National Alliance

*Pandemic Past, Present & Future*

April 8, 2021
Speakers

Scott Conard, MD
MODERATOR
National Alliance of Healthcare Purchaser Coalitions

Mark Cunningham-Hill, MD
Northeast Business Group on Health

Medical Director Advisory Council Members

- Andrew Baskin, MD
- Jan Berger, MD
- Faiyaz Bhojani, MD
- Jeff Burtaine, ME
- Chuck Cutler, MD
- Ray Fabius, MD
- Ross Goldberg, MD
- Shawn Griffin, MD
- Ryan Jackson, MD
- Ron Kline, MD
- Mohaannad Kusti, MD
- Justin Moore, MD
- Suresh Mukerji, MD
- Wayne Rawlins, MD
- Stan Schwartz, MD
- Bruce Sherman, MD
- Christa-Marie Singleton, MD
- Mike Sokol, MD
7-Action Steps for Employers

- Ground Pandemic Response and Recovery in Key Principles
- Create COVID-Safe Workplaces
- Enhance the Work-From-Home (WFH) Experience
- Navigate Return-To-Work Effectively (RTW)
- Adapt Benefits to Address COVID (and COVID-related) Challenges
- Develop a Compelling Vaccine Engagement Strategy
- Prepare Now for the Next Pandemic
Ground Pandemic Response and Recovery in Key Principles

1. Values:
   - Put people and safety first
   - Compliance with all federal, state and local orders is a required, minimum starting point
   - Adopt a hierarchy of controls
   - Keep it simple and realistic
   - Be willing to adapt

2. Science:
   - Be science driven, use credible sources

3. Communication:
   - Communicate information and resources with employees early and often to build trust
Ground Pandemic Response and Recovery in Key Principles

4. Data

**Example dashboard – NEBGH Member Company**

**Table: COVID-19 Data Explorer**

<table>
<thead>
<tr>
<th>Country</th>
<th>New Cases per million 7-Day Average</th>
<th>% Change</th>
<th>% COVID tests Positive</th>
<th>% Mortality</th>
<th>COVID-19 vaccination dose per million</th>
<th>Alert Level</th>
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<td>North Carolina</td>
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<td>Nova Scotia</td>
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<td>1.0%</td>
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<tr>
<td>St. John’s</td>
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<td>1.0%</td>
<td>1.0%</td>
<td>Low</td>
</tr>
</tbody>
</table>
Where are we now?

Daily new confirmed COVID-19 cases
Shown is the rolling 7-day average. The number of confirmed cases is lower than the number of actual cases; the main reason for that is limited testing.

Source: Johns Hopkins University CSSE COVID-19 Data
Where are we now?

CASES PER 100K POPULATION IN NEW YORK CITY METRO AREA, MIAMI METRO AREA, MICHIGAN, MINNESOTA AND PENNSYLVANIA

www.nebgh.org
Factors in Play

- **Variants of Interest**
  - B.1.526, B.1.525, and P.2

- **Variants of concern**
  - B.1.1.7, B.1.351, P.1, B.1.427, and B.1.429

- Evidence of impact on diagnostics, treatments, and vaccines

- Evidence of increased transmissibility

- Evidence of increased disease severity
Behaviors

Statewide Mask and Face-Covering Mandates

- Broad public outside/inside mask mandate
- Required for certain industry employees only
- Required inside business/public buildings
- No mask mandates

Source: MultiState. Data as of March 31, 2021. As of this date, 28 states require members of the public to wear masks broadly in public spaces, including outside; 4 states require masks in certain facilities; and an additional 6 states require masks for employees of certain industries.
Create COVID Safe Workplaces

Layers of Control

Screening  |  Physical Distancing  |  Personal Protective Equipment  |  Engineering Controls  |  Cleaning and Sanitization  |  Behaviors and Personal Hygiene

What is happening in the community may overwhelm any workplace controls
Enhance the Work-From-Home (WFH) Experience

RESOURCE: For Employees: How to Productively Work from Home

Set Work-Life Boundaries
- Set scheduled work hours and try to stick to them.
- Designate times for checking emails rather than looking at your mailbox all day.
- Create before and after work routines like listening to a podcast, taking a walk or reading the newspaper.
- Schedule breaks throughout the day to move around, catch up informally with coworkers and eat lunch.

Manage Your Workload
- Make a daily to-do list and differentiate what’s essential and time sensitive from what’s not.
- Break large projects into smaller, more actionable tasks.
- Figure out when you’re most productive and work on difficult tasks then.
- Set targets on how long to spend on each task and inform your team if a task is taking longer or shorter than expected. Consider using a digital time-tracking tool.
- Tell your manager if you need additional information, resources, tools or technology to do your job.

Create a Home Workspace
- Designate a specific part of your home as a workspace.
- Use a visual cue such as a pad, phone or quote to signify you’re in a working space if you need to move around.
- Personalize your workspace to create a comfortable environment.
- Declutter your workspace to reduce distractions.
- Use light, greenery and/or aromatherapy to boost your mood.
- Use noise-canceling headphones or listen to music to block out noise.

Keep Your Musculoskeletal System Healthy
- Set up your computer so that it’s an arm’s length away and at eye level to avoid slouching.
- Consider using a standing desk or placing your laptop on a high counter.
- Protect your back with lumbar support or a seat cushion.
- Keep your feet flat on the floor or use something to rest them on.
- Place your phone on speaker or use a headset to avoid cradling the phone between your head and neck.
- Take stretching and movement breaks every 60-90 minutes.
- Avoid eye strain by using the 20-20-20 rule: Every 20 minutes, focus your eyes on something 20 feet away for at least 20 seconds.

Address Child-Care and Elder-Care Challenges
- Tell your manager if you have caregiving responsibilities.
- Set guidelines for your family while working at home.
- Place signage at your WFH “office” that informs family whether it’s OK to enter.
- Get creative. Use virtual caregivers, take caregiver shifts (if you have a partner), or plan activities for family members that don’t require supervision.
- Take advantage of caregiving benefits that your employer offers.
Develop a Compelling Vaccine Engagement Strategy

- The guide explores common reasons for vaccine hesitancy – from trust, misinformation, complacency, perceived risk etc..

- Then provides resources for:
  - Developing a vaccine education program
  - Anticipating frequently asked questions and common misconceptions
  - Crafting vaccine communications that incorporate behavioral economic principles
  - If feasible, how to build worksite vaccination clinics or immunization events or how to promote near-site, local or community vaccination locations
  - Setting up automatic planning, enrollment and/or reminders for vaccinations
  - Incentives for vaccination
  - Time off for vaccination
  - Tracking vaccination rates
Vaccinations

Share of people who received at least one dose of COVID-19 vaccine
Share of the total population that received at least one vaccine dose. This may not equal the share that are fully vaccinated if the vaccine requires two doses.

USA 98M doses – 3x the next country

Israel: Share of adults that have received one or two doses of the COVID-19 vaccine
Share of adults in each age group that received at least one, or both doses of the COVID-19 vaccine. Numbers that have previously recovered from COVID-19 are also included in this share.

Israel: Confirmed COVID-19 cases by age group
The values for each age group are indexed to the cases reported at the peak of the last wave in mid-January. The chart shows the relative decline in cases since then by age group.
7 in 10 employers are educating their employees about the COVID-19 vaccines related to eligibility, points of access, benefits as well as safety and efficacy.

6 in 10 employers anticipate assisting in community rollouts of the COVID-19 vaccine by providing onsite access.

Over 80% of very large employers anticipate providing onsite COVID-19 vaccines before the year is up.

### What Organizations are Offering to Encourage Employees to Get the COVID-19 Vaccines

<table>
<thead>
<tr>
<th>ServiceProvided</th>
<th>Offering</th>
<th>Planning to Offer</th>
<th>Not Offering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education about eligibility</td>
<td>76%</td>
<td>10%</td>
<td>13%</td>
</tr>
<tr>
<td>Educating on safety and efficacy</td>
<td>69%</td>
<td>17%</td>
<td>13%</td>
</tr>
<tr>
<td>Educating on the benefits of the vaccine</td>
<td>70%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Educating on points of access</td>
<td>69%</td>
<td>17%</td>
<td>15%</td>
</tr>
<tr>
<td>Educating employees and their families</td>
<td>54%</td>
<td>22%</td>
<td>23%</td>
</tr>
<tr>
<td>Helping support community messaging</td>
<td>51%</td>
<td>11%</td>
<td>37%</td>
</tr>
<tr>
<td>Providing onsite vaccination with government approval (e.g. a POD site)</td>
<td>26%</td>
<td>34%</td>
<td>41%</td>
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<tr>
<td>Active support in community rollout</td>
<td>33%</td>
<td>10%</td>
<td>56%</td>
</tr>
</tbody>
</table>
Providing Onsite Vaccination with Government Approval (by size)

- **Offering**
  - 10,000 +: 44%
  - 1,000-4,999: 23%
  - 999-under: 6%

- **Planning to Offer**
  - 10,000 +: 44%
  - 1,000-4,999: 32%
  - 999-under: 24%

- **Not Offering**
  - 10,000 +: 11%
  - 1,000-4,999: 45%
  - 999-under: 71%
Where available, 6 in 10 employers do anticipate administering the COVID-19 vaccines through their onsite/near site clinics.

Most employers are offering time off to get the COVID-19 vaccines.

Very few employers anticipate mandating the COVID-19 vaccine even for higher exposure employee or those traveling on business.

A few employers are offering monetary incentives.
Vaccination Questions

- How long will immunity last?
- Effectiveness on variants?
- Will Vaccine Passports be required?
- Can vaccinated people be allowed to do more than unvaccinated – in society at work?
Effectively Navigate Return-to-Work (RTW)

- **External Criteria**
  - Community COVID data
  - Government Regulations
  - Public Health Guidance
  - Health System Capability

- **Internal Criteria**
  - Worksite Readiness
  - Plans and Policies
  - Employee Sentiment and Needs
  - Business Conditions and Needs
Over half of employers believe they will be in a more stabilized business environment by Q3 2021.

23% are still unsure of when they will return to a stabilized business environment.

Education and healthcare will return faster than most while finance and public administration industries anticipate a longer period of return to normal, on average.
## Resuming a more Stabilized Business Environment (by industry)

<table>
<thead>
<tr>
<th>Industry</th>
<th>Q2 2021</th>
<th>Q3 2021</th>
<th>Q4 2021</th>
<th>Q1 2022</th>
<th>Q2 2022</th>
<th>Not sure</th>
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<tr>
<td>Educational Services</td>
<td>35%</td>
<td>30%</td>
<td>25%</td>
<td>30%</td>
<td>25%</td>
<td>20%</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>30%</td>
<td>35%</td>
<td>40%</td>
<td>35%</td>
<td>40%</td>
<td>35%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>5%</td>
<td>10%</td>
<td>15%</td>
<td>20%</td>
<td>25%</td>
<td>30%</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>10%</td>
<td>15%</td>
<td>20%</td>
<td>15%</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>15%</td>
<td>20%</td>
<td>25%</td>
<td>30%</td>
<td>35%</td>
<td>40%</td>
</tr>
</tbody>
</table>

**Notes:**
- Data represents percentage of businesses resuming a more stabilized environment.
- Industries shown: Educational Services, Health Care and Social Assistance, Manufacturing, Finance and Insurance, Public Administration.
Surveillance Testing

**PCR**
- Highly accurate
- 24-48 hour turnaround
- Expensive

**Rapid Antigen**
- Less accurate
- Every 2-3 days
- Quick result – 15 minutes
- Cheap ($5)

2x per week
48hr result
$220 pepw

3x per week
15 min result
$15 pepw
Adapt Benefits to Address COVID (and COVID-related) Challenges

- Significant amount of healthcare didn’t happen in 2020:
  - Focus on high-value care and avoid low-value care
  - Impact on cancer screening and chronic disease management
- Impact of COVID-19
  - Cost of care
  - Long-COVID
  - Lifestyle - ↓ activity ↑ weight
Over 90% of employers have or anticipate expanding telehealth for both physical care and behavioral healthcare.

Similarly, 8 in 10 employers are expanding virtual wellbeing programs and investing in other care management solutions.

About 3 in 10 employers have implemented or are considering extended childcare support programs.

<table>
<thead>
<tr>
<th>Program</th>
<th>Currently Doing</th>
<th>Considering 1-3 Years</th>
<th>Not Considering</th>
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<tbody>
<tr>
<td>Expanded tele-health physical care</td>
<td>75%</td>
<td>20%</td>
<td>5%</td>
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<tr>
<td>Expanded tele-behavioral health care</td>
<td>68%</td>
<td>23%</td>
<td>9%</td>
</tr>
<tr>
<td>Expanded virtual wellbeing programs</td>
<td>54%</td>
<td>31%</td>
<td>15%</td>
</tr>
<tr>
<td>Investment in additional care management solutions</td>
<td>34%</td>
<td>44%</td>
<td>22%</td>
</tr>
<tr>
<td>High performance networks</td>
<td>29%</td>
<td>40%</td>
<td>31%</td>
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<tr>
<td>Extended childcare support</td>
<td>11%</td>
<td>19%</td>
<td>71%</td>
</tr>
</tbody>
</table>
Benefit Actions

- Value Based Insurance Design (V-bid and V-Bid X)
- Disparities in healthcare highlighted by COVID-19:
  - BIPOC groups
  - Social determinants of health
- Mental health availability and access
- Addressing Obesity
- Focused wellness programs
Preparing for the Next Pandemic

- Planning and preparation in Phases 1-4 minimizes impact of phases 5-6
- Lessons learned from this pandemic
Takeaways

- What is your organization’s approach to vaccination?
- Benefit design – equity, disparity, value
- Addressing missed healthcare and impact of pandemic and COVID-19
- Preparing for the next pandemic!
Questions?

Scott Conard, MD
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https://nebgh.org/initiative/pandemic-planning/
Upcoming Webinars

**Fiduciary Check-In on Pharmacy Benefit Management**
April 15, 2021, 1:00 p.m.-1:30 p.m. (EST)

**Mental Health Index**
April 21, 2021, 12:00 p.m.-12:30 p.m. (EST)

**Shifting Mindsets to Improve High Value Benefit Design**
May 6, 2021, 12:00 p.m.-1:00 p.m. (EST)