Back to work post-pandemic? New approaches in 2021

Michael Thompson
President & CEO
National Alliance of Healthcare Purchaser Coalitions

Ed Quick, CDMS, CRC
Commissioner
Commission for Case Manager Certification
Agenda

Welcome and Introductions:
- Nancy Freeborne, DrPH, MPH, PA-C
  Senior Advisor for Educational Programming
  Health2 Resources
- Ed Quick, CDMS, CRC
  Commissioner
  Commission for Case Manager Certification

Presentation:
- Michael Thompson
  President & CEO
  National Alliance of Healthcare Purchaser Coalitions
Learning Outcomes

After this presentation, the successful participant will be able to:

1. Review how COVID–19 risks, stressors, and adaptations of the last year have affected employees and influenced workplace practices and policies;
2. Discuss COVID-19 vaccine considerations related to the evolution of those workplace practices in 2021;
3. Explain key considerations that COVID reopening teams are dealing with in transitioning operations to a more sustainable long-term environment;
4. Describe expected post-pandemic back-to-work practices and health strategies; and
5. Identify potential lasting legacies of COVID in the workplace
Exam Prep Resources

Quiz App  Practice Exam  Glossary App

Certification 360 Virtual Workshops  Printable Glossary  Exam Prep References  8-Week Prep Circuit
If you’re watching this webinar and do NOT need CE credit, please take a moment to complete our survey found here:

bit.ly/CCMCThompson (case sensitive)

Your feedback helps us provide speakers and topics most relevant to you and the important work you do!
Back to work post-pandemic? New approaches in 2021

Ed Quick, CDMS, CRC
Commissioner
Commission for Case Manager Certification
Managing Work and Life

- Changes in how and where employees work
- Supporting health and wellbeing is critical
- Stressors:
  - Juggling home and workplace issues
  - Watching the impact of COVID-19 on family and clients
  - Navigating workplace and personal changes such as virtual learning and telework
Silver Linings

- Telehealth fast-forwarded
- Understanding of how work and home life are interwoven
- Efficiencies gained in working online
- Appreciation of personal touch
Back to work post-pandemic? New approaches in 2021

Michael Thompson
President & CEO
National Alliance of Healthcare Purchaser Coalitions
Overview of the National Alliance

- Only nonprofit healthcare purchaser-led organization with a national and regional structure
- 45 coalitions representing diverse employers/purchasers
  - 60% Fortune 100 and many mid-sized employers
  - Public sector – cities, states, school districts, federal government
  - Union organizations

National Alliance of Healthcare Purchaser Coalitions

- Representing purchasers covering 45 million Americans

Our Approach

- Design and drive healthcare value
- Assess and improve the market
- Engage and enable purchasers
- Partner with and influence stakeholders
- Continually connect and learn

Special Focus

- Mental Health
- Race, Health & Equity
- COVID-19

National Alliance of Healthcare Purchaser Coalitions
Driving Health, Equity and Value
NATIONAL ALLIANCE OF HEALTHCARE PURCHASER COALITIONS
Representing purchasers covering 45 million Americans

OUR APPROACH

define and drive healthcare value
assess and improve the market
engage and enable purchasers
partner with and influence stakeholders
continually connect and learn

Special Focus
Mental Health
Race, Health & Equity
COVID-19
What happened last Spring

### Ability to effectively work from home

<table>
<thead>
<tr>
<th>&lt;50% of employees</th>
<th>50-69% of employees</th>
<th>70-89% of employees</th>
<th>90%+ of employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaried</td>
<td>Hourly</td>
<td>Salaried</td>
<td>Hourly</td>
</tr>
<tr>
<td>22%</td>
<td>69%</td>
<td>18%</td>
<td>12%</td>
</tr>
<tr>
<td>27%</td>
<td>9%</td>
<td>33%</td>
<td>10%</td>
</tr>
</tbody>
</table>

### Educating/updating employees on COVID-19

- **Daily**: 40%
- **Several times a Week**: 42%
- **Weekly**: 15%
- **Bi-weekly or less frequent**: 3%

### Emotional and Caregiving Support

- **Currently doing**: 52%
- **Considering**: 23%
- **Not doing/considering**: 25%

- **Provide special support for the emotional risks posed by COVID-19**
- **Unpaid family leave for caregiver support affected by COVID-19**
- **Paid family leave for caregiver support affected by COVID-19**

### Consensus: No in-person meetings or travel

- **Suspended hosting of meetings, conferences**: 100%
- **Suspended attendance at meetings, conferences**: 98%
- **Suspended discretionary travel**: 98%

Source: National Alliance Pulse of the Purchaser Survey – March, 2020
COVID-19 – National Alliance Support

Key areas of focus

• Vaccination readiness
• Mental health of the workforce
• Workplace safety
• Caregiving support & working from home
• High value preventive care
• Long term impacts of COVID & survivorship
• Impact on race and ethnicity
• New Normal
Impact of COVID-19 on Healthcare & Health

2020-2021
Explosion of telehealth (30X)
Decreased physician visits (down 3.8%)
Reduced healthcare trend (negative 2.7%)
Hospital costs flat
Higher healthcare self-efficacy?
Average weight gain – 0.6 lbs every 10 days
Culture of mutual support and connection

Exacerbation of key issues
• Prevention & Early Detection
• Obesity & Chronic Disease
• Mental health
• Health Equity

In the absence of strategic actions,
2021-2022 Healthcare Trend could be highest in last 10-20 years
Race, Health & Equity: A Renewed Focus

**Understand Impact of Differences**
- Engage diverse communities
- Obtain data at Community and Organizational Level
- Analyze “variation” not “averages”
- Examine business case to address

**Integrate Equity into Strategy**
- Break down silos (eg D&I, HR, Benefits, Wellbeing)
- Establish Equity Metrics for Programs
- Improve program responsiveness
- Extend cultural focus (eg culture of health, safety & equity)

**Evaluate & Engage Supply Chain**
- Include equity & inclusion in accountabilities
- Focus on direct (health plans, vendors) and indirect (providers) influence
- Create transparency on performance
- Align incentives with expectations

**Sustain Culture of Inclusion**
- Makeup of governance & key advisors
- Inclusion in balanced scorecard
- Organization values & objectives
- Investment consistent with needs & strategy
**Pulse of the Purchaser 2021-2023**
Directions in Workforce, Benefits, Health Equity

Total responses: 151 employers nationwide

- Manufacturing: 25%
- Healthcare & Social Assistance: 12%
- Finance & Insurance: 16%
- Educational Services: 11%
- Transportation: 10%
- Professional Services: 6%
- Public Administration: 8%
- Other: 7%
- Retail/Wholesale Trade: 4%

**BY SIZE**
- 10,000 +: 25%
- 5,000 - 9,999: 10%
- 1,000 - 4,999: 27%
- 300 - 999: 16%
- Fewer than 300: 21%

**BY INDUSTRY**

Source: National Alliance Pulse of the Purchaser Survey – March 2021
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.

Source: National Alliance Pulse of the Purchaser Survey – March 2021
Organizations are anticipating continuing to allow virtual activity, as appropriate, through the end of 2021 (work from home, meetings, learning/career advancement opportunities).

Similarly, 60% are anticipating flexibility to cover employee home demands.

Approximately 2/3 anticipate that business travel, both within the local area and out of state will be restrained through the end of 2021.

### What Organizations are Providing for Balance of 2021

<table>
<thead>
<tr>
<th>Service Provided</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to allow people to work from home (as job permits)</td>
<td>83%</td>
</tr>
<tr>
<td>Expanded virtual meeting capabilities</td>
<td>76%</td>
</tr>
<tr>
<td>Flexibility to cover employee home demands</td>
<td>60%</td>
</tr>
<tr>
<td>Virtual learning/career advancement opportunities</td>
<td>54%</td>
</tr>
<tr>
<td>Reimbursement for authorized business travel within local area</td>
<td>35%</td>
</tr>
<tr>
<td>Reimbursement for authorized business travel out of state</td>
<td>33%</td>
</tr>
<tr>
<td>At home safety/ergonomics policies/support</td>
<td>29%</td>
</tr>
<tr>
<td>Other (please provide examples)</td>
<td>12%</td>
</tr>
</tbody>
</table>

Source: National Alliance Pulse of the Purchaser Survey – March 2021
### What Organizations are Offering to Encourage Employees to Get the COVID-19 Vaccines

<table>
<thead>
<tr>
<th>Offered Activity</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>
</tr>
<tr>
<td>Active support in community rollout</td>
<td>33%</td>
<td>10%</td>
<td>56%</td>
</tr>
</tbody>
</table>

Source: National Alliance Pulse of the Purchaser Survey – March 2021

7 out of 10 employers are educating their employees about the COVID-19 vaccines related to eligibility, points of access, benefits as well as safety and efficacy.

Over half of 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.
Insights from Kaiser Family Foundation Vaccine Monitor Archives

Vaccine resistant sub-groups prior to COVID

- Minorities
- Residents of rural areas
- Persons with conservative political leanings
- Many parents

COVID-19 Vaccine Confidence

- 22% of adults are firmly opposed to vaccination.
- 22% of adults have a wait-and-see approach to vaccination.
- Vaccine hesitancy differs by race, political party, rurality, and other factors.
- 80% percent of the wait-and-see group express concerns about vaccine side effects.
- Large shares of Black and Hispanic individuals in the wait-and-see group report concerns about the following:
  - Getting COVID-19 from the vaccine (despite the fact it is not possible)
  - Missing work because of vaccine side effects
  - Incurring out-of-pocket expenses
Communication strategies to help encourage vaccine uptake

• “Meet people where they are”
• Adapt messaging as circumstances change
• Identify trusted messengers to deliver messages
• Leverage trusted vaccine endorsers
• Emphasize support for vaccination instead of focusing on naysayers
• Avoid repeating false claims
• Don’t try to persuade everyone

General communications are giving way to more focused and intentional messaging
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.

### Workplace Policies Regarding COVID-19 Vaccines

<table>
<thead>
<tr>
<th>Policy</th>
<th>Already Implemented</th>
<th>Considering Next 12 months</th>
<th>Not Considering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offer vaccine through onsite/near site clinics</td>
<td>21%</td>
<td>44%</td>
<td>35%</td>
</tr>
<tr>
<td>Offer time off to get the vaccine</td>
<td>45%</td>
<td>21%</td>
<td>35%</td>
</tr>
<tr>
<td>Offer vaccine by a vendor</td>
<td>14%</td>
<td>38%</td>
<td>48%</td>
</tr>
<tr>
<td>Require vaccine for business-related travel</td>
<td>5%</td>
<td>21%</td>
<td>74%</td>
</tr>
<tr>
<td>Provide monetary incentive to get the vaccine</td>
<td>9%</td>
<td>9%</td>
<td>83%</td>
</tr>
<tr>
<td>Mandate to get the vaccine for certain...</td>
<td>2%</td>
<td>8%</td>
<td>90%</td>
</tr>
<tr>
<td>Mandate to get the vaccine for all employees</td>
<td>1%</td>
<td>7%</td>
<td>92%</td>
</tr>
</tbody>
</table>

Source: National Alliance Pulse of the Purchaser Survey – March 2021
Providing Onsite Vaccination with Government Approval (by size)

<table>
<thead>
<tr>
<th>Size</th>
<th>Offering</th>
<th>Planning to Offer</th>
<th>Not Offering</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,000+</td>
<td>44%</td>
<td>44%</td>
<td>11%</td>
</tr>
<tr>
<td>1,000-4,999</td>
<td>23%</td>
<td>32%</td>
<td>45%</td>
</tr>
<tr>
<td>999-under</td>
<td>6%</td>
<td>24%</td>
<td>71%</td>
</tr>
</tbody>
</table>

Source: National Alliance Pulse of the Purchaser Survey – March 2021
About 9 in 10 are implementing delivery reform-based strategies.

The most common strategies are virtual care delivery and improving mental health access.

The fastest growing strategies are advanced primary care and centers of excellence and focusing on reducing waste and inappropriate care.

**Delivery Reform Strategies**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Currently Doing</th>
<th>Considering Within 12-24 Months</th>
<th>Not Considering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virtual care delivery</td>
<td>74%</td>
<td>16%</td>
<td>10%</td>
</tr>
<tr>
<td>Reducing waste and inappropriate care</td>
<td>50%</td>
<td>38%</td>
<td>12%</td>
</tr>
<tr>
<td>Mental health access</td>
<td>72%</td>
<td>16%</td>
<td>12%</td>
</tr>
<tr>
<td>Local or national centers of excellence</td>
<td>45%</td>
<td>35%</td>
<td>20%</td>
</tr>
<tr>
<td>Advanced primary care</td>
<td>25%</td>
<td>42%</td>
<td>33%</td>
</tr>
<tr>
<td>On-site/near-site clinics</td>
<td>39%</td>
<td>16%</td>
<td>45%</td>
</tr>
</tbody>
</table>

Source: National Alliance Pulse of the Purchaser Survey – March 2021
There is a significant focus on **Total Person Health** as it relates to mental health integration, individuals with multiple chronic conditions, recognizing diversity with the population and more personalization.

3 in 4 employers are putting more emphasis on the education and promotion of high value care.

About half of employers are considering strategies to deal with social needs and social determinants of health.

<table>
<thead>
<tr>
<th><strong>Total Person Health: Areas of Focus</strong></th>
<th><strong>Currently Doing</strong></th>
<th><strong>Considering Next 12-24 Months</strong></th>
<th><strong>Not Considering</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals with multiple chronic conditions</td>
<td>57%</td>
<td>36%</td>
<td>7%</td>
</tr>
<tr>
<td>Mental health integration with physical health</td>
<td>61%</td>
<td>31%</td>
<td>8%</td>
</tr>
<tr>
<td>Recognizing diversity within population (e.g. age, gender, salary, race, ethnicity/culture)</td>
<td>47%</td>
<td>36%</td>
<td>16%</td>
</tr>
<tr>
<td>Education and promotion of high value care</td>
<td>44%</td>
<td>38%</td>
<td>18%</td>
</tr>
<tr>
<td>Meeting individuals where they are on a more personalized basis</td>
<td>43%</td>
<td>37%</td>
<td>21%</td>
</tr>
<tr>
<td>Social determinants of health (SDoH) (e.g. Income, healthcare access, social support, access to clean water/food)</td>
<td>23%</td>
<td>41%</td>
<td>36%</td>
</tr>
</tbody>
</table>

Source: National Alliance Pulse of the Purchaser Survey – March 2021
About half of survey respondents currently integrate equity into their organizational values and objectives.

These organizations represent the early adopters of health equity strategies and are analyzed further in the next two slides.

Source: National Alliance Pulse of the Purchaser Survey – March 2021
For Organizations Currently Integrating Equity into Values

Further Ahead in Equity Strategy Execution

<table>
<thead>
<tr>
<th>Currently Doing</th>
<th>Planning Next 1-3 Years</th>
<th>Not Considering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engaging various departments to discuss company strategy (e.g., D&amp;I, HR, benefits, wellbeing)</td>
<td>46%</td>
<td>35%</td>
</tr>
<tr>
<td>Assessing how health plans/vendors address programs and services</td>
<td>38%</td>
<td>39%</td>
</tr>
<tr>
<td>Integrating concepts/strategies into workforce health education</td>
<td>29%</td>
<td>44%</td>
</tr>
<tr>
<td>Establishing equity metrics for health &amp; wellbeing programs</td>
<td>16%</td>
<td>49%</td>
</tr>
<tr>
<td>Updating contracts for inclusion</td>
<td>19%</td>
<td>41%</td>
</tr>
<tr>
<td>Integrating into a balanced scorecard to measure improvements</td>
<td>9%</td>
<td>45%</td>
</tr>
<tr>
<td>Working with Union Leadership on company strategy</td>
<td>15%</td>
<td>17%</td>
</tr>
</tbody>
</table>

Almost half are engaging various departments to discuss company strategy, with 9 in 10 anticipating to do so in the next two years.

Almost 8 in 10 expect to be assessing their vendor’s strategies as well.

Other strategies include tailoring workforce health education and establishing equity metrics to assess improvements going forward.

Source: National Alliance Pulse of the Purchaser Survey – March 2021
Strategic Priorities for Workplace of the Future

Back to the Office in an Age of Mobility
• Some pursuing a “Hub and Spoke” model
• Difficulty of replication apprenticeship model

Keeping the Workplace Safe
• Largely encouraging vaccination (e.g., through incentives) rather than mandating
• May be revisited in light of CDC guidance
• Sustained focus on mental health and burnout

Creating Culture in a Hybrid Environment
• Replacing informal, personal connection with technology is difficult
• Role of manager is key to maintaining culture

Maintaining Innovation and Productivity
• Rethinking how work gets done
• Reconsidering how productivity is measured and managed
Final Thought

With COVID-19, we’ve made it to the life raft. Dry land is far away!

Mark Lipsitch
Epidemiologist
Harvard T.H. Chan School of Public Health
Q&A

Michael Thompson
President & CEO
National Alliance of Healthcare Purchaser Coalitions
Closing Remarks

Ed Quick, CDMS, CRC
Commissioner
Commission for Case Manager Certification
Thank you!

Commission for Case Manager Certification
1120 Route 73, Suite 200, Mount Laurel, NJ 08054
1-856-380-6836 • Email: ccmchq@ccmcertification.org
www.ccmcertification.org