MERC

Health practices: Lodging

May 6th, 2020
Executive summary

Common set of practices for lodging/hotel facilities

- Will be scalable for small business and large chains
- Will be easy to communicate and execute
- 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 lodging and accommodations

- Due to direct guest interaction, ensuring safety and building trust is more difficult. This can be tackled partially by making safety practices highly visible to guests
- Hotels see a lot of guest turnover, protocols to reduce risk must be made visible to guests
- Given the nature of guests traveling, health screenings may focus more on overall risk of exposure in the past days
- At any onsite restaurants, hotels should follow guidelines in restaurant guide

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

1. Response owners and plan
   Establish virus response team

2. Facility entry and health check protocols
   Conduct health screenings, temperature checks, send sick employees home, restrict visitors/contractors

3. PPE requirements
   What PPE is necessary in this environment? (Provide guidelines and PPE for different settings and roles)

4. Distancing
   How do we ensure we are maintaining appropriate distance across the facility?

5. Cleaning
   What are the cleaning protocols and how to we communicate these effectively to employees?

6. Case monitoring protocols
   How do we ensure we can respond quickly to a potential case?

7. Facility/space temporary closure
   What is our response plan? (e.g., Block off areas of exposure to allow appropriate deep cleaning)

8. Travel restrictions
   How do we handle employee essential and personal travel?

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)
Lodging/hotels can safeguard their facilities with health practices in the following focus areas

<table>
<thead>
<tr>
<th>Categories</th>
<th>Health practice overview</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Response owners and plan</strong></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><strong>2 Facility entry and health check protocols</strong></td>
<td>Reduce congestion at entry/exit points&lt;br&gt;Screen staff health/exposure&lt;br&gt;Screen guests&lt;br&gt;Restrict entry of 3rd party suppliers and delivery</td>
</tr>
<tr>
<td><strong>3 PPE requirements</strong></td>
<td>Ensure PPE (masks, hand sanitizer) is stocked&lt;br&gt;Establish standard PPE distribution methods and training&lt;br&gt;Enforce mask usage in guest service and common spaces</td>
</tr>
<tr>
<td><strong>4 Distancing</strong></td>
<td>Increase distancing for employee interaction (to guests and other employees) and implement barriers at check-in counters&lt;br&gt;Increase distancing for guest interaction&lt;br&gt;Provide visual reinforcements (e.g., X’s, restrictions in elevator capacity) for distancing</td>
</tr>
<tr>
<td><strong>5 Cleaning</strong></td>
<td>Conduct frequent cleaning of hotel rooms&lt;br&gt;Conduct frequent cleaning of lobby and common areas (e.g., gym and post protocols publicly)&lt;br&gt;Supply guidance and audit checks for cleaning procedures (including deep clean as needed)</td>
</tr>
<tr>
<td><strong>6 Case monitoring protocols</strong></td>
<td>Define protocol for symptomatic employees and guests&lt;br&gt;Identify and contact exposed employees; (e.g., provide symptom checking, guidance)</td>
</tr>
<tr>
<td><strong>7 Facility pause/shutdown</strong></td>
<td>Enforce appropriate shut down/ pause and cleaning protocol&lt;br&gt;Communicate protocol to employees and guests</td>
</tr>
<tr>
<td><strong>8 Travel restrictions</strong></td>
<td>Restrict business and personal travel and have employees self-quarantine if possible after travel&lt;br&gt;Have customers communicate travel history upon check-in</td>
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</table>
# 1: Response owners and plan (health practices)

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<th>Core practices</th>
<th>Next level implementation for better equipped facilities</th>
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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 with expanded scope e.g., hotel manager, safety director, HR)*  
  - Establish leader at each facility (e.g., manager, owner, safety) and coordinate with HR for employees (training, communications) | Dedicate staff to virus response team (sole focus)  
Establish PR/media representative |
| Define scope of team (e.g., manage implementation of practices and protocols) | Develop a vision of new normal (e.g., employee and customer experience)  
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)  
Ensure facility has proper signage for guests and employee confidence/adherence (front of house locations like lobbies and back of house locations such as employee break rooms)  
Complete a daily health checklist (e.g., areas to clean pre-reopening – rooms, bathrooms etc.) | Leverage/modify (or develop) existing training (FDA, MRLA) materials for employees, if they exist  
Ensure consistent implementation across locations  
Implement communication and marketing campaigns to promote constant accountability for employees |
| 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 prior to reopening  
- Daily shift/stand-up protocols for updates on what may have changed, reminders on social distancing  
- Post training documentation at hotel locations | 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 |
1: Response owners and plan (examples)

Establish team or roles

Example: Large hotel chain plan

- General manager
  - Policy review and approval (All categories)
  - Emergency planning (Administrative)
  - Management reports (Administrative)
  - Information collection, consolidation, and reporting (Administrative)

  - HRE, HSE & Administration
    - Create policies and processes (All categories)
    - Internal Communication (Communication/Education/Training)
    - Interface with local government (Administrative)
    - Facility daily management (All categories)

  - Commercial / Public Relations
    - Customer, supplier, and contractor communications (Administrative)
    - Evaluate business risk (Administrative)
    - Media/Social Media (Communication/Education/Training)

  - Purchasing and Logistics
    - Ensure appropriate supplies for cleaning, disinfecting, and PPE (Cleaning/Disinfecting/PPE)
    - Manage risk from importing and receiving materials (Pre-Screening/Cleaning/Disinfecting/PPE)

Example: Small hotel plan

- General manager
  - Head of housekeeping
  - Maintenance manager

General manager leverages expertise of onsite staff to execute response plan.
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<tr>
<td>Reduce congestion at entry/exit point(s)</td>
<td>Limit seating in lobby and designate appropriate waiting area for check-in (e.g., remove communal furniture and space individual chairs at least 6ft apart) Entryway markings to delineate 6ft spacing (e.g., at check-in)</td>
<td>Reserve separate check-in counter for vulnerable populations, if feasible Leverage mobile check-in tools to reduce entrance crowding (i.e., create a virtual check-in queue: customers call the front desk when they arrive)</td>
</tr>
<tr>
<td>Screen staff health/exposure (home, entrance)</td>
<td>Advise vulnerable workers and people with underlying health conditions of their right to continue to quarantine, and to draw down UI benefits instead of returning to work Conduct common employee screening protocol (e.g., temperature check, overall health status check, screening questionnaire at home or upon entry)</td>
<td>Assign one person to take employee temperatures and record in centralized log</td>
</tr>
<tr>
<td>Screen guests</td>
<td>Email guests questionnaire prior to check-in and conduct screening upon arrival Place informative signage at entrance (e.g., wear a mask, symptom checklist, exposure questionnaire) Empower employees (e.g., train) to handle potential issues with screening or any guest health concerns</td>
<td></td>
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<tr>
<td>Restrict entry of 3rd party suppliers and delivery</td>
<td>Communicate protocols to vendors and create separate designated entry away from customers and employees Place informative signage for all to wear a mask (including delivery personnel)</td>
<td>Set up times for supplier delivery separate from heavy guest traffic and designate separate entries from food delivery</td>
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Guest adherence may require help/support from state-wide standards/communication
2: Facility entry and health check protocols (e.g., pre-work, who is involved, check-in upon arrival) (examples)

Screen employee health / exposure (home, entrance)

Example Questionnaire:

Enter the team member, visitor or guest name: ____________________

Have you returned from any COVID affected areas within the last 14 days?

___ Yes ___ No

Have you had close contact with or cared for someone diagnosed with COVID-19 within the last 14 days?

___ Yes ___ No

Have you been in close contact with anyone who has traveled COVID affected areas within the last 14 days?

___ Yes ___ No

Have you experienced any cold or flu-like symptoms in the last 14 days? Symptoms may include (but are not limited to):

- Cough
- Shortness of breath or chest tightness
- Sore throat
- Nasal congestion or runny nose
- Body aches
- Loss of taste and/or smell
- Diarrhea
- Nausea
- Vomiting
- Fever / Chills / Sweats

___ Yes ___ No

Are you currently exhibiting a fever of 100.4°F or greater (if available, please confirm with on-site temperature screen)?

___ Yes ___ No

Sample questionnaire, can be adapted as needed

Employee health screening upon entry
## 3: PPE requirements (e.g., what do you need before walking in facility) (health practices)

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<tr>
<td>Ensure PPE (masks, hand sanitizer) is stocked</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 coverings (e.g., surgical or cloth mask that follow public health specifications)</td>
<td>Ensure PPE (e.g., sanitizer, masks) are on order to provide proper lead time for refills Record and track who has received their masks (e.g., per week, shift)</td>
</tr>
<tr>
<td>Establish standard PPE distribution methods and training</td>
<td>Assign person(s) to hand out masks and direct employees to handwashing facilities Distribute face coverings at start of shift upon entry or ensure employee has one on (hotels may need to supply gloves) Ensure employees understand the use of PPE (including training of cleaning, storing, doffing and re-donning facial covering, infection control practices, fabric covering limitations, training on glove usage/replacement for subset of employees) Enforce guests to wear face coverings in common spaces Provide clear guidance on when to wear certain PPE (e.g., gloves, mask, face shield)</td>
<td></td>
</tr>
<tr>
<td>Enforce PPE usage in guest service and common spaces</td>
<td>Ensure employees have face coverings on at all times and access to gloves if handling customer property Encourage customers to prepay via phone or internet wherever and handle own property when possible (e.g., credit cards)</td>
<td>Accommodate hearing-impaired guests by using face shield Add additional safety coverings on items to make cleaning easier between uses (e.g., plastic film over bell cart carpeting)</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

Establish standard PPE distribution methods and training

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

Illustrative

While Wearing a Face Mask/Covering
Individuals who are not accustomed to wearing a face mask might find the mask uncomfortable or distracting. An important component of a disease-prevention strategy is to limit touching the face. An uncomfortable or poorly fitted mask could encourage touching the face, which is counter to the goal of wearing a face covering. It is critical that wearers do not inadvertently increase their exposure by continually adjusting the mask/covering and touching the face.

<table>
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<tr>
<th>DO</th>
<th>DO NOT</th>
</tr>
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<tr>
<td>✔️ Wash hands before and after putting on mask</td>
<td>✗ Don’t wear if wet or soiled</td>
</tr>
<tr>
<td>✔️ Make sure the mask has no defects (e.g., tears, torn straps, or ear loops )</td>
<td>✗ Don’t leave mask hanging off one ear, hanging around neck, or place on top of head</td>
</tr>
<tr>
<td>✔️ Secure the mask around head and neck or ears</td>
<td>✗ Don’t place mask on surfaces (e.g. countertops) to store for reuse</td>
</tr>
<tr>
<td>✔️ Ensure mask is covering nose, mouth, and chin</td>
<td>✗ Don’t reuse a single-use mask, dispose after wearing once</td>
</tr>
<tr>
<td>✔️ Only touch straps/bands when removing and disposing a mask</td>
<td>✗ Don’t touch the front or back sides of the mask, as they could be contaminated after use</td>
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### 4: Distancing (health practices)

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| **Increase distancing for employee interaction (to guests and other employees)**          | **Reduce the number** of employees and guests upon reopening  
   Have employees and guests **stand 6 feet apart** when possible  
   Leverage PPE usage (e.g., masks), increased cleaning, and physical barriers especially if distancing is not possible  
   **Implement contactless check-in/out** (e.g., ID and credit cards held up) and install **plastic partitions** in high-contact locations, where possible  
   **Establish contactless room service** via carts, no longer entering guest rooms, and only use disposable containers  
   Encourage a delay between the time a guest checks out of their room and the time that a cleaning employee enters the room | **Minimize cash transactions** when possible (e.g., contactless payment)  
   Ramp up use of mobile check in (have customers download application to check in and use as a key card for their rooms)                                                                                                                                                                                                 |
| **Increase distancing for guest interaction**                                            | **Require 6ft of separation between guests in common areas by removing seats and using visual cues** (note: gyms should be closed)  
   **Close recreational areas** (e.g., pool, fitness center, spa) and a subset of guest rooms to ensure appropriate distancing between guests  
   **Determine capacity** of hotel before reopening (e.g., stagger rooms based on reservation numbers)  
   **Remove/move furniture** (e.g., less common tables, remove chairs)  
   **Limit the amount of people/groups** that can enter an elevators (e.g., one group at a time)  
   **Add protocols around food and other services** (e.g., no buffets, prioritize package food, close ice machines/rooms -- bagged ice only) | **Limit number of people in the lobby restroom** by closing stalls  
   **Mark pathways for foot traffic**, especially to the restroom (consider implementing one-way flow with marked entrances and exits)  
   **Reduce shuttle** service/capacity  
   **Calculate updated capacity** for event spaces to ensure social distancing (e.g., tables 6ft apart, occupancy limits, air ventilation, bar usage, leverage boxed meals) |
| **Provide visual reinforcements (e.g., X’s, restrictions in elevators) for distance**    | **Place X’s on the ground and signs** near elevators (e.g., encourage taking stairs by propping open stair doors) and mark floors to encourage one way traffic  
   **Place signs in common spaces/elevators** for clear guest communication |                                                                                                                                                                                                                                                         |
4: Distancing (examples)

Increase distancing for employee interaction (to guests and other employees)

Utilize technology, where possible, to reduce interactions

Provide spacing signage for essential interactions and encourage online services
### Health practice overview

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<tr>
<td><strong>Enforce mandatory handwashing</strong> (as frequently as possible)</td>
<td><strong>Sanitize entire facility multiple times per day</strong> (depends on stage of reopening)</td>
<td></td>
</tr>
<tr>
<td><strong>Elevate guidelines</strong> leveraging CDC for disinfection frequency and cleaning requirements for each facility area (e.g., check-in counter, bathroom)</td>
<td><strong>Leverage third parties if possible</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Implement room seal</strong> after each guests to ensure arriving guests that no one entered room since deep cleaning</td>
<td><strong>Place disinfectant wipes in guest rooms</strong> so they can clean areas if uncomfortable</td>
<td></td>
</tr>
<tr>
<td><strong>Remove unnecessary high-touch items</strong> from hotel rooms (pen, paper, water, directory, menu, decorative pillows)</td>
<td><strong>Train all employees</strong> on cleaning protocols, so they can answer any guest questions</td>
<td></td>
</tr>
<tr>
<td><strong>Don’t book rooms back-to-back</strong> (e.g., allow appropriate number of days, leverage CDC guidance, in between for cleaning and removing traces of possible virus)</td>
<td><strong>Communicate and make cleaning visible</strong> to guests (e.g., increase frequency, post protocols, visible high touch surface cleaning)</td>
<td></td>
</tr>
<tr>
<td><strong>Do not clean rooms everyday by default when occupied</strong> (minimize the amount of towels being handled and transferred) and provide credit if they don’t have it cleaned</td>
<td><strong>Provide cleaning products (e.g., disinfectant wipe) to guests at key areas</strong> for use on high-touch items (e.g., stairwell railing, elevator buttons)</td>
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<th>Conduct frequent cleaning of lobby and common areas and post protocols publicly</th>
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<tr>
<td><strong>Train all employees</strong> on cleaning protocols, so they can answer any guest questions</td>
<td><strong>Provide guidance</strong> to housekeeping on appropriate PPE and handling techniques for dirty linens (leverage hospital guidance). <strong>Determine how guest laundromat/valet will be handled/ disinfected</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Clean high contact areas after each guest based on CDC guidelines</strong> (check-in counter, elevators, hotel areas, bell carts, bathroom handle, stair handrail)</td>
<td><strong>Sanitize or replace room keys</strong> before re-issuance</td>
<td></td>
</tr>
<tr>
<td><strong>Post protocols for cleaning</strong> practices for employee adherence and guests trust</td>
<td><strong>Communicate and make cleaning visible</strong> to guests (e.g., increase frequency, post protocols, visible high touch surface cleaning)</td>
<td></td>
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<tr>
<td><strong>Place signage</strong> throughout the property reminding guests and employees to follow CDC (e.g., wash hands, use sanitizer, stay at home if sick, etc.)</td>
<td><strong>Provide cleaning products (e.g., disinfectant wipe) to guests at key areas</strong> for use on high-touch items (e.g., stairwell railing, elevator buttons)</td>
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<tr>
<td>Set up <strong>hand sanitizing station</strong> at entry way and throughout hotel for guests (e.g., check-in counter, elevator) and avoid complimentary water stations</td>
<td><strong>Provide guidance</strong> to housekeeping on appropriate PPE and handling techniques for dirty linens (leverage hospital guidance). <strong>Determine how guest laundromat/valet will be handled/ disinfected</strong></td>
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<tr>
<th>Supply guidance and conduct audit checks for cleaning procedures (including deep clean as needed)</th>
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<tbody>
<tr>
<td>Fill out <strong>cleaning checklist</strong> and share each day with management</td>
<td><strong>Conduct virtual or live visits</strong> to check adherence for all locations</td>
<td></td>
</tr>
<tr>
<td><strong>Train employees</strong> (if responsible for cleaning) to create and use cleaning materials in accordance with manufacturing guidelines (e.g., mix disinfectant with hot water)</td>
<td><strong>Ensure easy adoption/ adherence</strong> (e.g., purchase different color bucket for new bleach solution and create labels, peroxide cleaner)</td>
<td></td>
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<tr>
<td><strong>Shared tools and equipment shall be disinfected</strong> after each shift or transfer to a new employee</td>
<td><strong>Communicate and make cleaning visible</strong> to guests (e.g., increase frequency, post protocols, visible high touch surface cleaning)</td>
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<td><strong>Train employees</strong> (if responsible for cleaning) to create and use cleaning materials in accordance with manufacturing guidelines (e.g., mix disinfectant with hot water)</td>
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Conduct staggered cleaning of hotel rooms or clean only when guests check-out
Conduct frequent cleaning of lobby and common areas and post protocols publicly
Supply guidance and conduct audit checks for cleaning procedures (including deep clean as needed)
### 6: Case monitoring protocols (health practices)

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| **Define protocol for symptomatic employees and guests** | 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 the hotel immediately  
Follow doctor's orders or public health officials guidance for returning to work if an employee has laboratory confirmed COVID-19  
Symptomatic guests may be isolated temporarily, provided that the room is not shared, until local authorities are contacted  
• Employees assisting in the transportation of the guest must wear full PPE (change PPE between each suspected case)  
• Affected guest room shall be removed from service and quarantined until cleaned and disinfected  
• Keep other guests informed of confirmed COVID cases | 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 guests upon entry or in the hotel  
Notify employees if a positive case individual visited the hotel (guest, supplier, employee)  
Inform co-workers of potential exposure when employee is sent home (e.g., if certain areas were used) | 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

Provide symptom checking and guidance to exposed employees

Example flow chart for a symptomatic employee (Source: Lear Safe Work Playbook)
# 7: Facility/space temporary closure (e.g., clear area if someone comes to work sick) (health practices)

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| Enforce appropriate shut down/ pause and cleaning protocol | **Require employees to report if they test positive** before coming in  
**Close certain areas of the hotel immediately for cleaning if an employee/guest shows multiple symptoms per CDC guidance**¹ (move guests if possible to avoid full closure, leverage NORO protocols)  
**Establish protocol for response** to symptoms and/or positive case exposure in the building (e.g., leverage similar protocols to norovirus and/or bed bugs – clean restrooms/lobby/stairs and close bordering rooms above/below/across/neighboring)  
**Conduct deep clean based** on CDC guidelines in response to symptomatic employee/guests and/or positive case confirmation | **Hire outside service** to conduct deep cleaning  
**Leveraged pre-isolated/clean portions** of building when/if deep cleaning is needed in other areas |
| Communicate protocol to employees and guests | **Notify guests** (e.g., via room phone, email, TV) of exposure and deep cleaning occurring (apologies for the inconvenience). *This may defer to guidance from CDC/state*  
**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 and guest privacy** |

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## 8: Travel restrictions (health practices)

### Health practice overview

### Core practices

- **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 (including, but not limited to, road trips)

- **Have customers communicate travel history upon reservation and during screening**
  - **Ask guests upon reservation** to answer if they have had high risk exposure within 14 days prior to their stay (e.g., contact with a COVID-19 positive case)

### Next level implementation for better equipped facilities

- **Send digital notice** to staff before entering premises on new requirements (includes travel questionnaire)