



# A Case Study:

HUMANA'S APPROACH TO DEVELOPING A CORPORATE RETURN TO WORK PLAN

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# Establish principles to build confidence in returning to the physical workplace



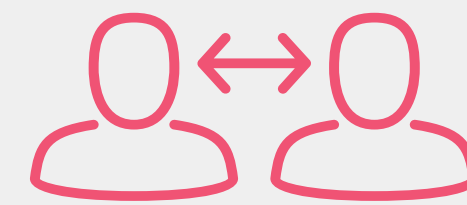
## Health screenings

- Educating associates about exposure & symptoms
- Protocols for handling suspected and confirmed cases
- Daily questionnaires
- Temperature checks prior to entry and departure



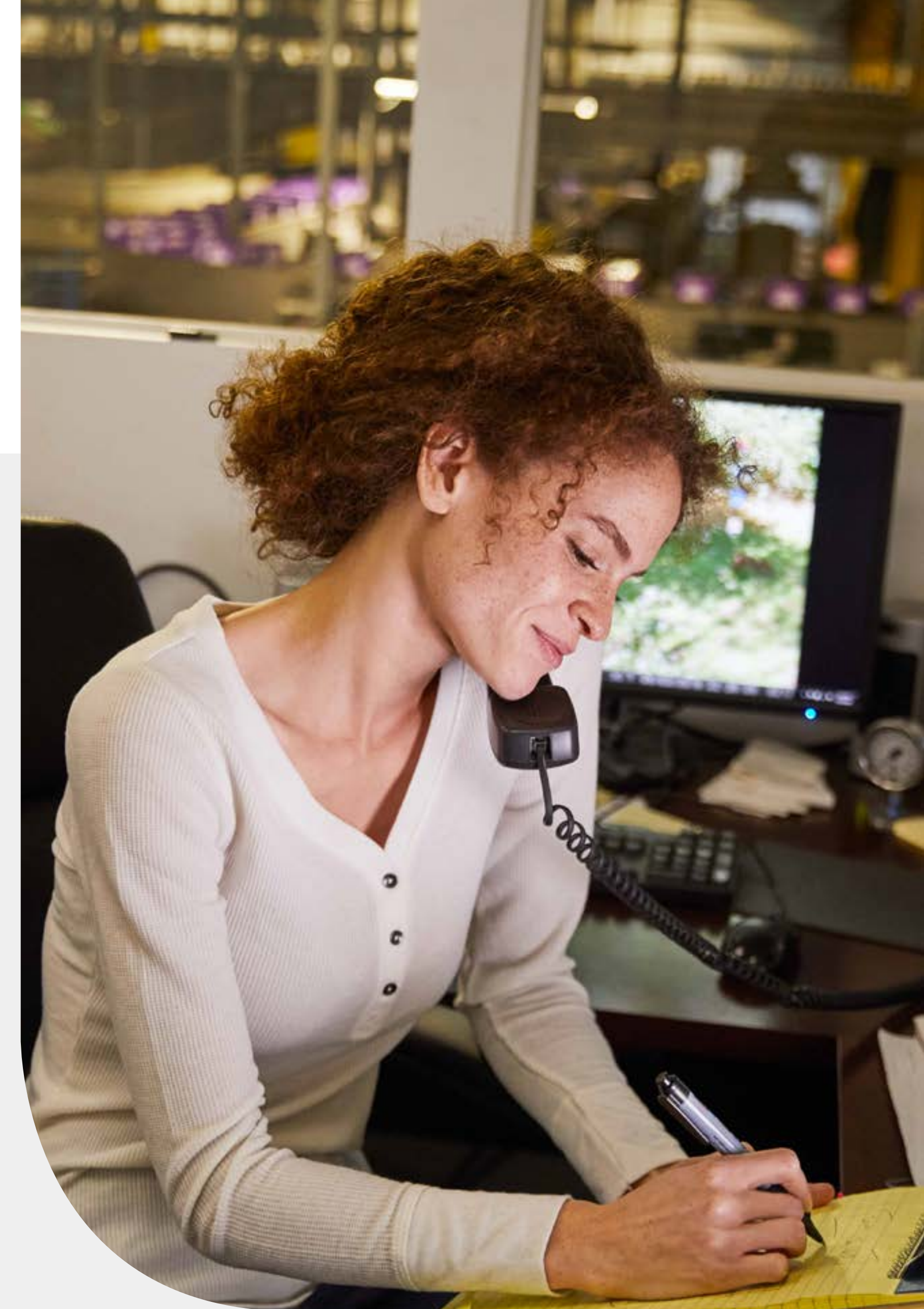
## Cleaning & hygiene

- Using CDC compliant cleaning products
- Enhanced sanitation protocols and cadence
- Embracing proper behavioral etiquette
- Individual hygiene products



## Social distancing

- Proper individual spacing in the workplace
- Reducing the number of associates in facilities
- Modified “in-person” meeting events
- Integrating the office and remote worker with technology



# Define a strategic approach:

Humana's project scope

## Project overview

Cross-functional task force established to develop a playbook and operational plans for guiding Humana in transitioning the organization back into the workplace when deemed safe and appropriate. Intent is to relocate all associates back to Humana offices that require space and support all tasks to ensure the reestablishment of business operations, while continuing to provide support services to associates that remain in a Work-at-Home status.

## Ground taken

- Establishment of eight supporting workstreams, stakeholders and program managers
- Program managers identified to facilitate planning and documentation
- Twice weekly meeting with full task force group
- Establishment of MS Teams communication channel

## Challenges & risks

- Critical coordination with federal, state and local directives
- Need to avoid impacts of a potential "second wave"
- Need to prioritize business units and seasonal cycles
- Return to Humana offices will be based upon organizational mission needs, and leaders will have the flexibility to determine the extent of return, as well as retain the authority to support individual associate needs.

## Project outcomes

Development of three elements:

1. Playbook for Leadership Guidance
2. Communication Plan
3. Enterprise Schedule for Complex Facilities

## Principles

- Constant and clear communications
- Creating a safe work environment
- Leveraging associate feedback to inform decisions along the way
- Phasing the transition
- Keeping a balanced approach to how we phase the transition
- Continue to provide strong support for associates' well-being



# Organize for the transition:

Humana's planning teams

## Decision framework

**SCOPE:** Develop approach and guiding principles to associates and leaders concerning expectations about their presence in the office

## Technology

**SCOPE:** Coordination of technology equipment and infrastructure that went home with associates back into the office

## Associate safety

**SCOPE:** Ensuring that the work environment is ready and safe, including screening procedures and new workplace expectations

## HR policy & guidance

**SCOPE:** Lead policy updates and evolution to support new populations of Work-at-Home and Mobile associates

## Facility readiness

**SCOPE:** Ensuring the physical space is ready with cleaning, signage and reactivation of workplace services while supporting the new demand for workspace and distancing considerations

## Associate well-being

**SCOPE:** Develop new ways to work and interact to support associate well-being amid new and unique situations

## Business transition

**SCOPE:** Establish business considerations, transition staging, timeline, logistics - including prioritization and scheduling of returning groups

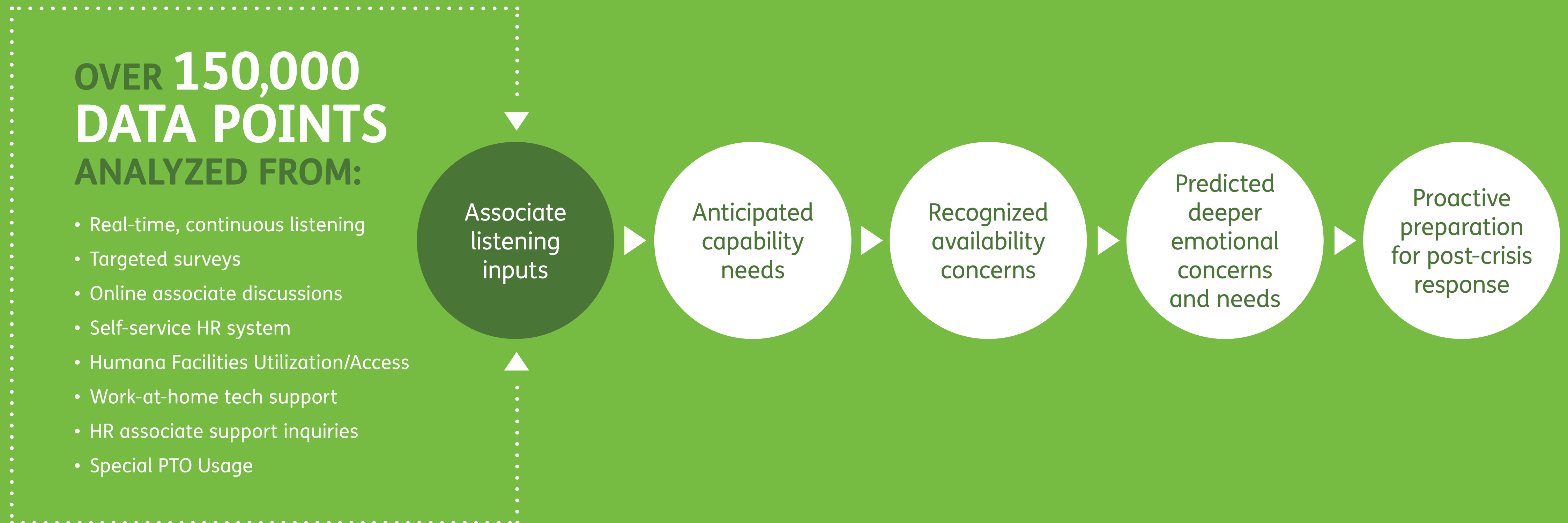
## Communications

**SCOPE:** Develop communication plan for what and how we communicate our guidance and plans to the enterprise

## Listen and adapt to associate feedback:

Continuous listening capabilities have enabled Humana to anticipate associate needs—leading to focus listening and deeper analysis

Listen to understand. Understand to respond. Monitor to guide.

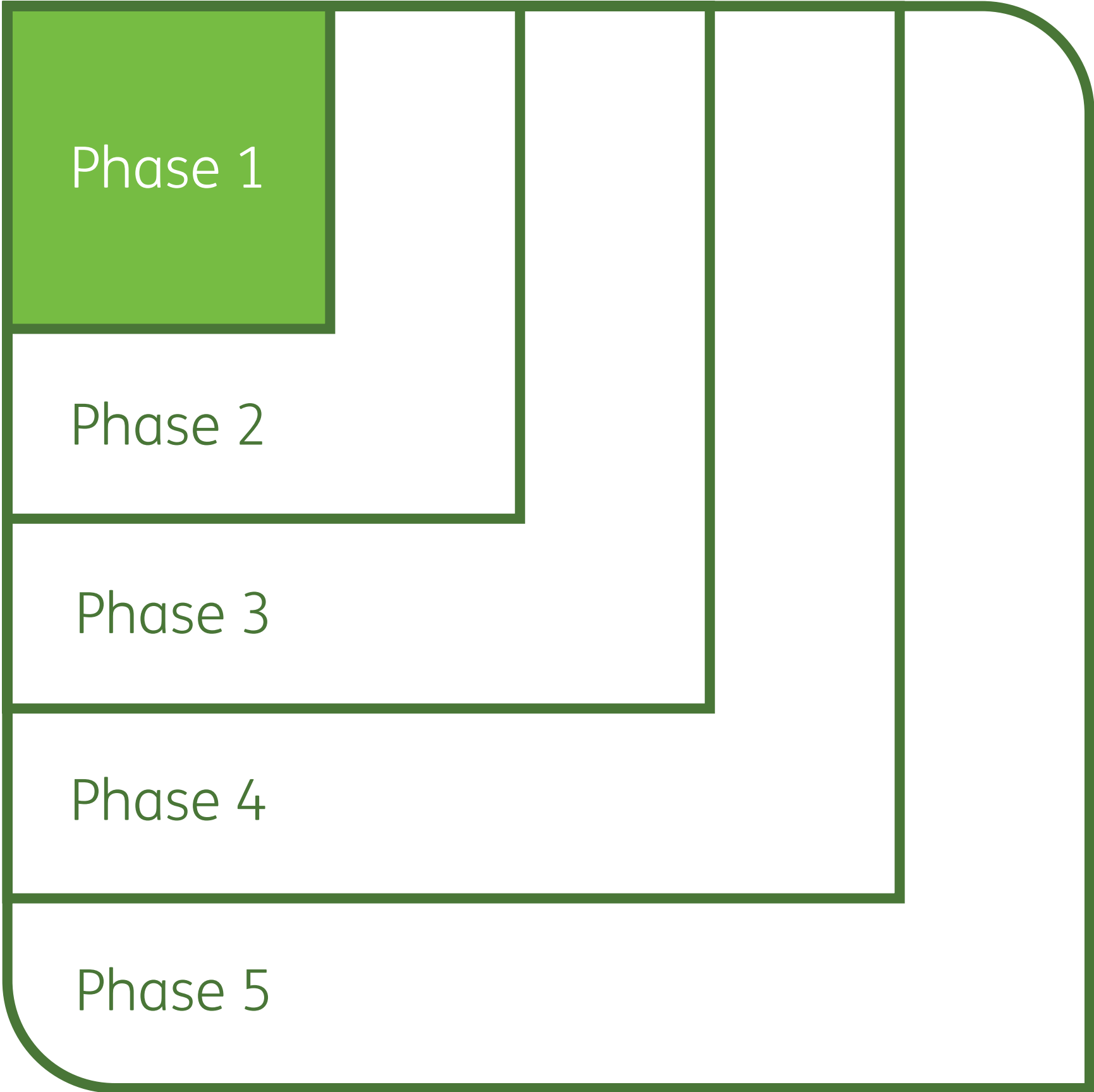


# Prepare for Phase 1

The approach to transition associates back to facility locations will require a systematic, logical sequence of factor considerations executed in targeted phases which increase in size and scale over a period of time.

## Main factors

- Community: government/state regulations - Phases 1-3
- Facility management level/shared facilities with third parties
- Impact of work at home on ability to perform job functions
- Business unit business continuity considerations
- Individual associate considerations - including health concerns



# Design social distancing logic

## Logic:

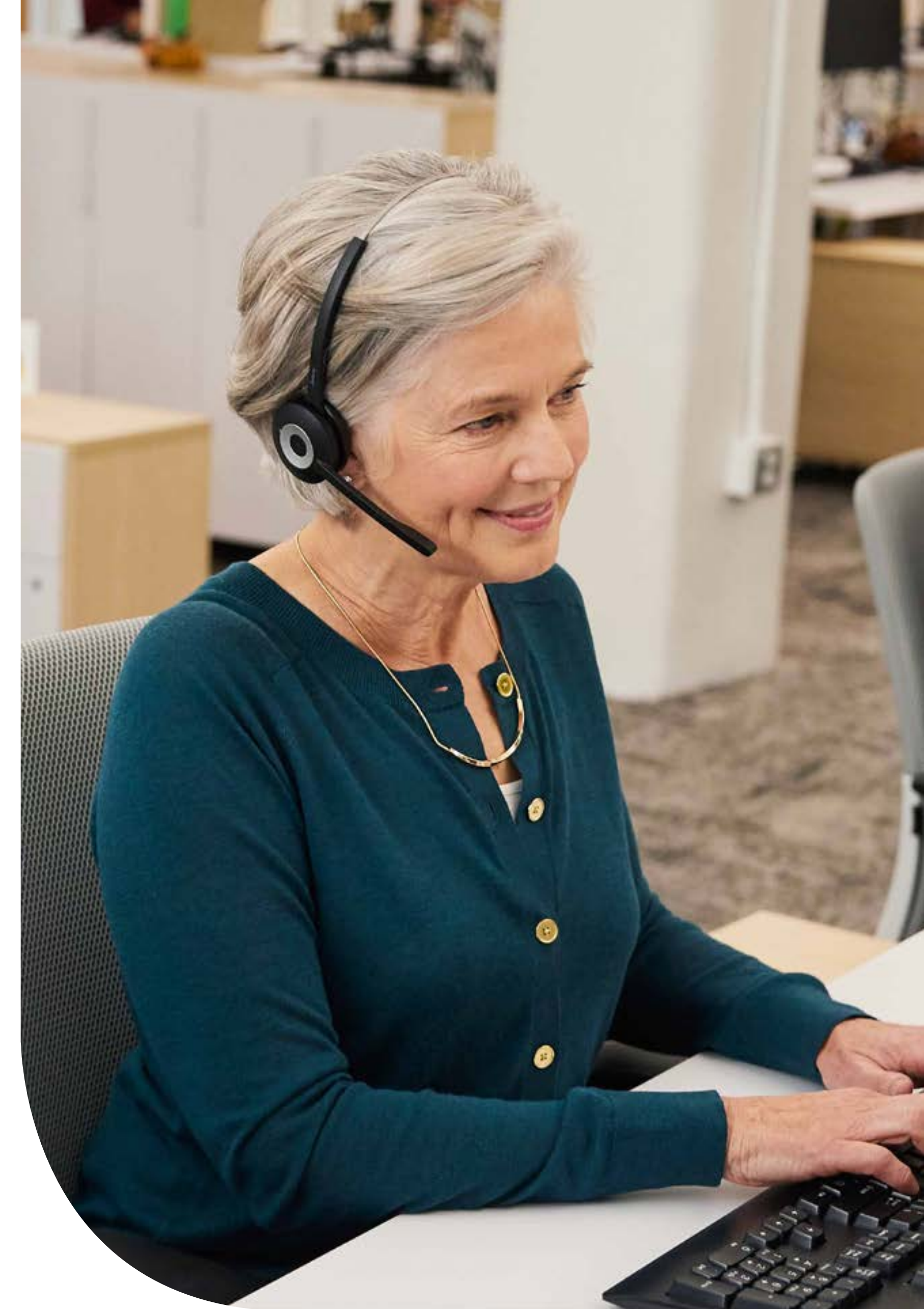
- Adhere to 6 feet social distancing
- Seating solution has to provide surface space (e.g. we could add more people in meeting rooms if this were removed)
- If close, default to safety and common sense

## Furniture:

- Associates will not sit side by side or across from one another
- Measure social distancing from where we believe associate will be sitting in the workstation

## Space planning:

- Work benches are used only if they meet 6 feet social distancing rule
- If the workspace was enclosed (private office) we counted those as normal work areas
- Our approach shows A Way - not necessarily The Way; business organization inputs to what they need is key
- Other factors that impact scenario planning are business desires, dead end space, high traffic areas, and traffic flow

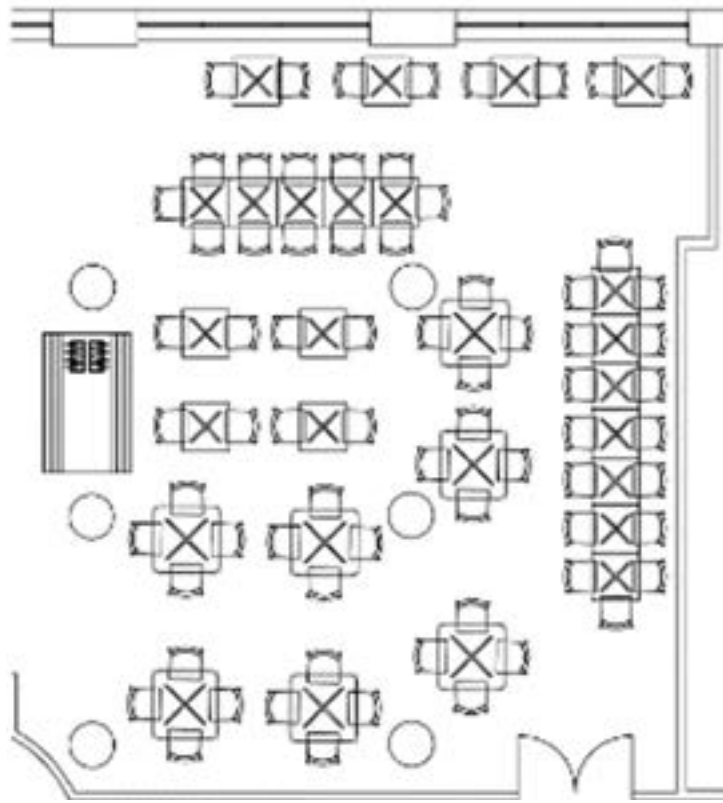


# Apply social distancing logic:

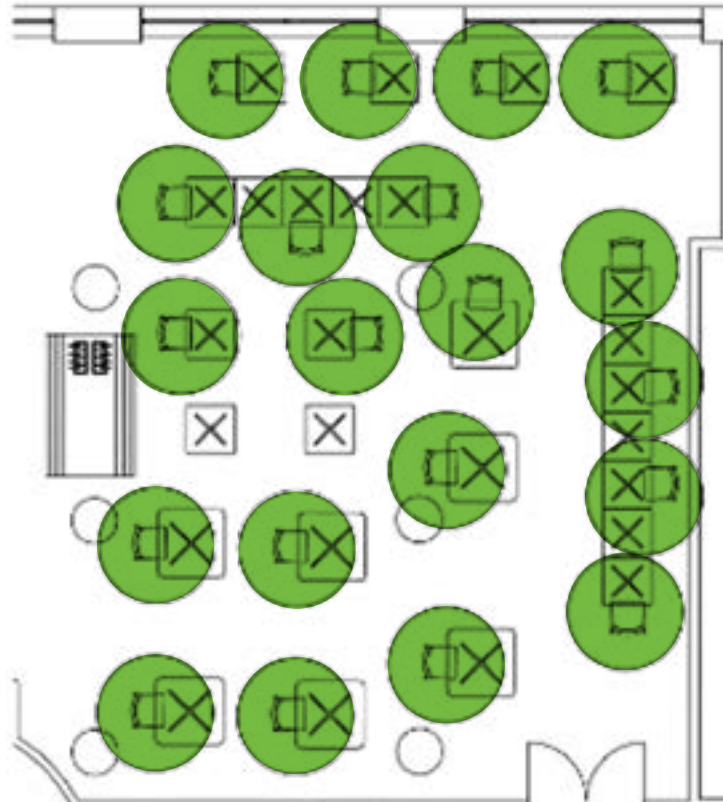
Common areas

## Café spaces

Before (72 person)

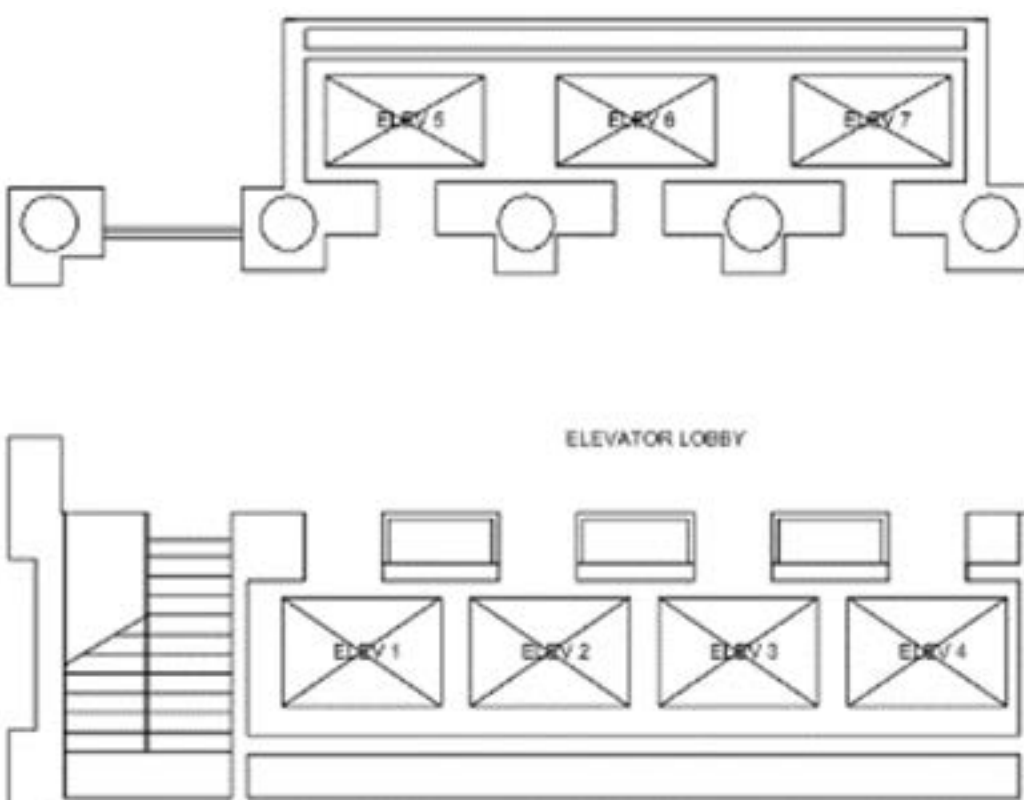


After (20 person)

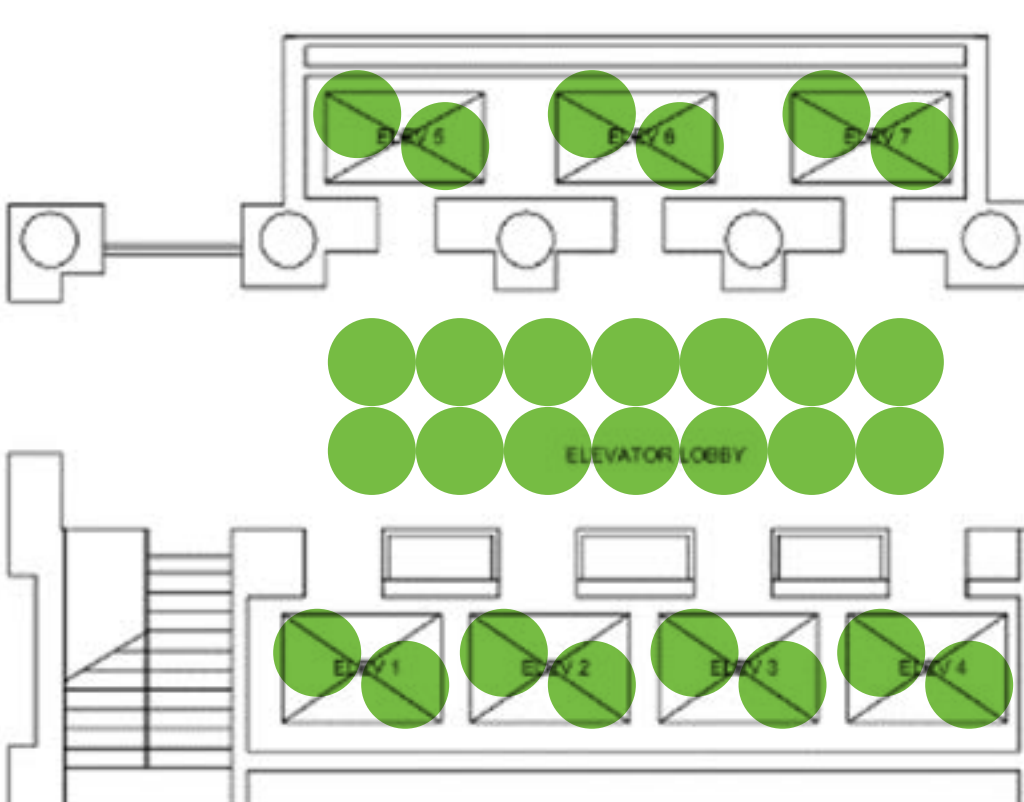


## Elevators, elevator lobbies

Before (8-12 person per elevator)

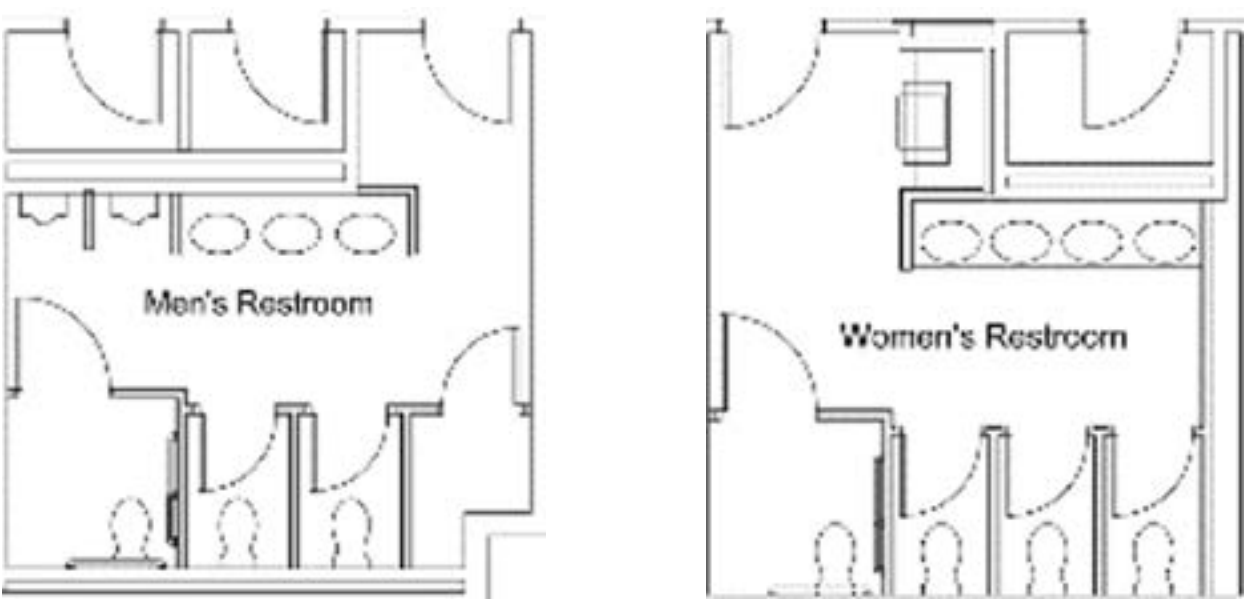


After (2 person per elevator)

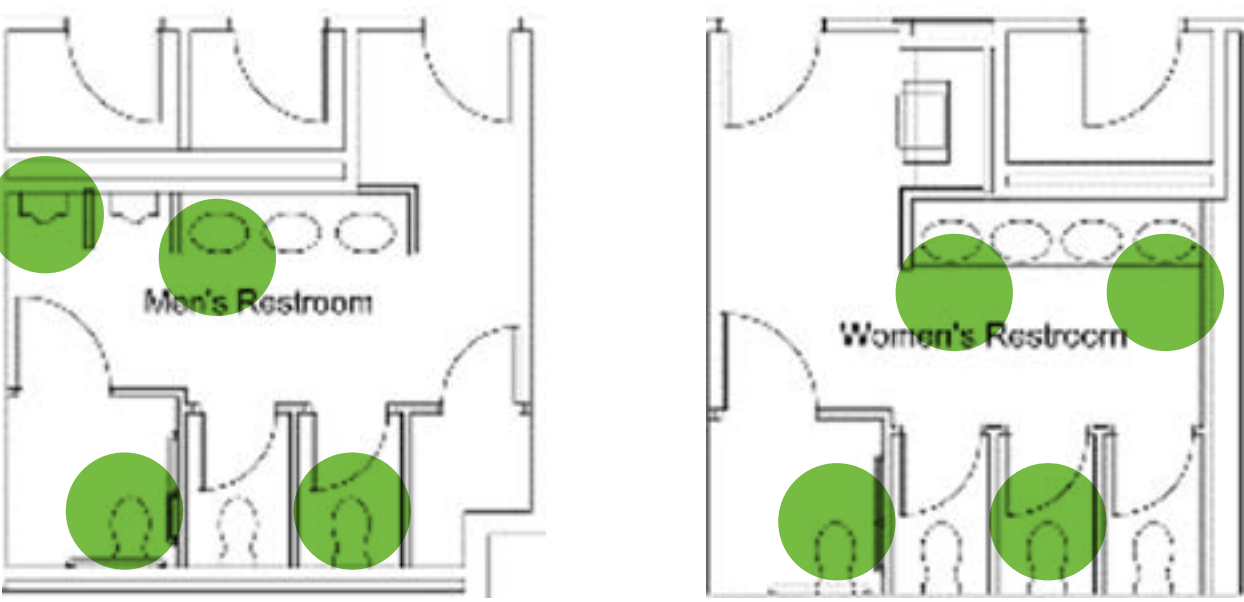



## Restrooms

Before (8 person per restroom)



After (no more than 4 person per restroom)



 = 6' diameter

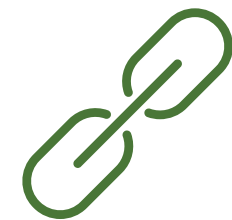
## Elevators and restrooms

- Diagrams represent 6ft social distancing (is this realistic?)
- Discussion needs to occur regarding the practicality of restroom and elevator capacity and protocol to manage occupancy



## Additional resources:

Guidance from OSHA and the CDC is also available to support your company's return to work planning



- [OSHA's Guidance on Preparing Workplaces for COVID-19](#)
- [CDC's Interim Guidance for Businesses and Employers to Plan and Respond to Coronavirus Disease 2019 \(COVID-19\)](#)

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