DEPARTMENT OF HEALTH & HUMAN SERVICES

Centers for Disease Control and Prevention (CDC)

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Subject: Strategies to reduce SARS-CoV-2 transmission among workers at the Tyson Foods Incorporated Amarillo Beef Plant, Amarillo, Texas

Background

On May 2, 2020, the Texas Department of State Health Services (TX DSHS) requested technical assistance from CDC for an assessment of strategies to help mitigate SARS-CoV-2 transmission among workers in four beef processing facilities in the Texas Panhandle. On May 4, a CDC field team traveled to Amarillo, Texas. The team included a veterinary epidemiologist and industrial hygienist who specialize in occupational safety and health, four epidemiologists, and a health communication specialist. The CDC team worked with staff from TX DSHS and City of Amarillo Public Health to determine the objectives for the deployment.

On May 5, the team visited the Tyson Foods Amarillo Beef Plant to evaluate existing coronavirus disease 2019 (COVID-19) health and safety controls and to provide recommendations to help prevent and mitigate the spread of coronavirus between workers. The observations provided in this report are based on that visit and conversations with plant managers and the President of Teamsters Local 577 and are specific to the Tyson Foods beef processing plant in Amarillo, Texas. The recommendations are steps Tyson should consider implementing to address items identified at the plant but also may be helpful in developing strategies for other Tyson facilities.

Setting and Facility Description

Amarillo is the largest city in the Texas Panhandle and spans parts of Potter and Randall Counties. Amarillo is a resettlement community for international refugees, which contributes to the diverse demographic profile of the plant workers.

At the time of our visit, the Tyson Amarillo Beef Plant was running two processing shifts per day and a third shift focused on sanitation. The Tyson Amarillo Plant is over 1 million square feet and began operating in 1974. Workers of all three shifts are Tyson Foods workers. There are an estimated 4,400 Tyson workers, 150 contractors, and 20 nurses. Thirty-eight U.S. Department of Agriculture (USDA)

staff are assigned to this plant. In addition, there are 32 contracted food service staff who work across the two production shifts in the two cafeterias. An estimated 95–98% of this plant is unionized according to a conversation with the Teamster Local 577 President. An estimated 55% of plant workers speak English or Spanish with approximately 30% speaking one of eight languages (i.e., Burmese, Karen, Chin, Somali, Laotian, Swahili, or Arabic).

During the site visit, our team observed the fabrication and harvesting processes that were running at a reduced rate compared to their normal operations. The harvesting area is where animals are stunned, eviscerated, and processed into beef halves. The fabrication area processes the beef carcasses into final products that are boxed for shipment. We also toured areas outside of processing, focusing on locations where workers might congregate, including the building entry, locker rooms, the food service area, and cafeterias. We discussed issues related to worker screening, communications, sick leave policies, worker and supervisor training, and managing workers who are determined to be symptomatic or exposed.

The Tyson Amarillo Beef Plant is designed so workers from the harvest and fabrication sides of the process do not use the same common areas. There are separate cafeterias, food service areas, and locker rooms (which also contain the bathroom facilities). The contracted food services in their cafeterias include hot food service (where an attendant serves the food) as well as grab-and-go options.

Observations and Discussion

This report is not intended to document every observation and intervention that occurred at the plant. It is a summary of the plant's implementation of the CDC Interim Guidance: *Meat and Poultry Processing Workers and Employers: Interim Guidance from CDC and the Occupational Safety and Health Administration (OSHA)*. We observed that the plant had implemented many recommended changes by the time of our site visit. We discussed preliminary recommendations with plant managers while onsite to facilitate their timely implementation. We also discussed the observations and recommendations with state and local public health partners.

Worker Screening

Screening is being conducted at the two primary plant entrances, one each for the harvest and fabrication sides of the plant. All workers and visitors must enter and exit the building through these two entrances. There were no visual cues for social distancing on the plant entrance sidewalks leading to the screening area. Workers and visitors are provided a disposable facemask and their hands are sprayed with an alcohol solution before entering the plant. Workers and visitors are screened inside the plant as they enter, and hands are again sprayed with an alcohol solution as they exit the screening area. Visual cues for social distancing were present on the floor in the screening area. Designated staff are present in the screening area to remind workers and visitors in the building to maintain 6-feet social distance.

Screening consisted of walking past a thermal imaging system to collect a body temperature measurement. The thermal imaging system is set to alarm, and capture a photo, when it registers a body temperature >=100.4°F. Management reported that the thermal imaging system is calibrated by a facility engineer, as needed. If the thermal imaging system shows a high temperature or an error, an infrared (IR) handheld thermometer is used to retake the temperature. The thermal imaging system will register body temperature while people are wearing a disposable facemask; however, it does not work well when hard hats are worn too low on the forehead. At the time of our visit, only screening for body temperature was performed; no questions about symptoms consistent with COVID-19 were asked. We understand that if a worker has a fever (>100.4ºF), the worker was escorted through the plant to the health clinic to be evaluated by the nursing staff. If sent home after evaluation, the worker is provided a COVID-19 informational pamphlet, and instructed to return home, and contact their primary care provider or the

local health department. Free COVID-19 testing is available to residents through the city health department.

Workers badge into the building by swiping their worker identification cards upon arrival. Currently, managers monitor the status of workers who are being isolated or quarantined but they cannot change the status of a worker's badge to ensure they are not coming into work.

Occupational Health and Worker Benefits

The plant's health clinic consists of two managers and 18 nurses. Workers who are absent due to COVID-19 are contacted by the plant chaplain or another community outreach member. The company continues to pay workers who cannot work due to quarantine following close contact with a person with COVID-19.

Workers with laboratory-confirmed COVID-19 or clinically compatible illness are eligible for short-term disability at 90% pay, up to the number of days they have accrued. Workers begin accruing short-term disability after completion of a 90-day probation period. After the 90-day probation period, workers are granted 2 weeks of short-term disability and can continue to accrue up to 13 weeks. The 1-week wait time for workers to initiate short-term disability after onset of injury or illness has been waived and workers are now immediately eligible to initiate their short-term disability. Workers must reach out to the benefits provider to initiate their short-term disability. The benefits provider will then coordinate with the worker to file the required paperwork and documentation.

Increasing Distance Between Workers During Work and Breaks

In certain areas of the plant, visual cues were present on the floors to remind workers and visitors to maintain social distancing. In the cafeterias, plexiglass dividers have been installed on tables and extend beyond the edge to maintain a physical barrier. We observed some workers sitting back-to-back at lunch tables and leaning back with their disposable facemask removed to talk to each other. Outdoor picnic tables have been placed at the front of the plant to encourage social distancing and further decrease the density of workers inside the cafeteria. Management reported that some workers take their lunch or break in their vehicle, and they are screened when they re-enter the plant.

We did not observe shift change at this plant. Lunch and break times have been staggered to decrease the density of workers inside cafeterias and locker rooms. Additionally, adjustments to A-shift and B-shift schedules have been implemented so that shift overlap within the plant was reduced, including in the locker rooms and cafeteria. Management reported that production speed was further reduced during lunch and break times to facilitate having fewer workers on break or lunch at a time. Management informed us that locker rooms are used as prayer space. Union representatives indicated that their members view the locker rooms as an area of concern for SARS-CoV-2 transmission because of the close proximity that they have with other workers in this area. They also indicated concerns about the congestion in this and other areas during shift change.

Plexiglass dividers also were installed in administrative and health services areas to limit contact. Cattle truck drivers are reportedly passing their paperwork through windows to increase physical distancing between workers and truck drivers. Additionally, package delivery trucks pull into the plant, deliver packages, and depart. Delivered packages are sanitized prior to distribution within the plant.

In harvesting and fabrication, production has been reduced to facilitate social distancing and as a result of workforce availability constraints due to increased absenteeism. In some areas of the plant, this reduced production allows for 6 feet between workers on the line. In areas where 6 feet spacing between workers cannot be maintained, plastic curtains or plastic bags on frames have been installed along production lines to maintain a physical barrier between workers. The plastic bags on frames are a temporary solution until the plant has enough materials to install plastic curtains; the bags are changed daily. In areas of fabrication or harvesting where workers are unable to socially distance and barriers are not feasible (e.g., workers have to stand directly across from one another, the task requires substantial movement, or barriers would cause more hazards than benefit), management is providing workers with hard hat-mounted face shields. Face shields are used more commonly on the harvesting side because the space and work type make it more difficult to install barriers. Plastic barriers also have been installed between equipment wash stations.

Throughout the facility, social distancing champions are present with megaphones to remind workers and visitors to maintain social distancing. The social distancing champions and supervisors also make rounds in common areas such as cafeterias and locker rooms to provide social distancing reminders. At the time of our visit, we observed some lack of social distancing in the locker rooms despite the presence of a supervisor. Workers were wearing disposable facemasks but were in close proximity talking to each other face to face.

Supplementary Infection Control Measures

Hand sanitizer dispensers were limited throughout the plant. At the plant entrances, locker rooms entrances, fabrication and harvesting entrances, and other areas, dedicated staff were spraying an alcohol solution onto workers' and visitors' hands as they entered different areas of the plant. In our experience, the volume of this spray was frequently insufficient for proper hand hygiene. Handwashing stations were available in locker rooms and in some production areas of the plant. The fabrication locker room had touchless handwashing stations. The harvesting locker room handwashing stations had faucet knobs to turn on the water. Locker rooms had both single use paper towel dispensers and air hand dryers.

Additional staff have been assigned to clean and sanitize commonly touched surfaces, such as handrails, doors, lockers, and lunch tables. Worker lockers are randomly assigned so staff could be using closely approximated lockers at the same time. There are disinfection logs posted in areas, such as locker rooms, where staff record the time an area was last disinfected.

Workers can sign out personal protective equipment (PPE) such as hard hats and cut guards that they are issued for job safety. The plant provides laundry services for frocks and other PPE and returns the laundered PPE to workers' lockers. Workers in positions requiring knives are issued three knives and the workers clean and sanitize their own knives. If the worker's knives need to be sharpened, they are collected in a sharpening bucket and then returned to the worker on the line. The worker's knives are numbered to ensure they are being returned to the correct worker.

Use of Facemasks and Other Face Coverings

Use of cloth face coverings began in late March or early April. These cloth face coverings were supplied by the worker and varied in type and material. Effective April 27, workers were no longer allowed to wear cloth face coverings in the plant. Workers are provided a disposable facemask as they enter the

plant. Workers are required to wear the disposable facemasks at all times in the plant, with the exception of when they are eating or smoking. During our visit, we observed all workers wearing their disposable facemask correctly. However, we did observe some workers with disposable facemasks that had become saturated with water or other fluids. If workers would like disposable facemasks for home use, management is allowing workers to take disposable facemasks home and is working with community partners to arrange delivery of disposable facemasks to workers' homes.

Hard hat-mounted face shields are being provided to workers in job positions where social distancing or installation of partitions is not feasible. Most workers we observed were wearing their face shields. Plant management expressed safety concerns with face shields fogging as temperatures fluctuated throughout the day or when workers moved from areas of the plant with varying temperature (e.g., moving from fabrication to harvesting) and with certain tasks on the harvest side.

Educating Workers on COVID-19 Risks, Prevention, and Company Policies

Informational flyers with pictures and simple words representing COVID-19 signs/symptoms of fever, cough, shortness of breath, and other symptoms were placed on the walls throughout the plant. However, in some cases, pictograms on the posters were densely packed. Informational flyers for proper disposable facemask wear, hand hygiene, and social distancing were placed on walls throughout the plant, though some areas (e.g., the cafeteria, locker rooms, outdoor break areas) had limited signage. Hallways sometimes had densely packed message boards including non-COVID-19 topics where COVID-19 messages were posted over other signage and therefore difficult to pick out. Most flyers were printed on 8.5 x 11 inch paper. There were some larger informational posters present in the plant hallways. Informational flyers and posters were present in multiple languages. Visual markers were installed or currently being installed on the floor throughout the plant every 6 feet to serve as social distancing cues.

We learned from management that training and information sharing is done with individuals one-on-one or in small groups. Management has trained supervisors on how to educate and inform their workers of proper hygiene practices, social distancing, proper disposable facemask wear, and COVID-19 symptoms. Printed informational flyers and training materials are also provided to workers. There were televisions present in the cafeteria. Management informed us that the televisions are mostly used to display entertainment but can be used for prevention messaging.

Management expressed that communicating messages to their diverse staff presented challenges due to the number of languages spoken. There are some interpreters on staff, and additional interpreters are available by phone. The company is currently working to create printed materials with more universal communication (e.g., pictograms), and to provide printed materials in several languages. Additionally, community partners (e.g., Chaplain, owner of a local grocery market) are engaged to help educate workers.

Pending Activities Reportedly Planned by the Company

1. Planned testing of all plant workers began the day following our visit. Testing is being conducted on-site by the Texas Military Department and is free to all workers. The company has a roster of workers and will call any workers that do not show up for testing. They will partner with the local health department on providing test results and implementing isolation of workers newly identified as COVID-19 positive and quarantine of contacts.
2. Contracting with external consultants to manage entry screening of workers and visitors. The

company managers were meeting with the consultants later in the day of our site visit.
3. Developing printed materials with more universal communication mechanisms (e.g. pictograms) and in more languages. Working on pamphlets to send home with workers on social distancing and proper wear of disposable facemasks.
4. Developing training videos on COVID-19-related topics to have available for workers to view on on-site computers through the Workday® platform. Training materials will also be available on home computers and mobile devices. While it appears that the application itself is solely in English, trainings can be uploaded in many languages.
5. Continuing to replace plastic garbage bag partitions with plastic curtains as materials become available.
6. Continuing to issue hard hat mounted face shields to workers as the orders arrive.

Conclusions

The company has implemented many controls at the plant to help reduce and mitigate the spread of coronavirus between workers Additional recommendations are provided below to help company management, workers, the union, Amarillo Public Health, and TX DSHS to further reduce virus transmission among workers in the plant. The company should consult with the USDA staff at the plant to determine if proposed controls are acceptable with regards to food safety and sanitation.

Recommendations

The following actions are recommended to reduce the spread of SARS-CoV-2 between workers. With ongoing community transmission, COVID-19 cases among staff will continue to be identified. However, a combination of control measures with ongoing education and training could help reduce transmission in the workplace.

Interim recommendations for meat and poultry processing industries are available (CDC Interim Guidance *Meat and Poultry Processing Workers and Employers*) and should be considered in developing or refining plant COVID-19 response plans. The recommendations in this report are specific to the Tyson Amarillo Beef Plant. Plant management, the union representative for the facility, Amarillo Public Health, TX DSHS, and community partners should continue to work together to implement recommendations and plans at the facility and among its workers to further reduce the spread SARS-CoV-2.

Hierarchy of Controls

The following recommendations should be implemented according to the hierarchy of controls. Hierarchy of controls is an approach to hazard intervention that starts with the controls perceived to be most effective and moves down to those considered least effective. In most cases, the preferred approach is to eliminate a hazard or exposures, install engineering controls, and implement appropriate sanitation and cleaning to reduce worker exposures. Until such controls are in place, or if they are not adequately effective or feasible, administrative measures, personal protective equipment (PPE), and source controls may be needed.

Entry Screening

Screening workers for COVID-19 symptoms is a strategy to help ensure that symptomatic workers or visitors do not enter the facility. Screening policies and procedures should be developed in consultation

with state and local health officials and occupational medicine professionals. Actions to improve existing screening policies and processes include:

1. Continue to screen all individuals entering the plant (e.g., workers, management, contractors, USDA/Food Safety and Inspection Service (FSIS) inspectors, package and cattle delivery drivers).
    a. Exclude all non-essential visitors from entering the premises. For essential services, like cattle and package delivery, limit drivers' access to the building.
    b. Continue to screen essential visitors. Those who screen positive for fever or COVID-19 symptoms should be denied entry to the plant.
2. To prevent sick workers from entering the building, screening should take place prior to entry into the facility. If screening cannot be moved outside, establish protocols to minimize worker exposure to those who screen positive for fever or COVID-19 symptoms (see more detail about secondary screening below).
    a. Implement engineering controls, such as physical barriers or walkway dividers, to maintain at least 6 feet of distance between screeners and workers being screened. In addition, continue the use of social distancing champions to reinforce good social distancing behaviors in this area.
    b. If screeners need to be within 6 feet of workers, provide them with appropriate PPE such as respirators (like N95 respirators) or medical facemasks (like surgical masks), gloves and face shields for the repeated close contact with other workers.
3. Check temperatures of workers at the start of each shift to identify anyone with a fever of 100.4°F or greater.
    a. Temperatures should be measured individually using a temporal, tympanic, or oral thermometer with a probe cover.
    b. If continuing to use thermal imaging systems, procure FDA-approved system(s) and use in accordance with the manufacturer specifications, including frequent, scheduled calibrations and screening workers one-by-one. If an FDA-approved system cannot be procured, use the existing thermal imaging system in accordance with all manufacturer specifications and FDA guidance. If feasible. ensure that it is set up in such a way to accommodate the height variation of individuals being screened.
    c. Given throughput in the screening area could be a concern, consider installing a second screening lane and maintain proper social distancing.
4. In addition to measuring temperature, provide verbal screening in appropriate language(s) to determine whether workers have had a fever, cough, or difficulty breathing in the past 24 hours. Including large pictograms in the screening process can increase effectiveness of non-verbal communication if language or literacy challenges exist.
    a. If the screening line gets long, screening staff can ask questions outside of the building while workers move through the line. If someone declares symptoms, they could immediately be taken to the secondary screening before they reach the temperature check area.
5. Workers who screen positive for fever or COVID-19 symptoms should go through a comprehensive secondary screening process.
    a. Establish a secondary screening area outside of the plant to refer workers who screen positive on initial screening. Remove potentially infected workers from the plant with as little contact as possible with other workers. This could be accomplished by installing a tent or semi-permanent structure in the front of the building for use by both the fabrication and harvest screening processes.
6. Workers who are ill should stay home and not work nor be allowed in the workplace.

    a. Surfaces in their workspace should be cleaned and disinfected.
7. Continue educating workers to report to supervisors if they get sick during work.
    a. Ensure that supervisors know protocols for moving workers who they identify as ill to the occupational health clinic with minimal contact with other workers.
    b. Continue sending workers home immediately if they become ill during work.
8. Workers who are sent home either from entry screening or throughout the workday should be provided with written materials including information on how to self-isolate at home, how to contact a healthcare provider, the facility's return-to-work policy, and worker benefits for workers with COVID-19.
    a. Translate this information into other languages commonly spoken in the plant to improve communication with workers.
    b. Consider adding CDC guidance: "What to do if you are sick" to the informational provided to workers being sent home after screening or during the workday. There are multiple languages available on the CDC website.
9. Continue to work with state and local public health authorities in using CDC guidance to identify and follow up of contacts of ill persons.

Contact Tracing

Contact tracing is important for identifying workers who have been exposed to a COVID-19 case, so that you can exclude them from the workplace and/or closely monitor them for onset of symptoms. Policies and procedures for contact tracing should be developed in consultation with state and local health officials and conducted under the supervision of your occupational health program. Actions to improve existing policies and procedures include:

1. Conduct a contact investigation for each COVID-19 case by identifying close contacts of the case while at work during the time the worker had symptoms and 2 days prior to symptoms, as defined by the CDC Interim Guidance for Implementing Safety Practices for Critical Infrastructure Workers Who May Have Had Exposure to a Person with Suspected or Confirmed COVID-19. These might include people who work in the same area of the plant, take breaks together, ride to work together, or live in the same household.
2. Workers determined to be a close contact of a confirmed case may be permitted to continue work, provided they remain asymptomatic and additional precautions are implemented for 14 days after last exposure. Precautions include: temperature and symptom screening before entering the workplace, wearing a disposable facemask at all times while in the workplace, and adhering to social distancing (remaining 6 feet from others) as work duties permit.
3. If the employee develops symptoms during the day, they should be sent home immediately.

Sick Leave Policies

Review leave and incentive policies to ensure that workers who are sick with COVID-19 do not come to work. Consider the following actions to improve the existing sick leave policies and practices:

1. Consider methods to assist workers with disability paperwork submission.
2. Analyze sick leave and short-term disability policies and consider modifying them to ensure that ill workers are not in the workplace. Make sure that workers are aware of and understand these policies, particularly how they might differ from usual policies.
3. Analyze any incentive programs and consider modifying them, if warranted, so that workers are not penalized for taking sick leave or short-term disability if they have COVID-19.

4. Explore the possibility of deactivating the badges of isolated or quarantined workers to ensure that they are not coming to work.

Social Distancing

In addition to everyday steps to prevent COVID-19, keeping space between individuals (social distancing) is one of the best strategies to avoid being exposed to the virus and slowing its spread. In addition to work areas, social distancing should be emphasized in all areas where workers congregate, such as break rooms, parking lots, hallways and corridors, prayer rooms, entrance/exit areas, and locker rooms.

Barriers are one method to physically separate workers in areas of the plant where social distancing is not possible. Physical barriers should not be used as a replacement for social distancing and should only be used when distancing is not possible, due to work design or task to be completed (e.g., two people needing to work together on a single carcass or trimming tasks that need to be done next to one another).

Consider the following actions to improve the existing social distancing procedures in common areas:

1. Continue employing social distancing champions that are bilingual to reinforce proper social distancing and disposable facemask use in parking lots, throughout screening, in hallways, locker rooms, cafeteria and break areas, and any other spaces in your plant where workers congregate. This is especially important in areas like the locker rooms where breaks in social distancing are harder to identify given the physical space.
2. Empower workers to provide corrective guidance to other workers about improper social distancing and disposable facemask use.
3. Add more visual cues at 6-foot intervals (e.g., floor markings, wall markings, signs, traffic cones) in the building entries, screening areas, cafeterias, locker rooms, and other areas where lines or groups may form.
4. Increase the distance between tables in the cafeterias. Remove some tables to facilitate more space between the chairs of adjacent tables. The concern is that exposure may occur while workers are getting into their space at the table. In addition, we witnessed workers without disposable masks turning around and talking to the person behind them. It will be important for social distancing champions to consistently correct this behavior.
5. Install portable or temporary bathroom and handwashing facilities near break areas to ease the density of workers in locker rooms during break and lunch times.
6. Explore options for alternative locker rooms to further ease the density of workers in locker rooms during shift changes and break and lunch times.
7. Set up break and lunch areas outdoors to reduce the density of workers in existing breakrooms and cafeterias and encourage workers to spend their breaks in locations with air movement and space for social distancing. For example, temporary shelters could be set up and have the capability of being heated or cooled to encourage use of the outdoor space in inclement weather. Other facilities have implemented similar controls and are incentivizing outdoor breaks and lunches. Consider including portable or temporary bathroom and handwashing facilities as a part

of this setup.

8. Limit the number of workers in the cafeteria food service and payment area at one time. Consider a one-way flow through this area with cues for social distancing.
9. Adjust the physical layout and the maximum class size for trainings. Consider moving training online, by video, or other methods to increase distance between workers while receiving necessary annual and ad hoc trainings and orientations.

Consider the following actions to improve the existing social distancing procedures in production areas:

1. Continue staggering workers along line workstations so that workers are not working directly across from each other.
2. Alter additional workstations to minimize close contact among workers by adding plexiglass, stainless steel, or durable polycarbonate barriers between workstations. Barriers should be used in combination with (and not replace) other social distancing, hand hygiene, and PPE efforts outlined in these recommendations, wherever feasible given the task being conducted in that area.
3. Continue staggering shifts, start times, and break times as much as feasible to decrease number of workers in locker rooms, break areas, and cafeterias at one time. If feasible, strictly prescribe the time that the next shift is allowed to come into the plant so that these workers are not congregating in the locker rooms and cafeteria for long periods of time before their shifts start.
4. Install additional touchless clock in/out stations to reduce crowding and congregating at these areas.

Source Control

Source control is a term used to describe measures intended to prevent infected individuals from spreading disease. Cloth face coverings or disposable facemasks are generally recommended as an addition to social distancing for source control as they help keep the person wearing the cloth face covering or disposable mask from spreading respiratory droplets when talking, sneezing, or coughing. The cloth face covering, or disposable facemask is meant to protect other people from workers who are infected but not symptomatic. Face shields also can serve as a second level of source control when worn with a cloth face covering or disposable facemask. Consider the following actions to improve source control:

1. Continue the practice of issuing disposable facemasks to all workers and visitors. If disposable facemasks are not available, CDC recommends wearing cloth face coverings as a protective measure until supplies are replenished.
    a. Disposable facemasks should allow for breathing without restriction, not be touched after putting on to prevent transferring infected materials and be discarded and replaced when dirty or wet.
    b. Have replacement disposable facemasks available in case a worker's disposable facemask becomes wet or soiled. This will be important in areas where the work is wet, dirty, or hot.
    c. Educate workers to avoid touching their faces, including their eyes, noses, and mouths, particularly until after they have thoroughly washed their hands upon completing work and/or removing PPE. This includes avoiding adjustment of their disposable facemasks once they have been donned.

    d. Instruct workers to talk with their supervisor if their disposable facemask needs to be adjusted frequently or if it interferes with their job-specific PPE. Supervisors should work with workers to address these issues.
2. Continue employing social distancing champions to reinforce proper disposable facemask use and social distancing in parking lots, throughout screening, in hallways, locker rooms, cafeteria and break areas, and any other spaces in your plant where workers congregate.
3. Continue requiring all workers and visitors to wear the disposable facemask properly covering their nose and mouth in all areas of the plant (including break areas and locker rooms, except when removing briefly to eat or drink).
4. Continue with the plan that workers wear a disposable facemask and a face shield anytime they are at work. The face shield is being used in this plant to supplement the use of the disposable facemasks, not to replace disposable facemasks.
    a. Consider requiring all workers whose role prevents both distancing from workers around them and installation of a fixed barrier to wear a face shield as PPE and source control.
    b. Face shields should be cleaned and decontaminated after each shift.
5. Continue to train management and supervisors to educate and encourage workers to follow these guidelines.
6. Distribute disposable facemasks in a contactless manner while allowing for control of the number of disposable facemasks distributed. For example, consider placing disposable facemasks on a table and having workers step forward one at a time while another worker oversees the process.
    a. The worker distributing disposable facemasks should follow appropriate social distancing and wear appropriate PPE (gloves) and disposable facemask.
7. Work with USDA/FSIS partners to communicate any new COVID-19 policies and practices being rolled out in the plant.
8. Face shields are not acceptable substitutions for eye protection (such as safety glasses) that are used for impact protection. If needed and feasible, face shields should be used in addition to the eye protection, not as a replacement for jobs requiring eye protection, as identified by the plant's OSHA PPE hazard assessment (29 CFR 1910.132).

Hand Hygiene and Sanitation

Hand hygiene and sanitation (infection prevention and control) are important tools to avoid being exposed to the virus and slowing its spread. Follow and frequently monitor the CDC recommendations for cleaning and disinfection during the COVID-19 response for updates. Cleaning and disinfection of surfaces and objects that are frequently touched, especially in common areas, several times per day is an important component to control the spread of SARS-CoV-2. Consider the following actions to improve hand hygiene and sanitation:

1. Encourage frequent handwashing with soap and water for at least 20 seconds. Use hand sanitizer with at least 60% alcohol if soap and water are not available.
2. Place hand sanitizer dispensers in multiple locations to encourage hand hygiene. If possible, choose hand sanitizer stations that are touch-free.
    a. Install additional hand sanitizer stations in the cafeteria, outside of locker rooms, and before and after high touch areas (e.g., handrails).
    b. Consider providing hand sanitizing wipes in the cafeteria so that workers can sanitize their hands after they remove their disposable facemasks at their lunch cubicle.

3. Educate workers on proper alcohol-based hand sanitizer use.
    a. Additional information on proper hand sanitizer use can be found at: https://www.cdc.gov/handwashing/hand-sanitizer-use.html.
    b. Consider the use of videos to increase comprehension such as these videos from YouTube: https://www.youtube.com/watch?v=Qe5bvXjEmkY or https://www.youtube.com/watch?v=ZnSjFr6J9HI. You can also find videos in languages other than English.
4. Install no-touch sinks, soap dispensers, sanitizer dispensers, and paper towel dispensers (preferred over hand dryers) wherever possible.
5. Emphasize proper hand hygiene after gloves are removed and before and after disposable facemasks are donned or doffed. Installation of hand hygiene stations, training, and routine monitoring will encourage compliance.
6. Continue to frequently disinfect high-touch areas in food production areas with products meeting EPA's criteria for use against SARS-CoV-2 and approved under the facility's sanitation standard operating procedures.
    a. If EPA-registered disinfectants are not available, diluted household bleach solutions (final concentration at least 1000 ppm sodium hypochlorite), or alcohol solutions with at least 70% alcohol, can be used. Additional guidance on cleaning and disinfecting non-food production areas of your facility can be found on the CDC website.
7. Continue to conduct targeted and more frequent cleaning of high-touch areas of common areas (e.g., time clocks, bathroom fixtures, break room tables and chairs, locker rooms, vending machines, railings, door handles, handles from ceiling, plug attachments and orange door cords hanging from ceiling). Follow CDC guidance for disinfection.
8. Develop and implement a protocol for sanitizing hard hats and face shields at the end of the shift.

Training and Communication

When developing training and communication materials, the plant should use current, correct messaging from a trusted source. Training should be reinforced by the use of signage (preferably infographics or simple signs with a single, clear message) placed in strategic locations. Graphics and suggested messages are available from CDC for use on social media profiles and web pages. Print resources and communication guidance also are available from CDC and are available in multiple languages. Videos are also available for use. Use definitions and examples to explain technical terminology and concepts used in training or communications to help improve understanding.

CDC's Interim Guidance for Businesses and Employers to Plan and Respond to COVID- 19 also provides a thorough list of topics for educating workers about how they can reduce the spread of COVID-19. CDC has also developed a communications plan along with state and local public health that we will share with you as soon as it is completed. Consider the following actions to improve your training and communication efforts:

1. Continue to provide COVID-19 informational signage throughout the plant.
2. Install additional signage in cafeterias, locker rooms, break areas, and other areas where workers might congregate to remind workers about hand hygiene, social distancing, and disposable facemask use.
3. Enlarge and simplify COVID-19 signage.
4. Remove as much outdated signage as possible. "Refreshing" messages by putting up new signs (even if they have a similar message) helps make the signs stand out to workers.

5. Do not post signs in spaces that are already congested with other signs or postings as they are hard to pick out in these settings.
6. Use more pictures/pictograms and add more languages to increase the percentage of the workforce that engages with signs and messaging.
7. Ensure signage is at eye level and can be easily seen by the workers. Consider hanging signs from the ceiling so that workers do not have to look to the side to see all messaging.
8. Install additional video monitors for displaying messaging to workers throughout the day. Simple, eye catching messages that refresh frequently can be a simple way to provide information to more workers. As with signs, use pictures/pictograms and many languages to increase the percentage of the workforce that engages with this messaging. Consider developing videos in multiple languages using plant workers who speak those languages.
9. Consider subscribing to an instant mass messaging text system for communicating with your workers. Such systems can translate messages to the language to which the phone is set and can be used for simple messaging and sharing hyperlinks.
10. Explore alternate means of group communication used by workers, such as Viber and WhatsApp. Engage with workers and community organizations to understand which apps and methods are most used by plant workers.
11. Increase the number of signs, ensuring use of multiple languages, regarding proper hand hygiene near hand washing stations.
12. Consider developing closed (private) worker-only Facebook pages or other social media and invite workers to follow the page. Post guidance and information on the page in a variety of languages to ensure maximum reach.
13. Develop or provide existing training and messaging (in multiple languages) for social distancing, hand hygiene, donning, doffing, cough and sneeze etiquette (even when wearing disposable facemasks), and sanitizing PPE and source controls, and messaging about what to do if you are sick. If workers carpool, consider training in multiple languages on the risks related to carpooling and how to mitigate them.
14. Consider alternatives to traditional in-person trainings for delivery of this information (e.g., videos, phone applications).
    a. Develop a method to verify worker understanding and participation in these strategies.
    b. Partner with community organizations and the local health department to distribute messaging to workers.
15. Provide training to workers, supervisors, and management whenever changes are implemented in the workplace. Refresher trainings should be provided on a regular basis.

Updated information and Guidance

Check back frequently on the CDC COVID-19 webpage for updated information and guidance on preventing and mitigating the spread of COVID-19 among your workers while they are at work. The company should consult with USDA to determine if proposed controls are acceptable with regards to food safety and sanitation. Continue communicating and working with Amarillo City Public Health, TX DSHS, strategic community partners, and union leadership.

End of Memo