7_QTMzHsV1rNe5KGG8x-kSJrm06OpXd5X--9Felb31jS1_2PDKwaWMr8SZurAcATeY-Pd-122bvPjLHCe07y1_YKvyj2w</p>	<p>https://www.toronto.ca/wp-content/uploads/2020/04/95d3-Community-Partners-Physical-Distancing-Spread-Reduction.pdf</p> <p>https://www.wsps.ca/Information-Resources/Articles/5-key-components-of-a-teleworking-policy.aspx</p> <p>https://www.natlawreview.com/article/question-answer-employer-guide-return-to-work-time-covid-19</p> <p>https://www.faegredrinker.com/en/insights/publications/2020/4/question-answer-employer-guide-return-to-work-in-the-time-of-covid19#10</p>
Staff travel and transportation	<p>Employees are to comply with publicly available guidance regarding safety precautions when using public transit.</p> <p>Hand washing and sanitizing after reaching office.</p>	<p>Consider a change of clothes after reaching home</p>	<p>https://www.ttc.ca/Riding_the_TTC/Safety_and_Security/Riding_the_TTC_during_the_COVID-19_pandemic.jsp</p> <p>https://www.gotransit.com/en/travelling-with-us/safety-and-security/go-transit-covid-safety</p>

Human Resources			
Action	What to do	Consider	References
			https://www.who.int/teams/risk-communication/employers-and-workers?qclid=Cj0KCQjwIN32BRCCARIsADZ-J4vqMvK7aC23yyr-3PpzO8tQmscUum3wqHVai6TCd7QnTTtFAB-JYD0aAsBXEALw_wcB
Staff Mental Health	<p>Inform staff about available supports, such as employee assistance programs, and how to make contact.</p> <p>Establish ways to check-in regularly (e.g. surveys, townhalls, team meetings, etc.) with employees to understand and address concerns.</p>		<p>https://www.toronto.ca/home/covid-19/covid-19-protect-yourself-others/covid-19-mental-health-resources/</p> <p>http://www.health.gov.on.ca/en/pro/programs/publichealth/coronavirus/docs/2019_MHAS_Community_guidance.pdf</p>
If Employee becomes ill	<p>Establish protocol for responding when an employee manifests symptoms or reports illness.</p> <p>Update employee emergency contact information.</p> <p>If employee develops COVID-19 symptoms, they return home and self-isolate immediately. If very ill, call 911 and let the operator know that the person may have COVID-19.</p> <p>Contact Toronto Public Health for instructions and comply with Toronto Public Health guidance and protocols.</p>	Monitor weekly or more often public health websites and announcements for new information and revised guidance and protocols.	<p>http://www.health.gov.on.ca/en/pro/programs/publichealth/coronavirus/docs/2019_reference_doc_symptoms.pdf</p> <p>https://www.toronto.ca/home/covid-19/covid-19-what-you-should-do/covid-19-have-symptoms-or-been-exposed/covid-19-assessment-centres/</p> <p>https://www.publichealthontario.ca/-/media/documents/ncov/factsheet-covid-19-how-to-self-isolate.pdf?la=en</p> <p>http://www.health.gov.on.ca/en/pro/programs/publichealth/coronavirus/docs/2019_home_community_care_guidance.pdf</p>

Health of Clients			
Action	What to do	Consider	References
Communication	<p>Prepare and distribute information to clients about how your agency is protecting the health and safety of clients, employees, and public while providing essential mental health services.</p> <p>Include information about the resumption of in-person service at work sites, how physical spaces are being modified, what clients will see and do when attending in-person service location, e.g. pre-screening, screening at entry, staff wearing masks, plexiglass barriers, etc.</p>	Consider employees carrying/wearing pictures of themselves without masks.	
Pre-screening of Clients (prior to appointment booking)	<p>Establish a pre-screening process for all clients (and accompanying parent/caregiver).</p> <p>When booking appointments with clients, use a screening tool to assess for symptoms of or exposure to COVID-19. Ask them to cancel or reschedule their appointment if they develop symptoms or are exposed prior to attending the service.</p>		<p>http://www.health.gov.on.ca/en/pro/programs/publichealth/coronavirus/docs/2019_patient_screening_guidance.pdf</p> <p>https://covid-19.ontario.ca/self-assessment/severe-symptoms</p> <p>http://www.health.gov.on.ca/en/pro/programs/publichealth/coronavirus/docs/2019_screening_guidance.pdf</p> <p>https://www.worksafebc.com/en/about-us/covid-19-updates/covid-19-returning-safe-operation/in-person-counselling</p>
Screening at Arrival	<p>Implement active screening when clients enter the worksite. Display signage as well to facilitate self-screening.</p> <p>Ensure any staff that are expected to manage line-ups of clients are trained in social distancing, cough etiquette, hand hygiene.</p>		<p>https://www.toronto.ca/wp-content/uploads/2020/05/95f0-Survey-Screening-poster-TPH.pdf</p> <p>https://www.toronto.ca/home/covid-19/covid-19-how-you-can-help/covid-19-spread-the-word/</p>

CYMH Agencies – Resuming In-Person Service Delivery Planning Framework and Resources

	<p>Consider asking clients to wait in their vehicles, or outside the office if possible, until just before their appointment or when they are called or texted to come in.</p> <p>Instruct clients to use hand sanitizer. Consider taking temperature as part of screening for symptoms.</p> <p>Consider whether agency will provide masks and/ gloves to clients and whether service will be denied service if not used. Provide instruction on how to don, use, and doff PPE safely.</p> <p>Post signage on: How to use a mask, hand and respiratory hygiene, physical distancing, etc.</p>		<p>https://www.worksafebc.com/en/resources/health-safety/posters/help-prevent-spread-covid-19-how-to-use-mask?lang=en</p> <p>http://www.health.gov.on.ca/en/pro/programs/publichealth/coronavirus/docs/2019_patient_screening_guidance.pdf</p>
<p>If Client becomes ill</p>	<p>Establish protocol for responding when a client or accompanying parent/caregiver manifests symptoms or reports illness.</p> <p>Update client record with current contact information for parent or caregiver.</p> <p>If a client manifests symptoms, they are to return home to self-isolate. If they cannot leave immediately, isolate the client in a specific space until able to leave. If the client is very ill, call 911 and let the operator know that the person may have COVID-19.</p> <p>Contact Toronto Public Health for instructions and comply with Toronto Public Health guidance and protocols.</p>	<p>Monitor weekly or more often public health websites and announcements for new information and revised guidance and protocols.</p>	<p>http://www.health.gov.on.ca/en/pro/programs/publichealth/coronavirus/docs/2019_MHAS_Community_guidance.pdf</p> <p>http://www.health.gov.on.ca/en/pro/programs/publichealth/coronavirus/docs/2019_reference_doc_symptoms.pdf</p>