



# Best Practices for Reopening Westchester

## Part 1: Creating Safe and Healthy Working Conditions

Eric M. Saidel  
Sr. Director of Human Resources  
ENTA/QMMS  
May 27, 2020

# ENTA Discussion Overview

Prior to  
COVID-19

Impact of  
COVID-19

Phased  
Re-  
Opening

Employee  
Health  
and  
Safety

Ensuring  
Patient  
Safety

Looking  
Forward

# ENTA Prior to COVID-19

ENT and Allergy Associates, LLP is the nation's largest ear, nose, throat and allergy practice

- 220 physicians
  - 175 ENT physicians
  - 45 Allergists
- 125+ Audiologists
- ~100 licensed Allergy nurses
- 46 clinical locations in Metro NY & NJ
- Over 90,000 patient visits per month
- 30,000+ online web appointments per month
- ~1,200 employees in total
- Corporate HQ with ~300 employees

# Impact of COVID-19

## Clinical

- Patient volume dropped ~72%
- All elective surgeries and procedures cancelled
- Online web appointments dropped by almost 2/3
- Closed all but 7 regional offices
  - Reduced hours & limited clinical services

## Administrative

- Instituted strict work-from-home (WFH) rotation
  - Technical and management challenges
- Salary reductions
- Reduced-hours schedules; transfers
- Furloughed 800 employees

# Phased re-opening & return

March  
2020

- Created COVID-19 task force
- Created and implemented telehealth product
- Implemented work-from-home and rotation policies for corporate HQ

April  
2020

- Opening allergy shots in 30 additional locations (1 day per week)
- Expanded from 7 offices to 39 offices (ENT and Allergy, no Audiology)
- Re-activated approximately 150 employees to staff locations
- Enhanced screening procedures for patient, provider, and staff safety

May  
2020

- Bringing back additional staff(both clinical and administrative)
- Expanding clinical hours and increasing patient-per-hour limits
- Resuming Audiology services
- Planning for continued, but SAFE, expansion of hours and services

# Employee Safety is Also a Top Priority

## All Locations

Enhanced cleaning and sanitation practices

Temperature checks and health screenings for staff

Requiring staff to follow social distancing guidelines at all times, in all locations

Regular communication regarding policies, protocols and best practices

Clear instructions on who to contact in the event of possible exposure

## Clinical Offices

Safety protocols for patients also protect physicians and staff

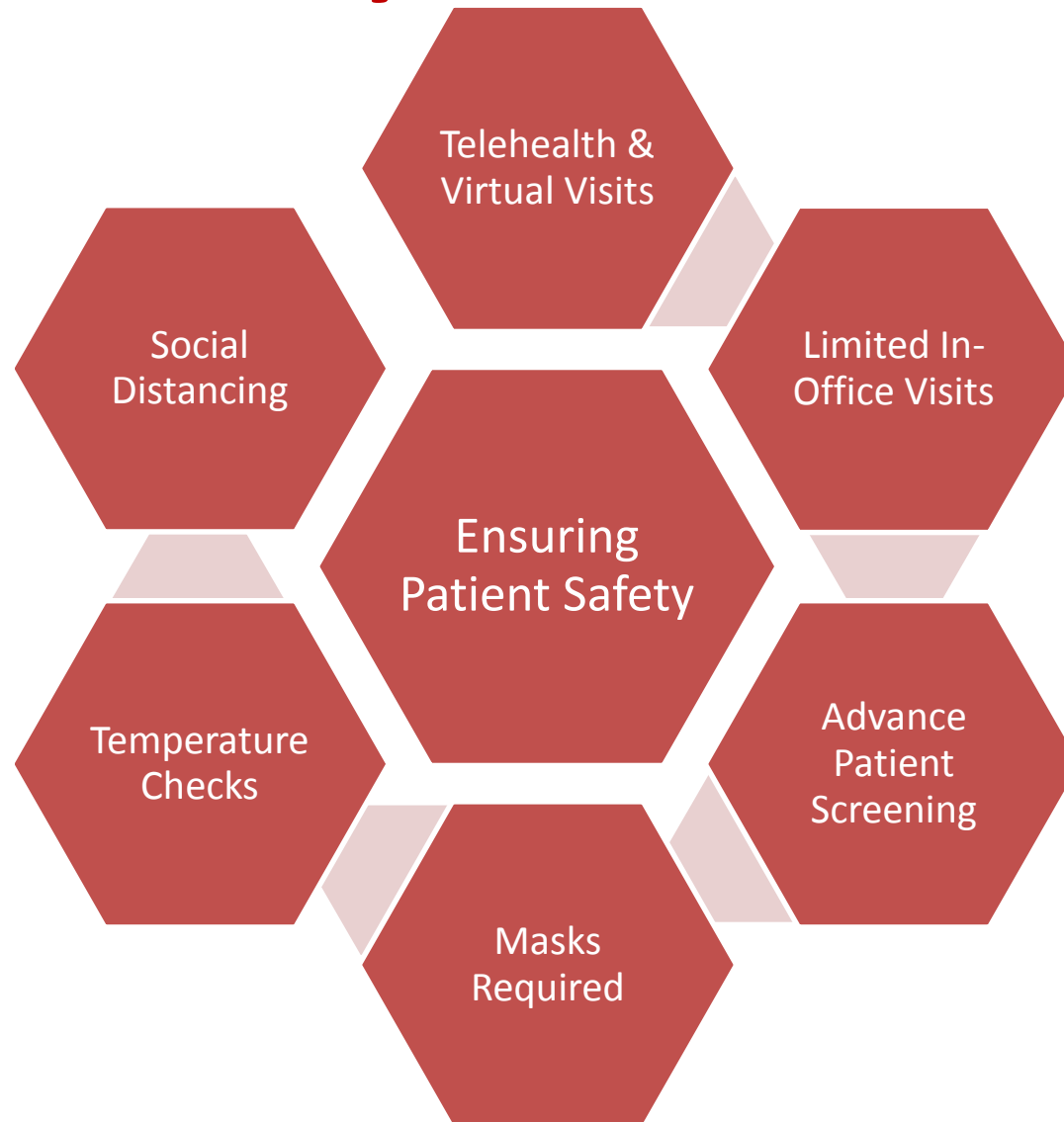
Providing all necessary PPE

## Corporate HQ

Majority of staff are working from home full-time, or rotating between home and office

All in-person meetings replaced with virtual meetings

# Patient safety



# Planning for the future

- As of today, ENTA is at 50% of patient volume
- Forecasts have us back to 70% by October 2020
- Three main factors impacting this:
  - NYS and NJ re-opening timeline
  - Re-opening of ambulatory surgery centers for elective procedures
  - NYS and NJ schools re-opening
- New health and safety protocols are likely to be permanent unless/until there is a vaccine



# Contact Information

Eric M. Saidel, JD, SHRM-SCP, PHR  
Senior Director of Human Resources  
and Partner Retirement Benefits



QMMS USA, LLC\*

e. [ems01@qmmsusa.com](mailto:ems01@qmmsusa.com)

o. 914.333.5885

[www.qmmsusa.com](http://www.qmmsusa.com)

\*QMMS USA, LLC is an affiliate of ENT and Allergy Associates, LLP