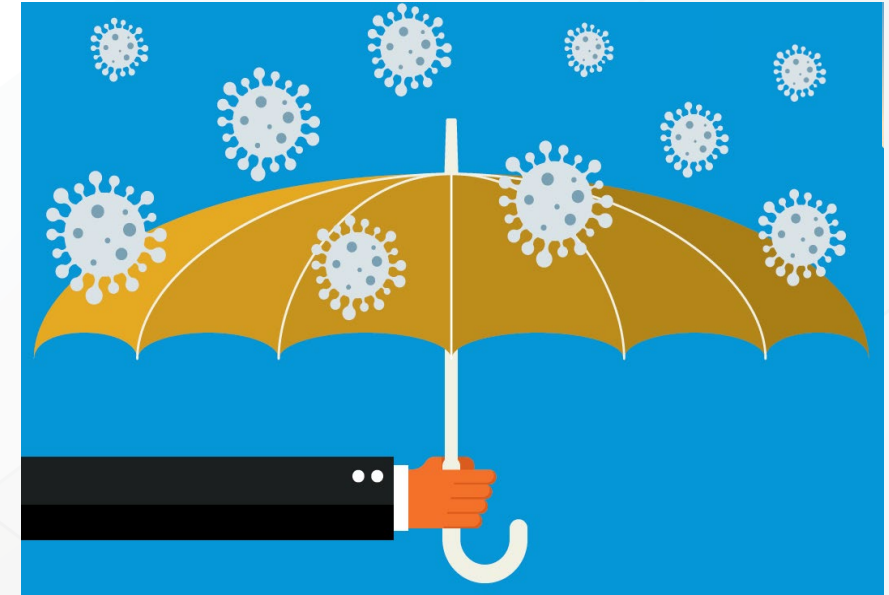


National Alliance

Pandemic Past, Present & Future

April 8, 2021



Speakers



Scott Conard, MD

MODERATOR

National Alliance of Healthcare
Purchaser Coalitions

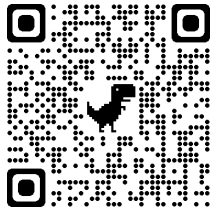


Mark Cunningham-Hill, MD

Northeast Business Group on Health

Medical Director Advisory Council Members

- Andrew Baskin, MD
- Jan Berger, MD
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- Bruce Sherman, MD
- Christa-Marie Singleton, MD
- Mike Sokol, MD



<https://nebgh.org/initiative/pandemic-planning/>



7-Action Steps for Employers



Ground Pandemic Response and Recovery in Key Principles



Create COVID-Safe Workplaces



Enhance the Work-From-Home (WFH) Experience



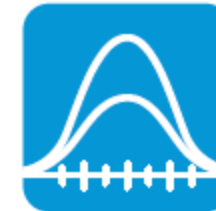
Navigate Return-To-Work Effectively (RTW)



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:

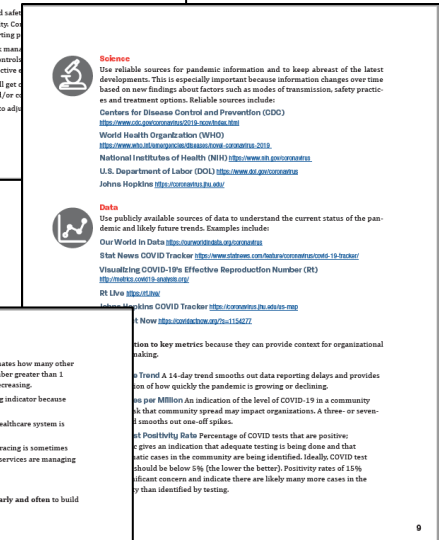
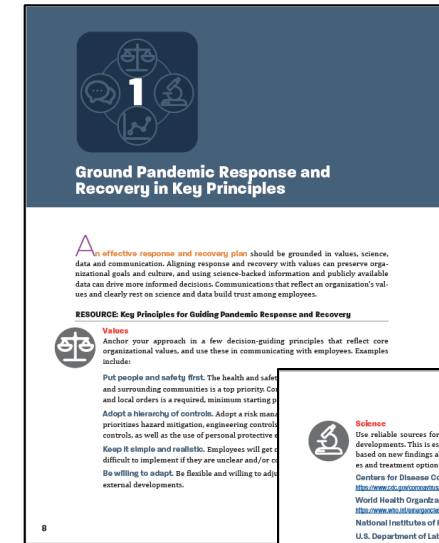
- Put people and safety first
- Compliance with all federal, state and local orders is a required, minimum starting point
- Adopt a hierarchy of controls
- Keep it simple and realistic
- Be willing to adapt

2. Science:

- Be science driven, use credible sources

3. Communication:

- Communicate information and resources with employees early and often to build trust

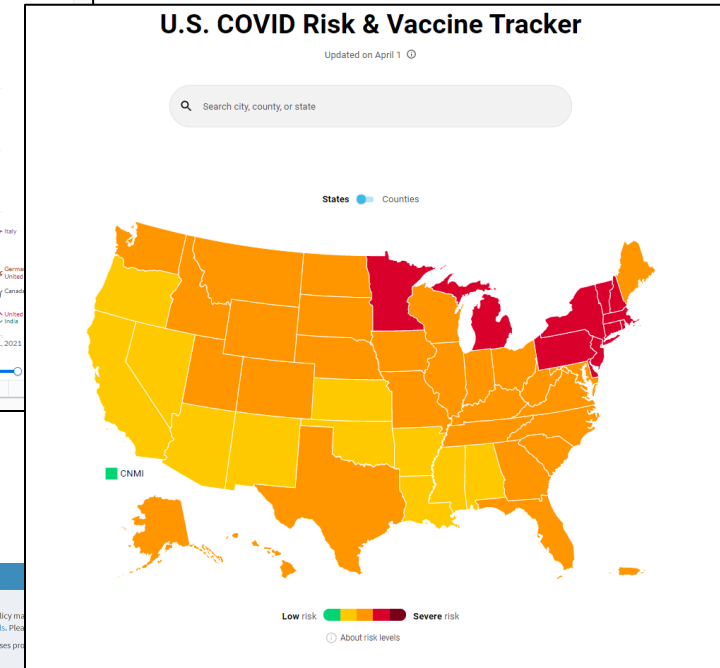
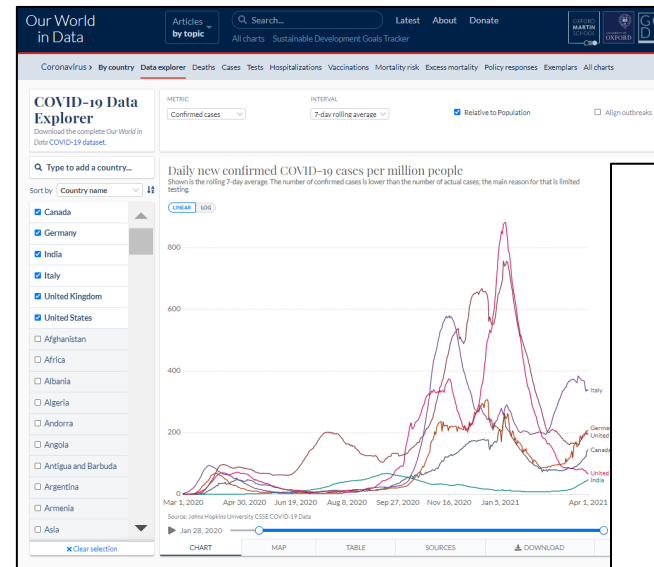




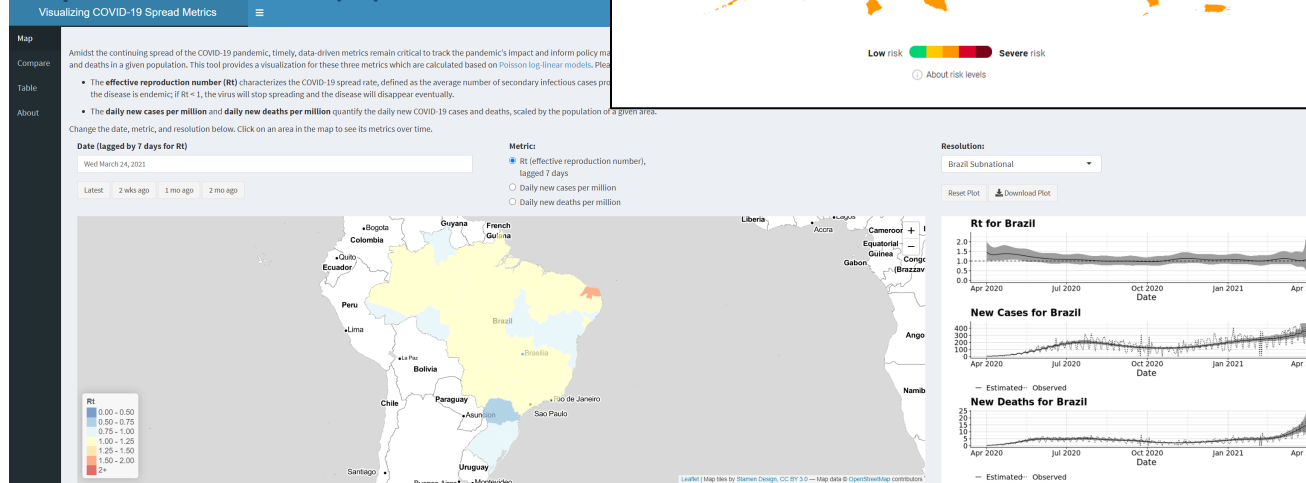
Ground Pandemic Response and Recovery in Key Principles

4. Data

North America						
	Country or State	New Cases per million 7-Day Average	% Change	% COVID test Positive	Rt Mean	COVID-19 vaccination doses administered per 100 people
USA	New Jersey	474.00	5.6%	9.2%	1.07	31.20
USA	Michigan	462.00	52.5%	9.8%	1.31	27.00
USA	Rhode Island	369.00	7.9%	2.3%	1.07	31.00
USA	New York	350.00	7.4%	5.2%	1.00	29.00
USA	Connecticut	341.00	39.2%	3.9%	1.18	33.00
USA	Massachusetts	305.00	20.1%	2.3%	1.12	32.00
USA	Pennsylvania	277.00	22.6%	7.6%	1.14	30.00
USA	Delaware	258.00	-1.5%	4.5%	1.04	29.00
USA	New Hampshire	255.00	21.4%	3.5%	1.13	30.00
USA	Vermont	245.00	25.0%	2.3%	1.10	31.00
USA	Minnesota	242.00	21.0%	5.2%	1.14	30.00
USA	Florida	231.00	11.1%	7.3%	1.02	26.00
USA	West Virginia	226.00	21.5%	5.8%	1.14	29.00
USA	South Dakota	219.00	10.1%	10.9%	1.10	33.00
USA	South Carolina	214.00	-1.8%	13.5%	0.99	26.00
USA	Alaska	207.00	19.7%	2.8%	1.05	33.00
USA	Colorado	197.00	12.6%	4.0%	1.07	28.00
USA	Maryland	182.00	19.7%	5.5%	1.11	29.00
USA	Tennessee	179.00	0.6%	7.3%	0.99	24.00
USA	District of Columbia	177.00	18.0%	2.8%	0.97	24.00
USA	Iowa	177.00	33.1%	6.5%	1.08	29.00
USA	North Dakota	175.00	41.1%	3.3%	1.17	31.00
USA	Illinois	171.00	22.1%	3.0%	1.12	29.00
USA	North Carolina	171.00	-1.2%	5.1%	1.02	28.00
USA	Virginia	171.00	0.6%	5.7%	1.04	28.00
CANADA	Saskatchewan	169.25	21.9%		1.28	
USA	Idaho	161.00	-8.5%	4.9%	1.00	25.00
USA	Georgia	150.00	0.7%	5.3%	0.97	22.00
USA	Montana	149.00	-10.2%	4.6%	1.03	29.00
USA	Nebraska	149.00	12.0%	6.9%	1.04	29.00
USA	Maine	145.00	-5.2%	3.3%	1.05	32.00
USA	Ohio	144.00	11.6%	3.3%	1.04	27.00
USA	Texas	133.00	-2.2%	5.8%	0.91	24.00
USA	Kentucky	132.00	-13.7%	3.7%	0.91	30.00
USA	Utah	130.00	-11.0%	4.1%	0.95	24.00
USA	Indiana	126.00	12.5%	3.5%	1.04	24.00
CANADA	Alberta	125.99	52.8%		1.17	
CANADA	Ontario	121.94	52.2%		1.35	
USA	Washington	117.00	18.2%	4.7%	1.10	28.00
USA	Missouri	115.00	27.8%	4.3%	1.09	25.00



Visualizing COVID-19's Effective Reproduction Number (Rt)



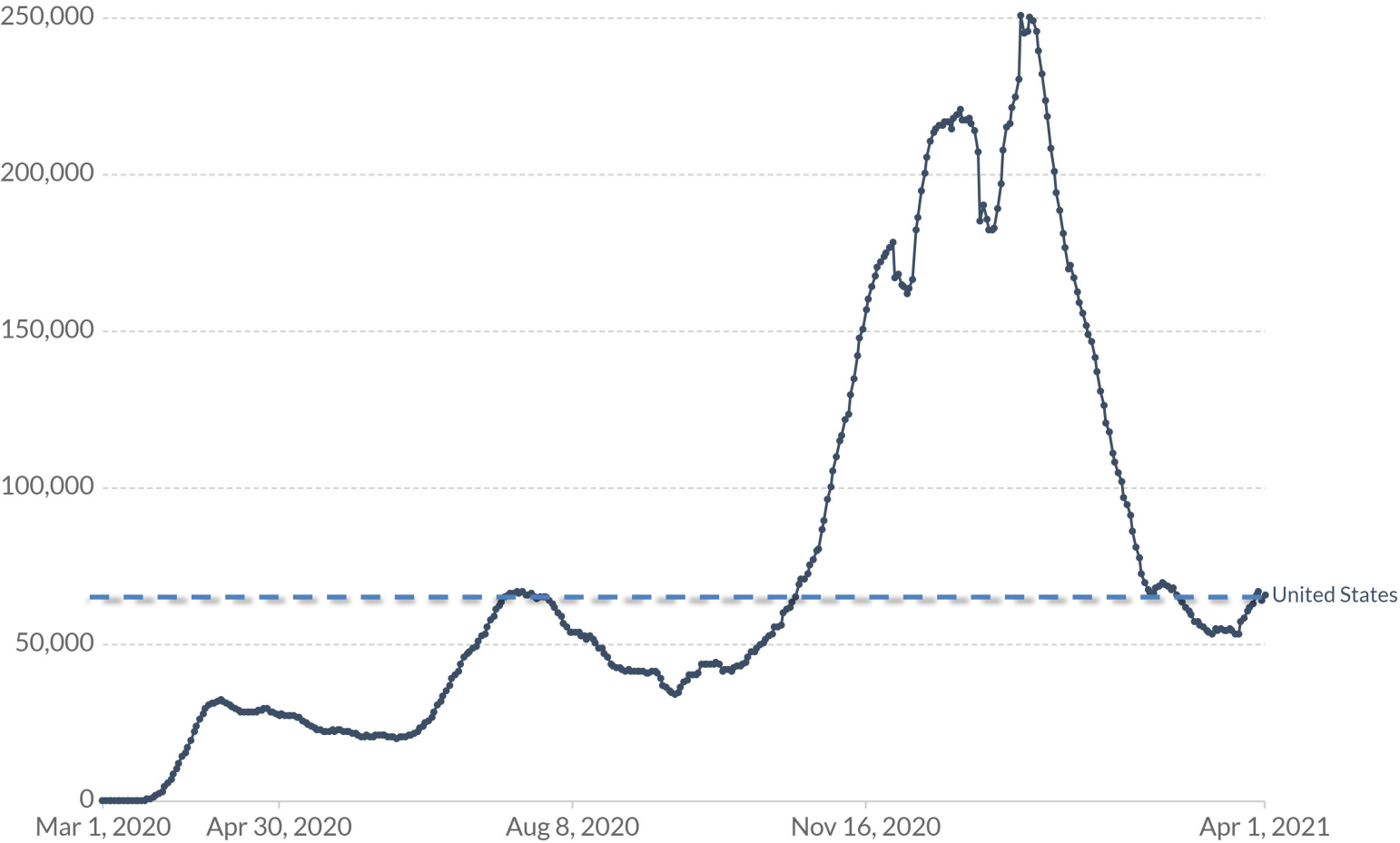
Example dashboard – NEBGH Member Company

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.

Our World
in Data

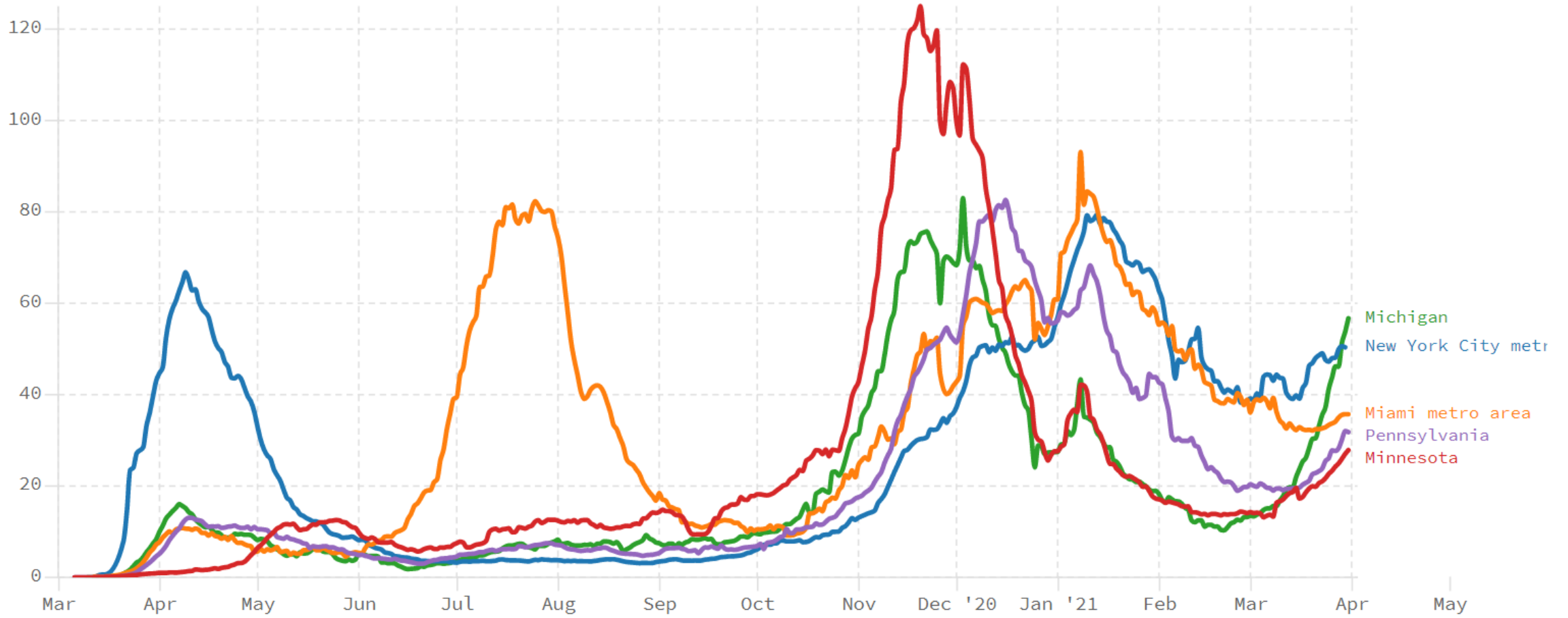


Source: Johns Hopkins University CSSE COVID-19 Data

CC BY

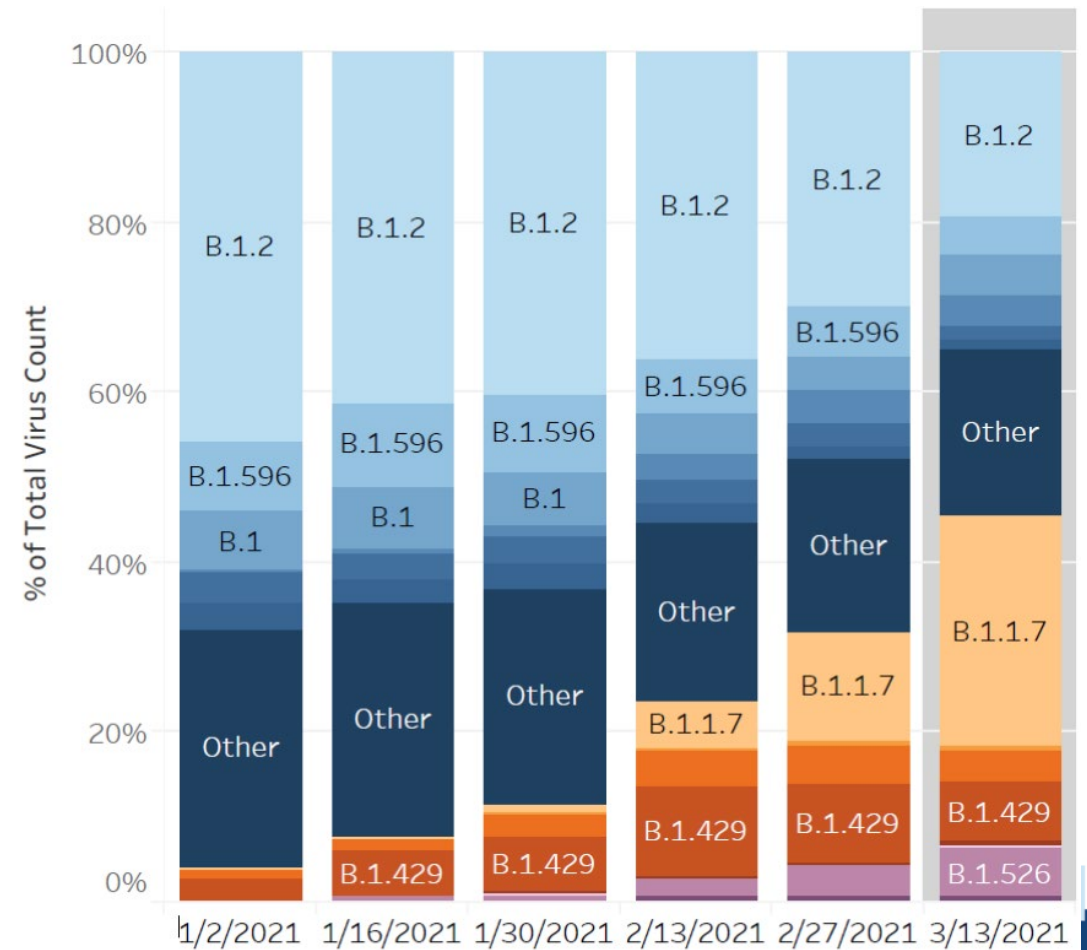
Where are we now?

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



Factors in Play

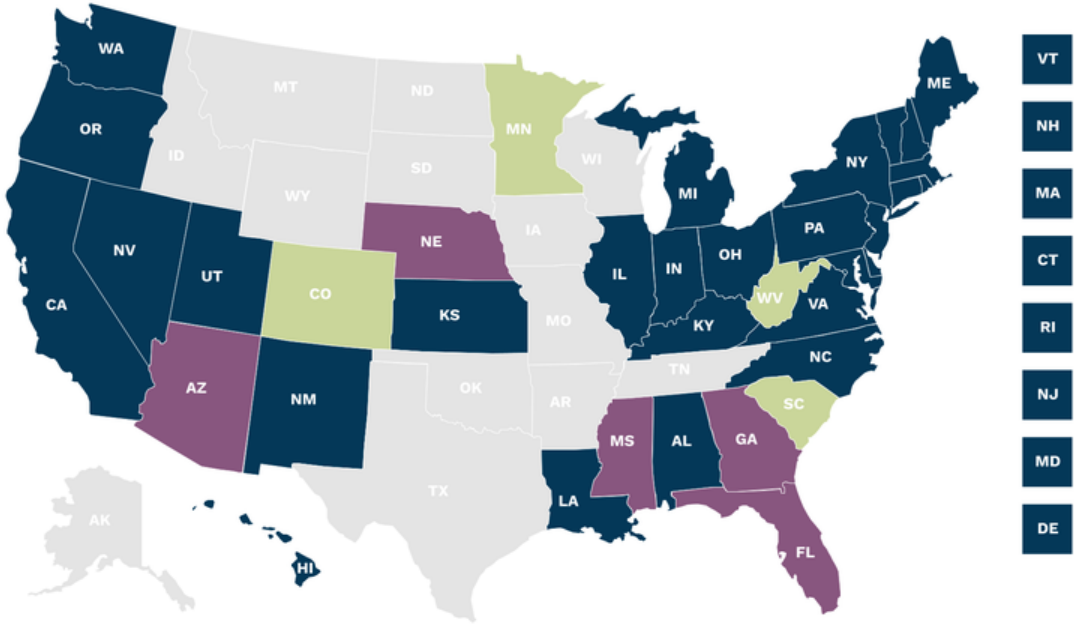
- Variants of Interest
 - B.1.526, B.1.525, and P.2
- Variants of concern
 - B.1.1.7, B.1.351, P.1, B.1.427, and B.1.429
 - Evidence of impact on diagnostics, treatments, and vaccines
 - Evidence of increased transmissibility
 - Evidence of increased disease severity



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



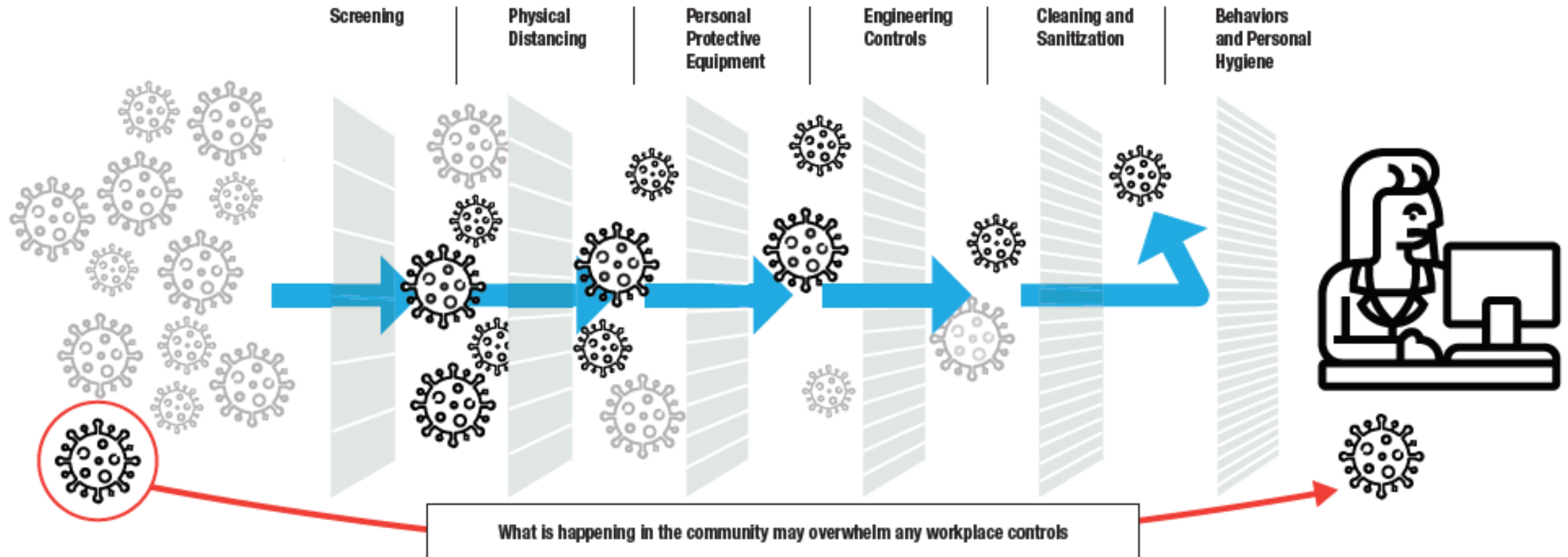
Source: MultiState. Data as of March 31, 2021. As of this date, 28 states require members of the public to wear masks broadly in public spaces, including outside; 4 states require masks in certain facilities; and an additional 5 states require masks for employees of certain industries.



Create COVID Safe Workplaces



Layers of Control



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, photo 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



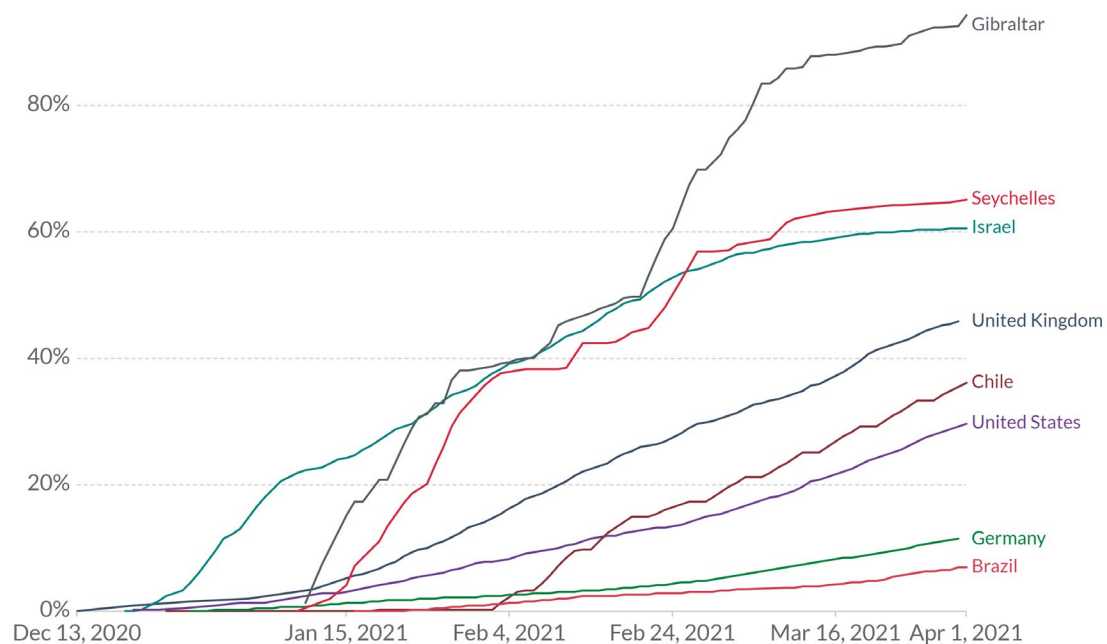
- The guide explores common reasons for vaccine hesitancy – from trust, misinformation, complacency, perceived risk etc..
- Then provides resources for:
 - Developing a vaccine education program
 - Anticipating frequently asked questions and common misconceptions
 - Crafting vaccine communications that 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.

Our World
in Data



Source: Official data collated by Our World in Data

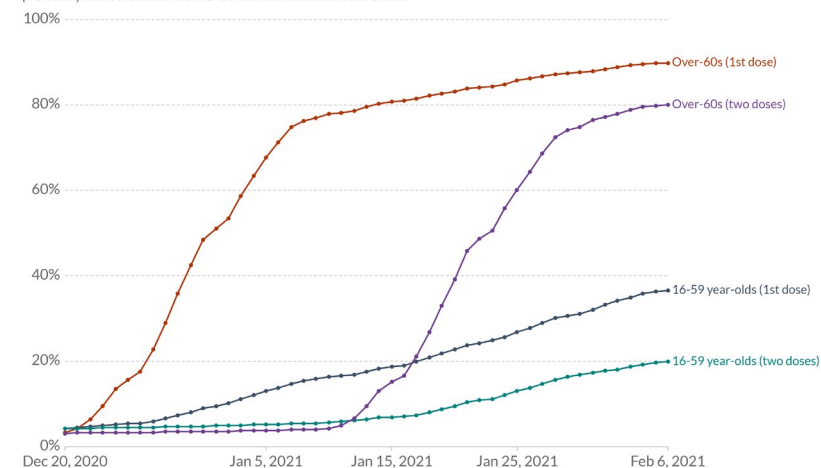
CC BY

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.

Our World
in Data

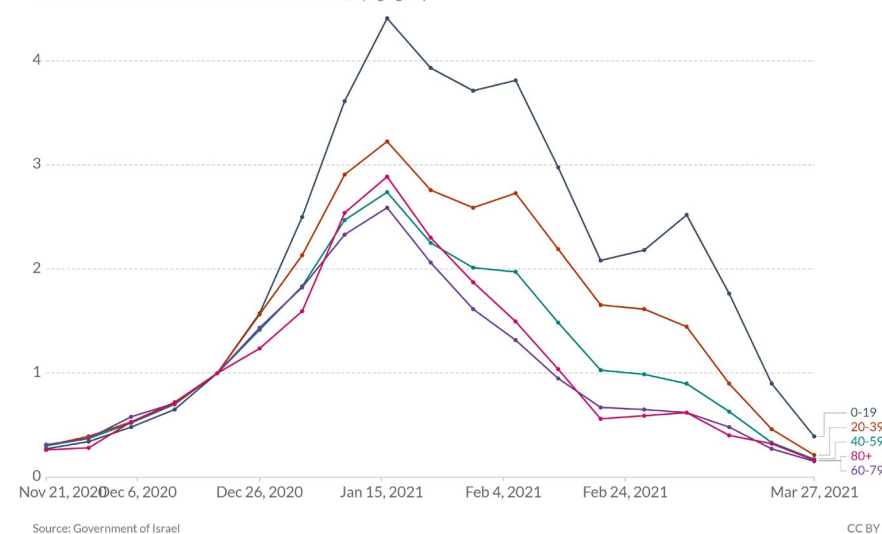


Source: Rossman, Shilo, Meir, Gorfine, Shalit & Segal (2021). Patterns of COVID-19 pandemic dynamics following deployment of a broad national immunization program. CC BY

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.

Our World
in Data



Source: Government of Israel

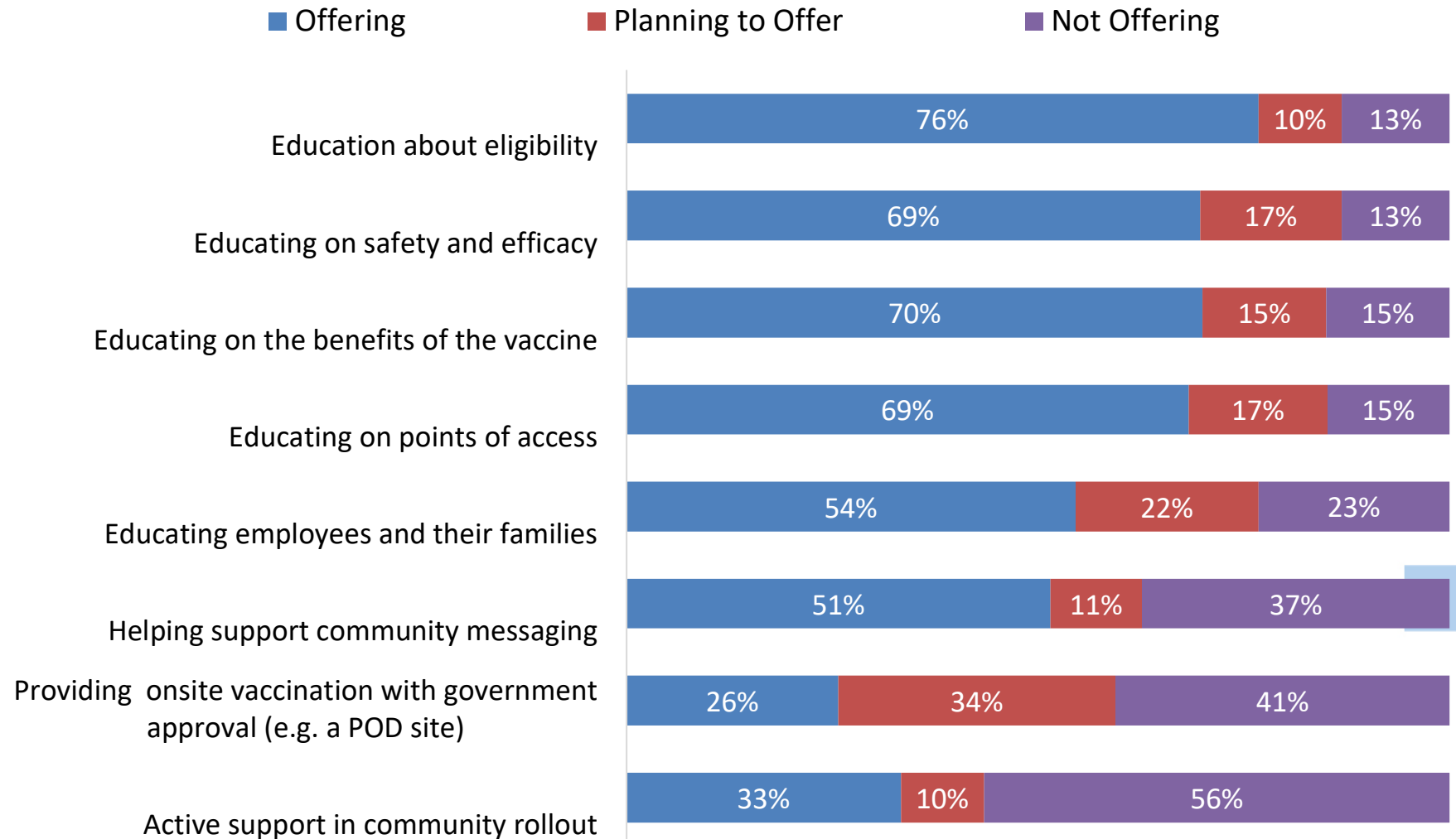
CC BY

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

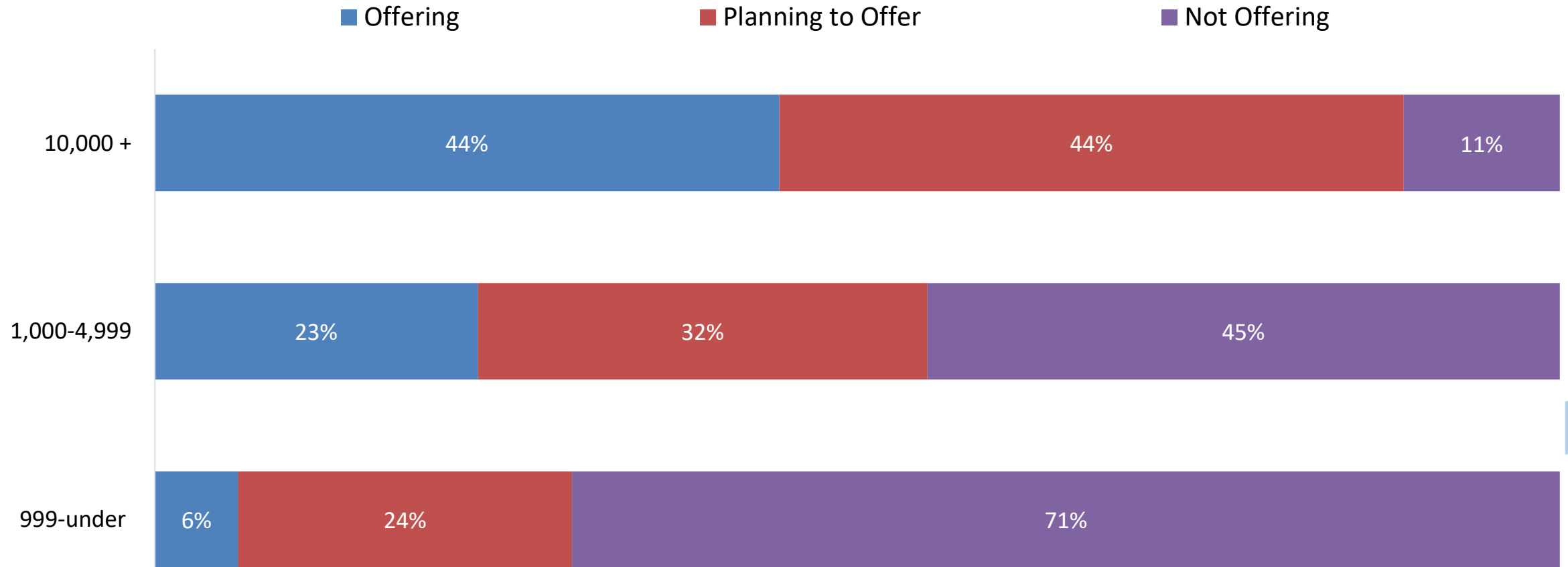
6 in 10 employers anticipate assisting in community rollouts of the COVID-19 vaccine by providing onsite access

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

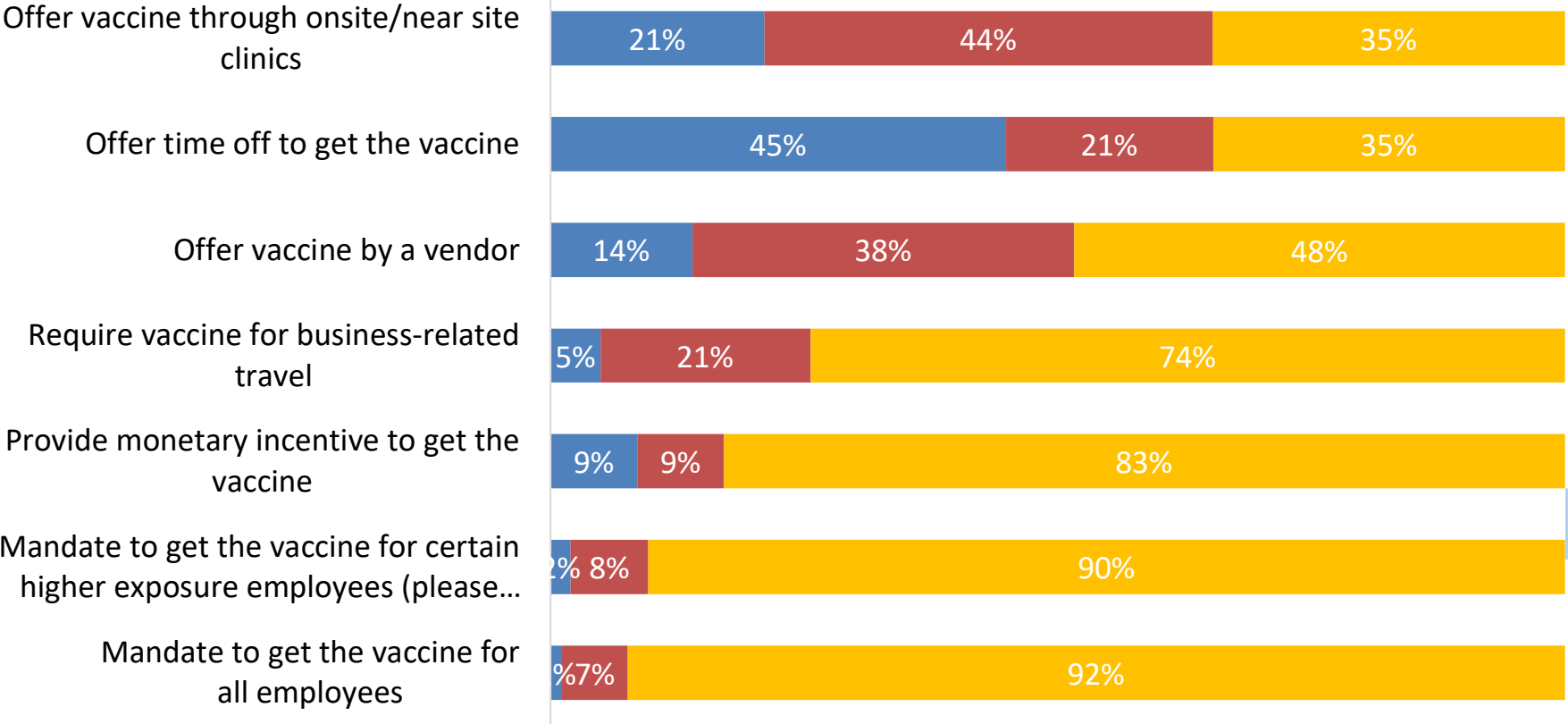


Providing Onsite Vaccination with Government Approval (by size)



Workplace Policies Regarding the COVID-19 Vaccines

■ Already Implemented ■ Considering Next 12 months ■ Not Considering



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

RESOURCE: Checklist for Effectively Navigating Return-To-Work (RTW)

External Criteria

Check Disease Incidence and Distribution

- New case trends
- New case rates
- Test positivity
- Transmission number (R0/Rt)
- Hospitalization/ICU capacity
- Death rates (lagging indicator)

Check Government Regulations

- Stay-at-home orders
- Workplace restrictions

Check Public Health Guidance

- CDC
- State departments of health
- NIH
- U.S. DOL
- Industry trade groups and business coalitions

Check Health System Capability

- Available hospital and ICU beds
- Availability and efficiency of contact tracing
- Availability and quality of testing
- Availability of effective treatments and/or vaccines

Internal Criteria

Check Worksite Readiness

- Methods to promote safe behaviors like personal hygiene
- Access to PPE
- Ability to physically distance
- Enhanced cleaning and disinfecting
- Risk of aerosol spread and availability of engineering controls to limit risk
- Ability to identify, manage and appropriately report exposed and infected employees
- Training for employees on safety and RTW procedures

Check Plans and Policies

- Organized approach for returning to work—phases, capacity, etc.
- Contingency plans for subsequent infection waves
- Flexible work arrangement policies

Check Employee Sentiment and Needs

- Employees' site-of-work preferences
- Challenges employees face working from home
- Opportunities created for employees by working from home
- Accommodations for high-risk employees

Check Business Conditions and Needs

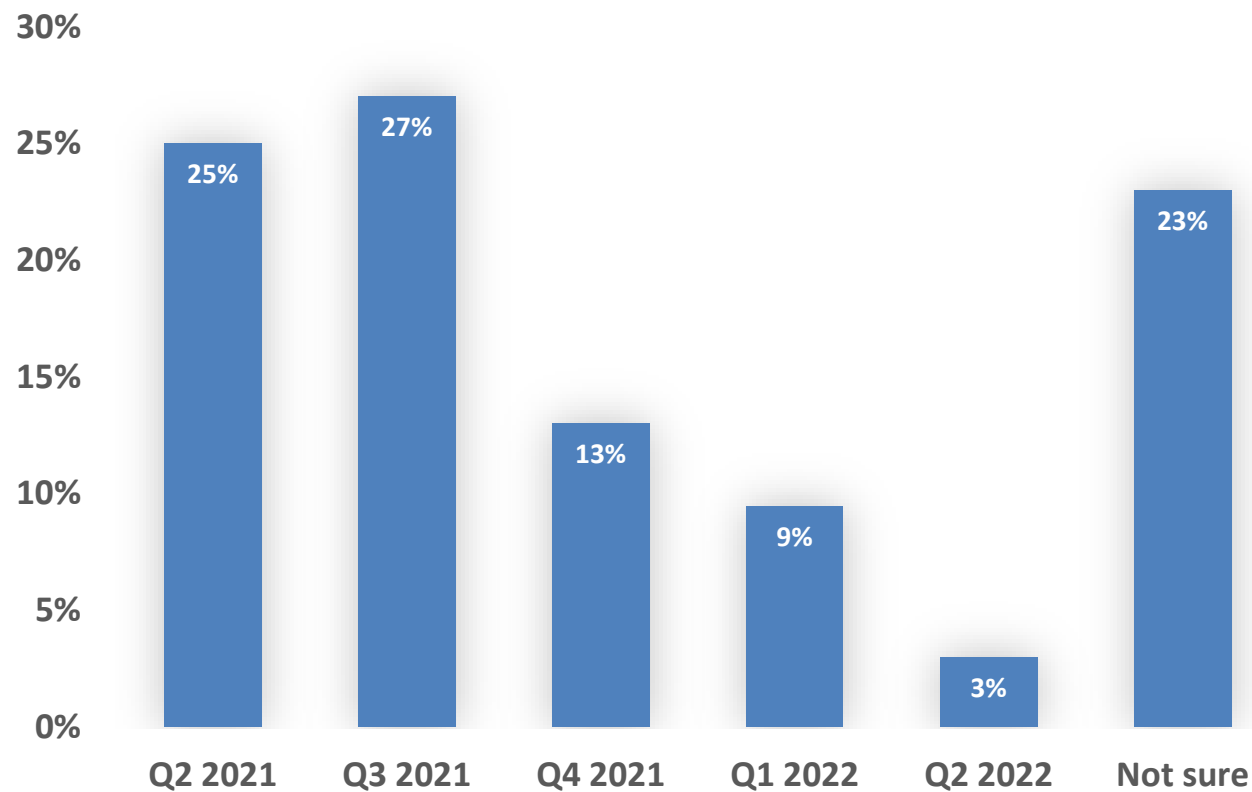
- Telework and technology capabilities
- Added value from employees on site
- Added value or savings from employees working remotely
- Productivity onsite vs. remote
- Implications for recruitment and retention

Over half of employers believe they will be in a more stabilized business environment by Q3 2021

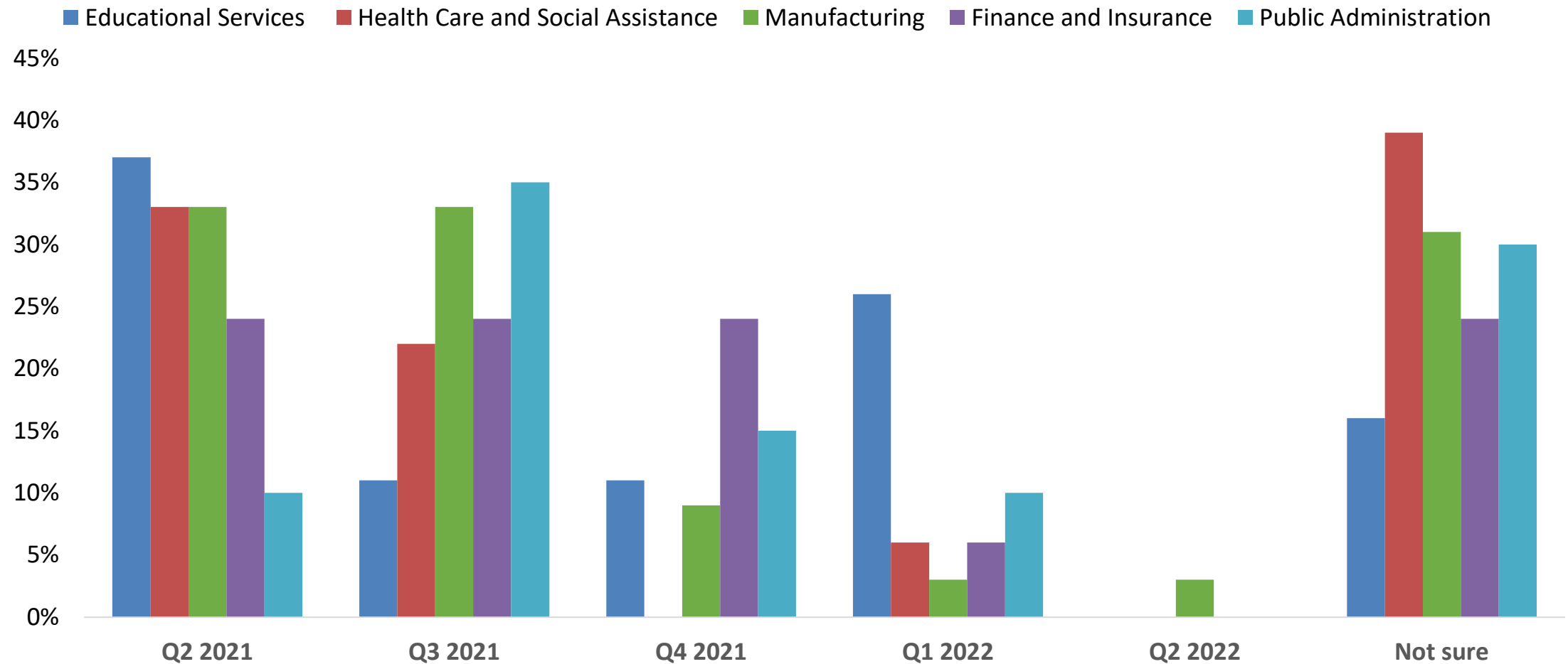
23% are still unsure of when they will return to a stabilized business environment

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



Resuming a more Stabilized Business Environment (by industry)



Surveillance Testing

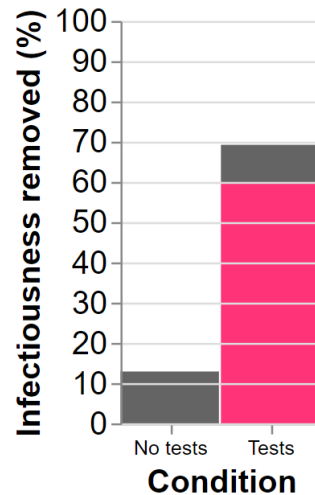
PCR

- 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



● Detected
● Self-isolated



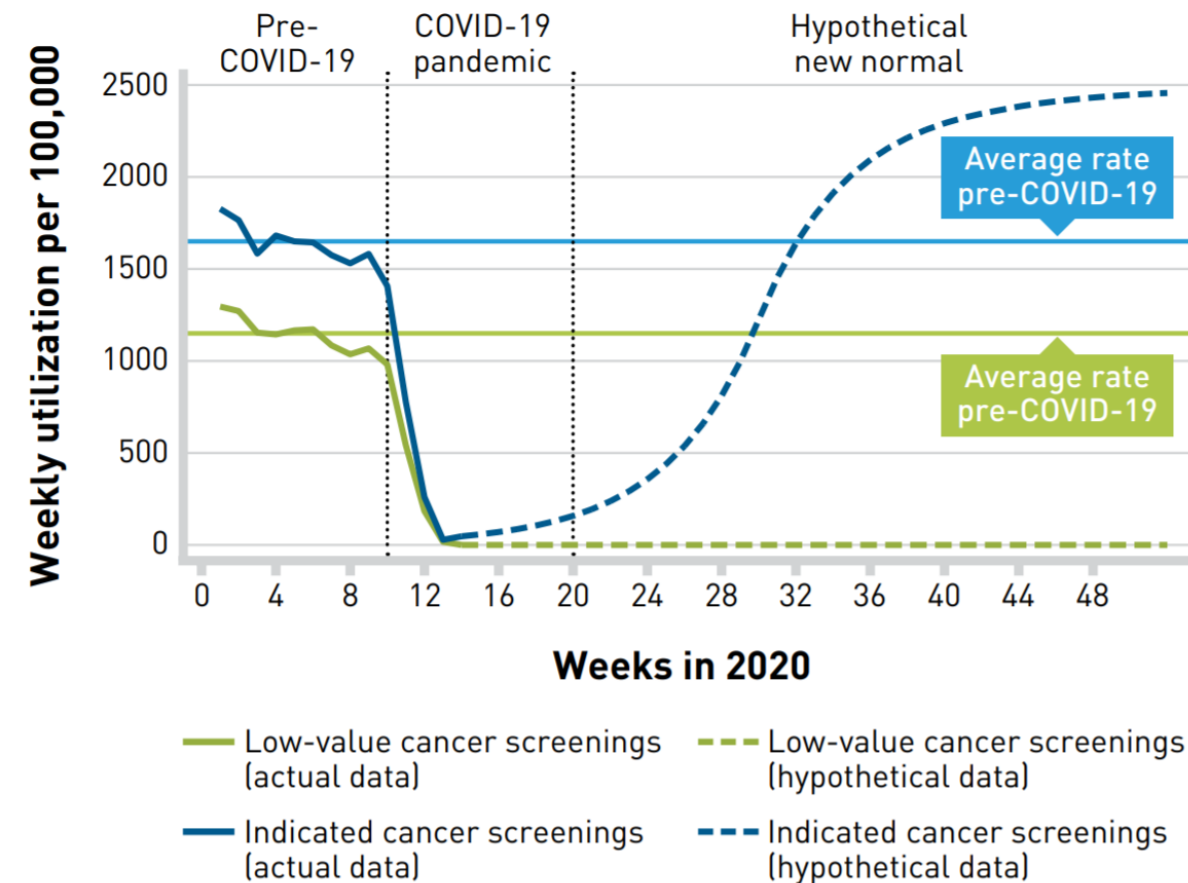
3x per week
15 min result
\$15 pepw

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

FIGURE. Preventing the Resurgence of Low-Value Care in the Post-COVID-19 Era^a



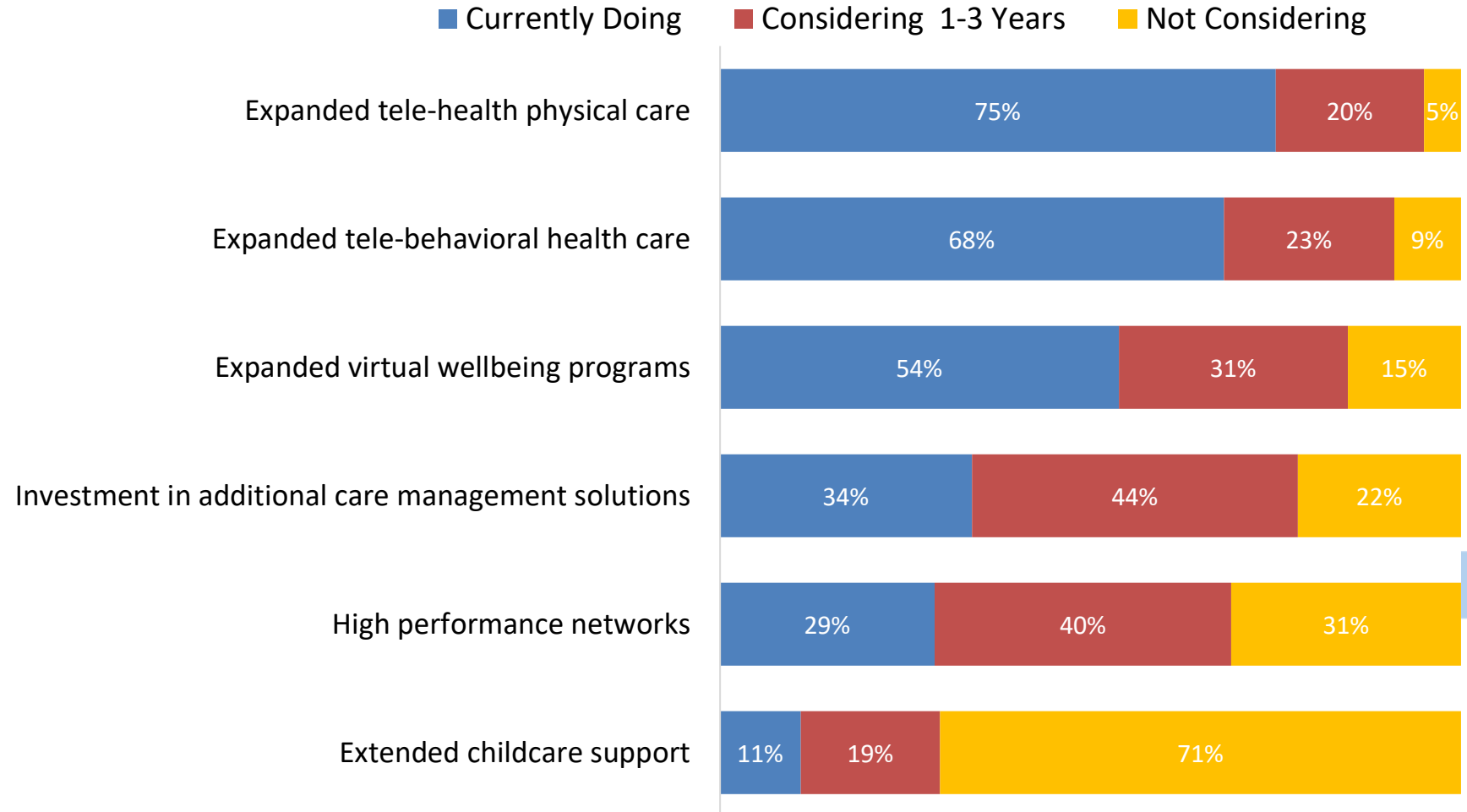
CONFIDENTIAL - For Internal Use Only

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

Benefit Design Strategy: Programs

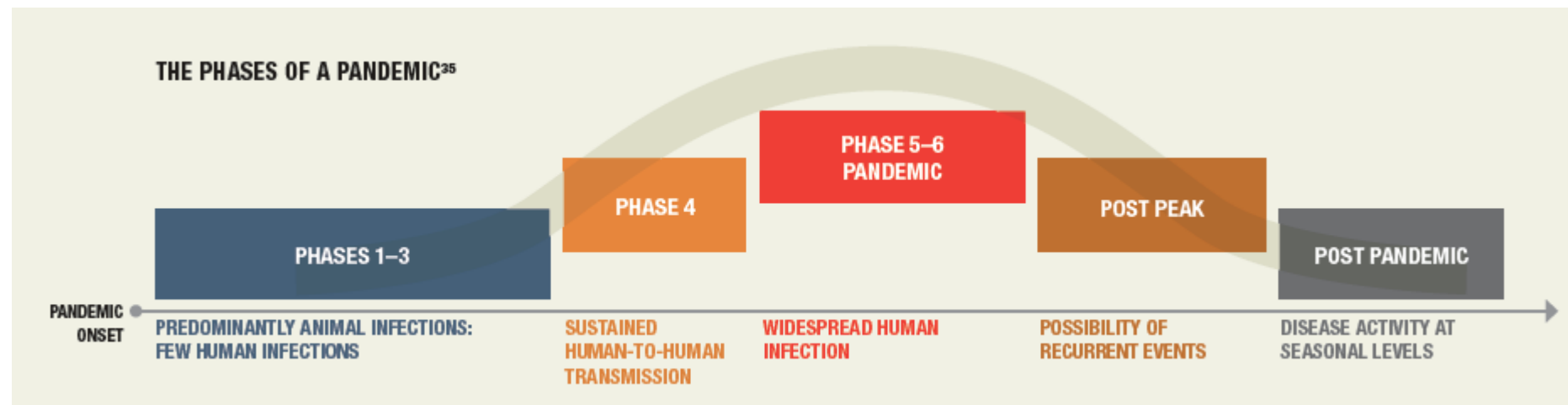
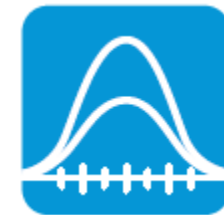




Benefit Actions

- 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?
 - RTW – What? When? How? Why?
 - Benefit design – equity, disparity, value
 - Addressing missed healthcare and impact of pandemic and COVID-19
 - Preparing for the next pandemic!
- 

Questions?



Scott Conard, MD

MODERATOR

National Alliance of Healthcare
Purchaser Coalitions



Mark Cunningham-Hill, MD

Northeast Business Group on Health

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- Bruce Sherman, MD
- Christa-Marie Singleton, MD
- Mike Sokol, MD

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)