



VanDeMark  
Phosgene Chemistry – Custom Chemicals

## Forum : Safely Re-Opening Operations during COVID-19



# TOGETHER



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# TOGETHER



## GUIDING PRINCIPLES OF RESPONSIBLE CARE® (excerpt)

Chemistry is essential to the products and services that help make our lives safer, healthier and better. Through the Responsible Care® initiative and the Responsible Care Global Charter, the chemistry industry has made a worldwide commitment to improve its environmental, health, safety and security performance.

- To lead in ethical ways that increasingly **benefit society, the economy and the environment**.
- To design and operate facilities in a safe, secure and environmentally sound manner.
- To make continual progress toward a goal of **no accidents, injuries or harm to human health and the environment** from products and operations and openly report health, safety, environmental and security performance.

# TOGETHER



## VISION

To unite the specialty chemical industry by providing a forum for advocacy, operational excellence and commercial growth, while **rooted in the principle of safe operations.**

# TOGETHER



At WTS, from the outset of this evolving and fluid experience we established the following decision-making framework:

**Continue serving our stakeholders without disruption while taking positive measures to remain safe.**

This is our Perspective + Shared Responsibility



Guidance on the Essential Critical Infrastructure Workforce:  
Ensuring Community and National Resilience in COVID-19  
Response

Version 1.0 (March 19, 2020)

THE IMPORTANCE OF ESSENTIAL CRITICAL INFRASTRUCTURE WORKERS



RESPONSIBLE CARE®



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Phosgene Chemistry – Custom Chemicals

## Forum Panelists

### **VanDeMark:**

Paul Ameis, VanDeMark General Manager

Chris Banach, Environmental Health, Safety, Quality and  
Security Director

### **WTS, Inc:**

Brian Burns, Director of Responsible Care®

wts



RESPONSIBLE CARE®

# VanDeMark

Phosgene Chemistry – Custom Chemicals

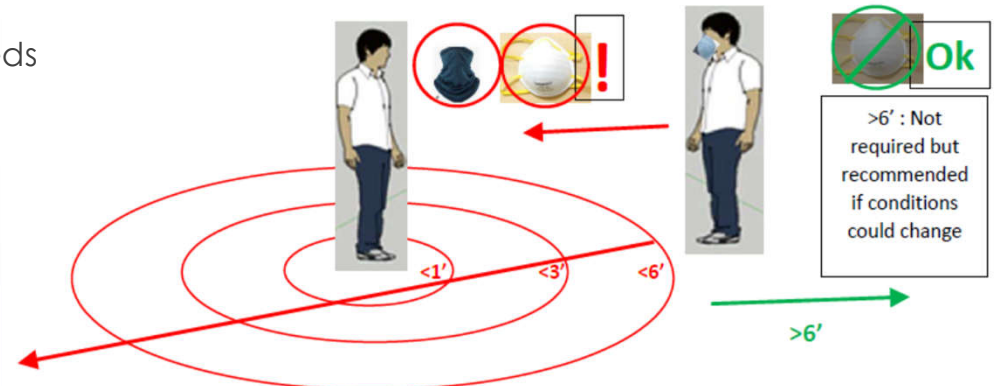
Headquartered in Lockport, NY, VanDeMark, and our subsidiary, Framochem, based in Kazincbarcika, North Hungary, offers a comprehensive line of phosgene derivatives and custom chemicals. We manufacture key building block molecules for the pharmaceutical and agrochemical markets. We are an Essential Business according to Federal and NY State.



# Communication is Education

To develop a sustainable “culture of compliance” will require an education on how to protect themselves, each other, their families and the organization. CDC has great resources.

- One of the main goals is to think of each employee and their family unit as a bubble to be protected from intrusions that can increase risk.
- Frequent, succinct, yet very targeted information suitable for a daily tailgate or safety contact, (one pagers). Best if the content is also suitable for employees to take home to family.
- Social distancing
- Cleaning and disinfecting
- Personal hygiene
- Items like mask usage, control-room etiquette, staggered shift relief, etc; all are good daily lessons.
- Build you own to personalize to your needs



# Keep Your Distance

## or Keep Your Mask On!!!

### When do you need to have the mask on?

The CDC is recommending that anytime you could find yourself within 6 feet of another individual you should be wearing a mask. The mask does not need to be a N-95 mask but only a Surgical Type. WHY?!?!?

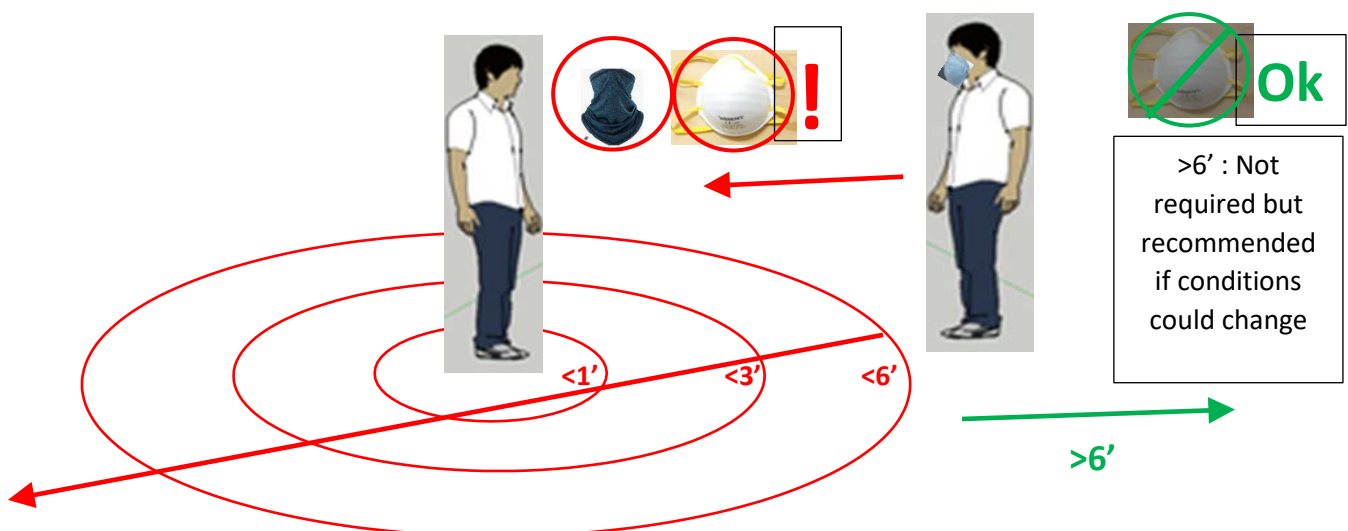
1. Statistically, >80% of us could actually have the COVID 19 virus and not even know it. The CDC is now recommending in areas that have wide-spread community outbreaks (like Western NY) that everyone exercise wearing masks anytime you are within; or could find yourself within 6 foot of another individual.
2. The mask is less about protecting yourself (like an N-95 a healthcare worker would wear), but and more about protecting others from your water droplets that we all emit when speaking or insufficiently covering an unexpected cough or sneeze; similar to a cloth or surgical mask.

This includes anytime when you may find yourself passing through someone else's 6-foot social distance bubble.

For example; entering a control room. Folks in the control room have taken measures to distance themselves from on another by at least 6 feet. It allows them to relax having a mask on while sitting at their station. Now you walk in and quickly change the dynamic. It is up to YOU!!! to take measures to protect others from your entry into their environment. The same goes if someone from the control room or elsewhere comes out to enter your area; they need don a mask to contain their droplets. Remember, anyone in the control room getting up from their station and moving through others 6-foot bubble; don your mask!

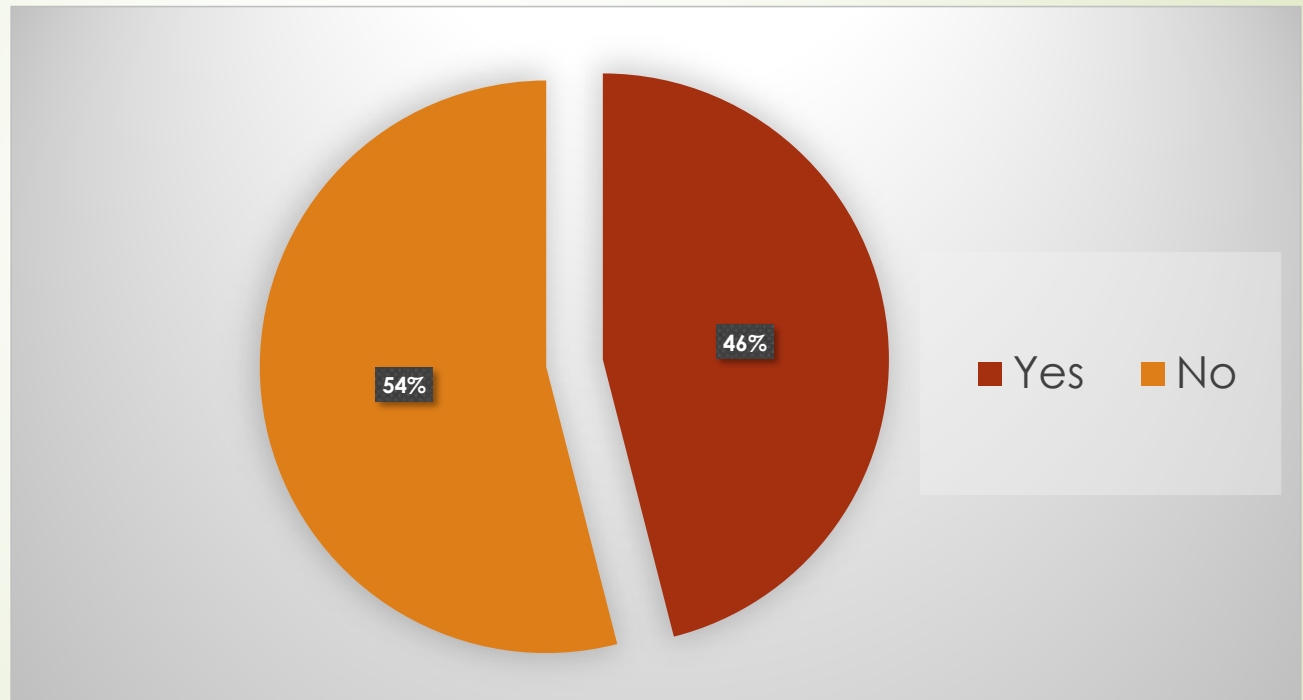
Looking at a Maintenance worker entering a process area. Help protect each other. If you can maintain a safe distance then a mask is not likely necessary. However, if you need to cross paths, then we need to protect each other and wear a mask.

Finally, if you have someone enters your 6;' bubble, don your mask to protect them as move through.



Contact Chris, Paul, Scott or Ann Marie if you have any question about this policy to protect our team.

Are you taking the temperature of your employees?





# Screening Employees

## *Leading and Lagging Mechanisms*

- VanDeMark communicated the “**Family Bubble**” concept to employees early in the pandemic.
  - As community spread appeared locally, we had evolved our questionnaire so that employees needed to perform a risk assessments of their activities since their last shift in plant, completed before reporting to work EACH DAY.
  - Designed to keep what constitutes ‘at-risk behaviors’ visible.

Taking temperatures is more of a lagging indicator, but still recognized as a valid protective measure. Options:

- Have employees take it before leaving home
- Temperature stations (staffed or self-attended kiosks).

Refer cases of illness to a doctor to provide potential for COVID. CDC recommends criteria for looking back and tracing if the potential exists.

# Time off from Work Activity Questionnaire - COVID-19

In an effort to protect the health and welfare of our fellow employees, their families and their income, please answer the questions below before the start of EACH SHIFT.

Employee Name: \_\_\_\_\_ Date: \_\_\_\_\_

## Since your last shift:

Have you or any close family member developed COVID-19 symptoms during your time away from the Plant? (A fever over 100.4°F, persistent cough or difficulty breathing)?

☐ Yes ☐ No

Did you or a member of your close family engage in any activity that could potentially put you at risk for introducing the COVID virus into your close family circle?

- Activities at risk are participating in large gatherings ☐ Yes ☐ No
- A visit to an emergency or urgent care center with sick patients or visit a person with COVID-19 positive test or COVID symptoms, ☐ Yes ☐ No
- Any other activity that you feel put you at risk: ☐ Yes ☐ No

Did you or any close family member travel outside of Western NY? ☐ Yes ☐ No

- Was the area involved in an elevated COVID-19 outbreak ☐ Yes ☐ No

If you answered NO to all the above you can stop and drop form in receptacle.  
THANKS for helping keep our families and workplace SAFE!!

If you answered YES to any of the above, complete Page 2

# Time off from Work Activity Questionnaire - COVID-19

Page 2

If You or a Close member of your family Traveled:

Has the traveling individual been home from your travel for a period of at least 14 days?

☐ Yes ☐ No

During travels did you follow protocols for the control and mitigation of the spread of respiratory illness (social distancing, cleaning & disinfecting and personal hygiene)?


☐ Yes ☐ No

What risk level would you consider your travel or activity during time off best reflects the interactions you had during your time away from VanDeMark (note, if not sure of the risk, rank yourself a level higher on their scale).

Risk Level	Exposures Identified through Contact Investigation	Check one box
<b>High</b>	Living in the same household as, being an intimate partner of, or providing care in a nonhealthcare setting (such as a home) for a person with symptomatic laboratory-confirmed COVID-19 infection <i>without using recommended precautions</i> for home care and home isolation	
<b>Medium</b> (assumes no exposures in the high-risk category)	Close contact with a person with symptomatic laboratory-confirmed COVID-19 <ul style="list-style-type: none"> <li>a) being within approximately 6 feet (2 meters) of a COVID-19 case for a prolonged period of time; close contact can occur while caring for, living with, visiting, or sharing a healthcare waiting area or room with a COVID-19 case– or</li> <li>b) having direct contact with infectious secretions of a COVID-19 case (e.g., being coughed on)</li> </ul> Living in the same household as, an intimate partner of, or caring for a person in a nonhealthcare setting (such as a home) to a person with symptomatic laboratory-confirmed COVID-19 infection <i>while consistently using recommended precautions</i> for home care and home isolation	
<b>Low</b> (assumes no exposures in the higher-risk category)	Being in the same indoor environment (e.g., a classroom, a hospital waiting room) as a person with symptomatic laboratory-confirmed COVID-19 for a prolonged period of time but not meeting the definition of close contact	
<b>No identifiable risk</b>	Interactions with a person with symptomatic laboratory-confirmed COVID-19 infection that do not meet any of the high-, medium- or low-risk conditions above, such as walking by the person or being briefly in the same room.	

If you answer NO to all question and evaluated as Low risk, you can turn in form.

**If not, do not enter plant** contact Supervisor, and then call Staff list (Ann Marie, Chris B, Scott H, or Paul) **before the start of your shift.**



# What happens if someone is Positive?

## *Contact Tracing*

- A positive or suspected exposure/contact requires immediate action. You must isolate and do a risk assessment.
- This involves a historical interaction tracking with individuals in your 'bubble'/organization. Interview individual and colleagues on their team. Others as applicable.
- Then use the CDC Risk Assessment tool for determining High, Medium or Low risk.
  - If your team is following your training : all associated contact should have a low risk posture. This is why the training and communication is so important up front.
  - A good practice is to maintain a spreadsheet that tracks each case your tracing. Each should have an endpoint of low risk. Anything above that should have additional safeguards.
  - See [CDC Recommendations for Community Related Exposure](#) for timelines and actions.

# Actions for when a positive test experienced by another employee or family member of an employee.

According to the CDC, our behaviors and interactions determine the level of risk we expose ourselves to when it comes to Respiratory Illnesses like COVID-19. The CDC describes the potential for these exposures in 3 levels; High, Medium and Low.

**High Risk** a caring for a sick/symptomatic patient or family member that is believe to be with COVID 19 without any protective measures, (no handwashing, no covering of mouths during coughing so you are being coughed on.... etc). The CDC recommends we keep you home for 14 days after your exposure. You will be asked to isolate during that time.

**Medium Risk** is caring for a sick family member and exercising some of respiratory illness awareness practices like avoiding coughing on each other. Handling secretions of a positive COVID patient is considered Medium Risk (not High) because handling contaminated surfaces is not believe to be the primary means of transferring the virus. Things like washing hands after handling secretions from the sick person and exercising some level of social distancing and disinfecting frequently touched surfaces that could be contaminated puts you at **Low Risk**.

When one of our employees can't rule out being in the Medium Risk category, we will ask the employee to help manage their individual potential for spreading their risk by doing the following:

**Pre-Screen:** Take your temperature and assess symptoms prior to starting work. Ideally, temperature checks should happen before you leave home or enter the facility.

**Regular Updates:** As long as you don't have a temperature or symptoms, you should self-monitor under the supervision of the Lockport COVID Management Team (Ann Marie, Chris, Scott and Paul) with the medical guidance of Dr. Price.

**Wear a Mask:** You will need to wear a face mask at all times while in the workplace for 14 days, or until Dr Price clears you for removal of this restriction. The supplied cloth face covering is sufficient to prevent droplet emissions.

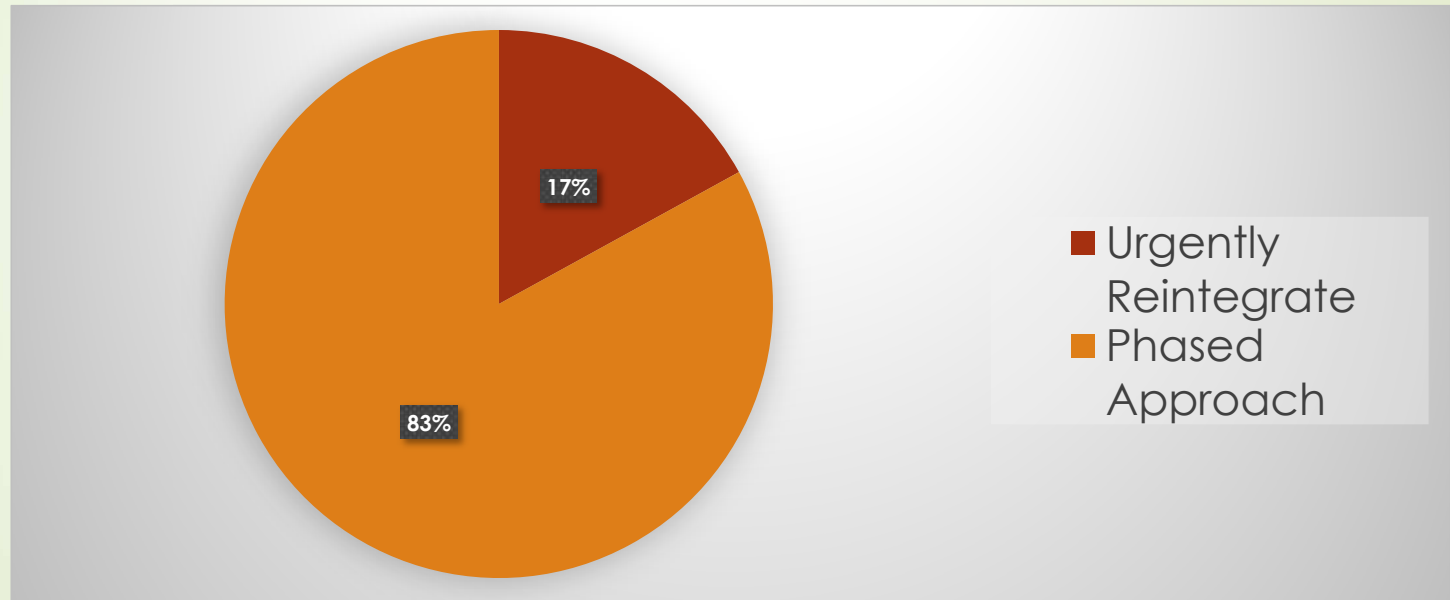
**Maintain Social Distance:** It is your responsibility to maintain 6 feet from your work colleagues as all times.

**Disinfect and Clean work spaces and your frequently touched surfaces:** Clean and disinfect all areas such as door knobs, bathrooms, any shared areas or electronic equipment routinely. Help keep your fellow workers safe.

Your help in these measures will prevent the spread.

Statistics		Accessibility		Lookup		Comment		Sheet		Workbook		Ranges		Workbook		Ink	
Proofing		Accessibility		Insights		Language		Comments		Protect				Ink			
Risk Ranking																	
A	B	C	D	E	F	G	H	I	J	K	L						
Case Number			1				Name			Joe Smith							
							Date Diagnosed			5/5/2020							
							Date Symptoms Started			5/4/2020							
Trace Contacts Back 48 Hours Prior to Symptoms																	
Contact 1				Contact 2				Contact 3				Contact 4					
Name		Jane Dow		Name		John Remington		Name		Lisa Chi		Name					
Location		Same Department		Location		Maint		Location		Accounting		Location					
Date		4/27/20-4/29/20		Date		4/28/2020		Date				Date					
Sick Person's Evaluation of Contact				Sick Person's Evaluation of Contact				Sick Person's Evaluation of Contact				Sick Person's Evaluation of Contact					
Worked together following social distancing and mask requirements				Worked together following social distancing and mask requirements				Worked together following social distancing and mask requirements									
Exposed Person's Contact Evaluation				Exposed Person's Contact Evaluation				Exposed Person's Contact Evaluation				Exposed Person's Contact Evaluation					
Worked together following social distancing and mask requirements				Worked together following social distancing and mask requirements				Worked together, ate lunch together not observing safeguards. Did follow most social distancing, but not all.									
Perform Risk Assessment				Perform Risk Assessment				Perform Risk Assessment				Perform Risk Assessment					
Risk Ranking		Low		Risk Ranking		Low		Risk Ranking		Medium		Risk Ranking		low			
Actions to Take				Actions to Take				Actions to Take				Actions to Take					
Continue self-monitoring and social distancing.				Continue self-monitoring and social distancing.				Pre-screen, monitor regularly, wear a mask at all times, maintain social distancing, disinfect and clean work areas. See tab titled Risk Assessment for more details.				Continue self-monitoring and social distancing.					
								Additional Contact Trace Needed									
								<a href="#">Click for Risk Assessment Form</a>									

Describe your current view of  
reintegrating operations...





# Regional Reopening Strategy

- Typically a phased approach
- Must be on guard for the potential of a spike in community spread as restrictions are relaxed within the community.
- This will be a good time to reinforce and potentially increase vigilance.
  - Communicate in advance the plan so employees understand any effect at work
  - Ability to increase awareness of community vulnerabilities (and educate families on this risk)
  - May need to assure those considered Vulnerable as well as confidentially allowing employees to self-identify as Vulnerable so additional protective measures may be put in place.
- Focus on achieving milestones successfully, tracking towards the new normal.
- Be prepared to proactively step back a phase as data suggests the need.

# **SAMPLE Plan & Policy for Re-opening operations under the Re-opening of New York State**

Revision 4/29/2020

VanDeMark has developed a plan consistent with the CDC (Centers for Disease Control and Prevention) in alignment with the New York State plan for re-opening the State. Our conservative approach will focus on maintaining measures designed to protect our essential employees. The ongoing practices that have been successful in minimizing exposure to our essential employees, (non-essential employees work from home, staggered shift starts, etc.,) as the State and Federal agencies allow for the less restrictions on regional populations. Each step taken by our State, Federal and regional officials in reducing restrictions through a phased approach will be considered along with the risk and benefit. This combined with the available data and case information will steer our policies.

## **Phase I**

*Overview of Phase I :* As the State and regional restrictions are reduced there is an increased risk to our employees as the general population reintroduces interactions that can lead to greater risk of exposure. The VanDeMark posture during Phase I is to keep of our safeguards in place, and actually add to our protective measures to guard against increased risk of community spread.

### **Social Distancing Policy:**

Maintaining at least 6 feet (2 meters) between employees.

A mask shall be worn at all times when there is a risk of someone entering the social distancing 'bubble' of at least 6 feet (2 meters) of each employee. Advising employees to maintain this policy outside of workplace.

Non-essential employees continue to work outside the plant to protect the essential employees. Meetings will still be in media format with physical attendees observing room occupancy requirements. Vendors and contractors that must come on site must follow on site General Work Permit guidelines that include understanding our COVID policies.

Stagger shift start times, personal work station usage in Operations and Staff rotation/working from home remain in effect.

No non-essential vendors or suppliers in the facility. Maintain limitations on outside drivers entering the facility; and staying in truck when required to be in the facility.

### **Disinfect frequently touched surfaces**

Continue to disinfect door knobs, railings, desk tops, keyboards and phones. All surfaces that we touch frequently should be disinfected by wetting the surface with spray cleaners or disinfecting wipes and allowing the surface to remain wet for at least one minute.

### **Good respiratory hygiene practices:**

Continue to reinforce covering mouth and nose during a sneeze or cough with a tissue or into elbow if a tissue is not available.

Frequent hand washing with soap and water for at least 20 seconds, or alcohol-based disinfectant at least 60% alcohol, especially after I have been in a public or shared environment

Avoid people with flu-like symptoms or anyone not wearing their mask when approaching in public.

**Temperatures will need to be recorded by the employee on their Time off from Work Activity Questionnaire before they enter the facility. These are best taken right before they leave home to come to work.**

Travel: - Travel for business purposes to be avoided. Personal travel should be avoided and tracked and evaluated for risk when necessary.

## **Phase II**

Overview of Phase II : This Phase only takes effect if success is realized in Phase I. The downward trend after at least two weeks of Phase I demonstrates good controls were maintained as the public population gained more freedoms to interact. Regional regulation may start relaxing social distancing and other safeguards. The VanDeMark posture during Phase II is to start balancing some of our safeguards in place to lag behind these regulations while still maintaining some of the strongest protective measures for essential and Vulnerable Employees.

Vulnerable Employees: *We request that Vulnerable Employees and those with live-in Vulnerable family members self-identify to HR (Ann Marie). We will privately make efforts to protect these individuals beyond our in-place measures.*

### **Social Distancing Policy:**

Maintaining at least 6 feet (2 meters) between employees.

A mask shall be worn at all times when there is a risk of someone entering the social distancing 'bubble' of at least 6 feet (2 meters) of each employee. ~~Advising employees to maintain this policy outside of workplace.~~

*Meetings encourage media attendance, but attendees will be allowed to utilize "every other chair" seating within the room (Masks in place).*

Staggered shift start times, personal work station usage in Operations and Staff rotation/working from home remain in effect.

*Social events may resume to limited extent (food to be served by properly PPE-attired servers, congregative seating must still be avoided so additional seating must be provided).*

### **Disinfect frequently touched surfaces**

Continue to disinfect door knobs, railings, desk tops, keyboards and phones. All surfaces that we touch frequently should be disinfected by wetting the surface with spray cleaners or disinfecting wipes and allowing the surface to remain wet for at least one minute.

### **Good respiratory hygiene practices:**

Continue to reinforce covering mouth and nose during a sneeze or cough with a tissue or into elbow if a tissue is not available.

Frequent hand washing with soap and water for at least 20 seconds, or alcohol-based disinfectant at least 60% alcohol, especially after I have been in a public or shared environment

Avoid people with flu-like symptoms or anyone not wearing their mask when approaching in public.

**Time off from Work Activity Questionnaire will not be required to be turned in before starting work. However, we would like to have employees to still maintain the COVID protective measures as much as possible, including taking temperature and self-evaluating symptoms and interactions.**

Travel: - *Travel to be limited to business essential. Personal travel should continue to be avoided on public transportation and to high out-break locations.*

### **Phase III**

Overview of Phase III : This Phase only takes effect if success is realized in Phase I and Phase II. It is believed that Regional regulations may relax further some safeguards for social distancing and measures for control of community spread. The downward trend after at least two additional weeks of Phase II demonstrates good controls were maintained as the public and area business populations incorporated more freedoms to interact. The VanDeMark posture during Phase III is to smartly pull back some of our safeguards while still maintaining key protective measures for essential and vulnerable employees.

Vulnerable Employees: We will privately put in place measures to protect these individuals beyond our policies in place.

#### **Social Distancing Policy:**

Maintaining at least 3 feet (1 meter) between employees.

Requirements to wear a mask will be evaluated to the extent it can be relaxed based on available data and best practices. ~~A mask shall be worn at all times when there is a risk of someone entering the social distancing 'bubble' of at least 6 feet (2 meters) of each employee. Advising employees to maintain this policy outside of workplace.~~

Meetings encourage media attendance, but attendees will be allowed to utilize "every other chair" seating within the room ~~(Masks in place).~~

~~Staggered shift start times, personal work station usage in Operations and Staff rotation/working from home remain in effect.~~

*Social events may resume to limited extent (food to be served by properly PPE attired servers, congregative seating must still at least 3 feet (1 meter) or every other chair positioning.*

#### **Disinfect frequently touched surfaces**

Continue to disinfect door knobs, railings, desk tops, keyboards and phones. All surfaces that we touch frequently should be disinfected by wetting the surface with spray cleaners or disinfecting wipes and allowing the surface to remain wet for at least one minute.

#### **Good respiratory hygiene practices:**

Education continues to reinforce covering mouth and nose during a sneeze or cough with a tissue or into elbow if a tissue is not available.

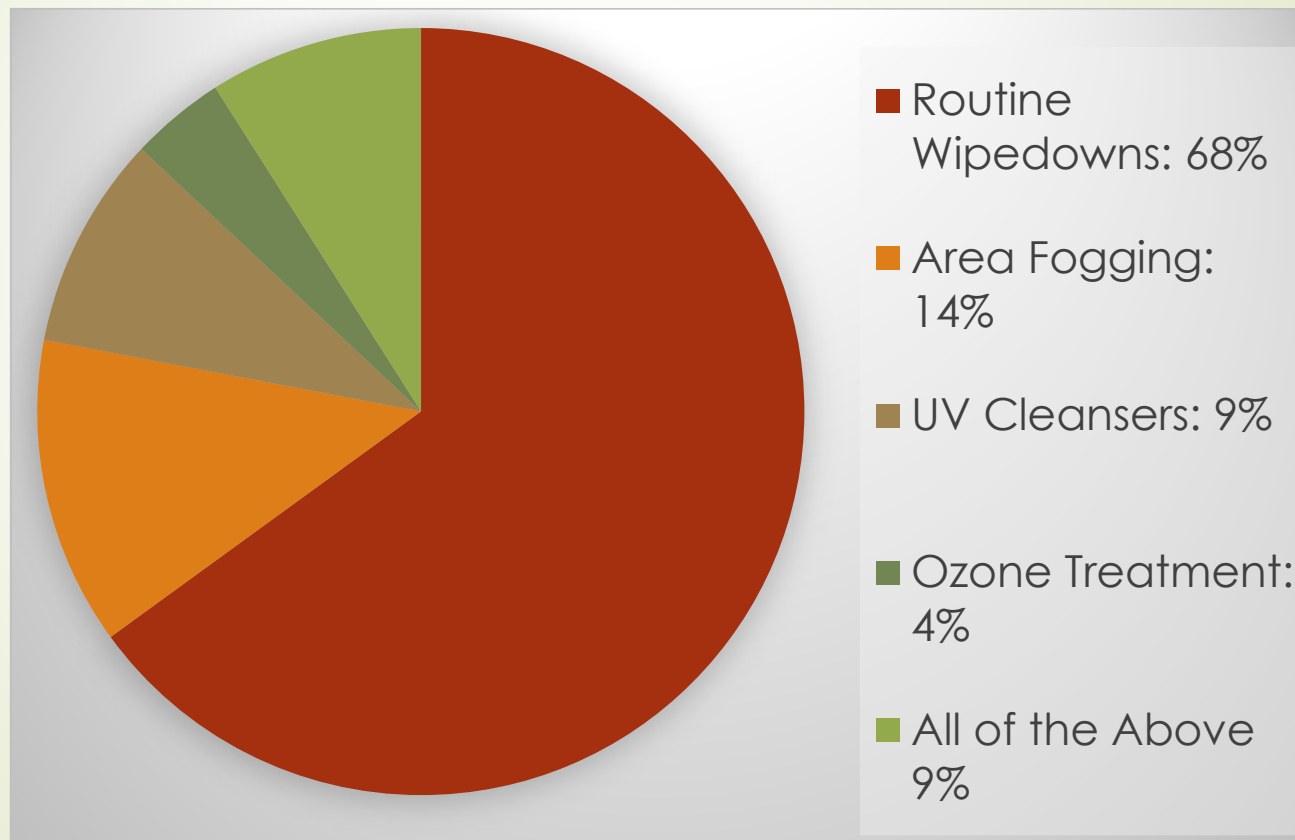
Frequent hand washing with soap and water for at least 20 seconds, or alcohol-based disinfectant at least 60% alcohol, especially after I have been in a public or shared environment


Avoid people with flu-like symptoms or anyone not wearing their mask when approaching in public.

**Time off from Work Activity Questionnaire will not be required to be turned in before starting work. However, we would like to have employees to still maintain the COVID protective measures as much as possible, including taking temperature and self-evaluating symptoms and interactions.**

Travel: - Travel to be limited to business essential. Personal travel should continue to be avoided on crowded public transportation and to high virus out-break travel destinations. Best practices during travel policy to be reinforced.

What activities are your researching or implementing for cleaning and disinfecting?





## Other topics

- Protect your plant from Vendors/Suppliers and Visitors.
  - Hold off on visits, audits. Consider virtual tours and audits.
  - Consider a 'no-contact' drop off point for supplies. Distribute internally.
  - Set -up barriers to protect against public or difficult social distancing challenges (i.e; plexiglass interfaces and remove chairs from break areas to limit occupancy)
- Cleaning : Consider documenting expectations, checklists or acknowledgements. The expectation must be completely understood for it to be achieved effectively.
- Deep Cleaning: Beyond frequently touched surfaces as this should be almost continuous/multiple times per shift.
  - Ozone and uV for larger areas is proven. We also use pump-sprayers of disinfectant and "disinfecting bombs". Also a benefit of the psychological of this practice in reducing fear. Note, the virus has a limited lifespan on surfaces.
  - Primary mechanism of virus transfer is respiratory droplets, surface contact is still a concern but CDC emphasize that this is not the main mechanism of spread.

# Q&A



## Questions Submitted Prior:

- Implementation of mask use inside plant boundaries
- What measures are companies taking to trace employee movements?
- Best Practices sharing around temperature readings before entering work area
- Interested to hear how you are approaching the challenge of re-opening and keeping people safe.

# SURVEY RESULTS



Best Practices/Procedures you have implemented:

- Mandatory masks, temperature checks at the beginning of each shift and social distancing throughout the facility.
- 98% of our workforce has been remote since 3/17. Anyone entering building since 4/1 must wear a mask. Since late fall, multiple hand sanitizers, Clorox wipes at multiple locations on all floors.
- Temperature screening, mask use, additional deep cleaning and shift disinfecting.
- 1) Steering committee to create template, guidance to be adopted and customized by local operations 2) a google form to require employees to log movements outside of normal immediate work areas 3) Face covering guide for employees 4) Centralized PPE acquisition team to acquire and distribute

# SURVEY RESULTS



Best Practices/Procedures you have implemented (continued):

- Most working from home, office staff are working a staggered schedule, practicing social distancing.
- Mult-discipline pandemic team working this topic daily to develop policies and procedures
- Driver and visitor assessment procedures
- Surveying our employees, pre-ordering cleaning supplies for our projected return to office (mid-June), ensuring communication remains open among employees.

# SURVEY RESULTS



What activities have you implemented if someone is ill?

- Engaged occupational doctor. Risk assessment for employee and employees that potentially interacted with potential positive case.
- Contact tracing, deep cleaning, close contact quarantine, PPE
- Stay home
- We have a decision tree implemented by HR team to determine required actions. Using CDC guide if suspected COVID, return home, self quarantine, self isolate if positive.
- 14 day quarantine

# SURVEY RESULTS



What practices do you have for external visitors to your site(s)?

- Only essential visitors can enter our facility, all need to have temperatures checked and wear a face covering.
- Symptom and travel questionnaire.
- Deliveries at the gate
- No non critical visitors for phase 1 reopening
- Fill out a questionnaire on where they have been during the last 14 days. Limiting number of contractors on-site.
- One-way entry, 1 way exit as access to office areas

# WORKING REMOTELY- COVID 19 PRINCIPLES



- 1) You are not “Working From Home”, you are “At your home, during a crisis, trying to work”
- 2) Your personal physical, mental, and emotional health is far more important than anything else right now.
- 3) You should not try to compensate for lost productivity by working longer hours.
- 4) You will be kind to yourself and not judge how you are coping based on how you see others coping.
- 5) You will be kind to others and not judge how they are coping based on how you are coping.
- 6) Your success will not be measured the same way it was when things were normal.

“COMPLACENCY IS THE ENEMY.  
SAFETY IS THE FRIEND WE ALWAYS NEED,  
BUT WE DON'T ALWAYS WANT TO GIVE IT  
THE TIME AND EFFORT REQUIRED TO  
MAINTAIN THE FRIENDSHIP”

PHIL MANUEL, WTS ENVIRONMENTAL MANAGER

# THANK YOU FOR JOINING US TODAY

