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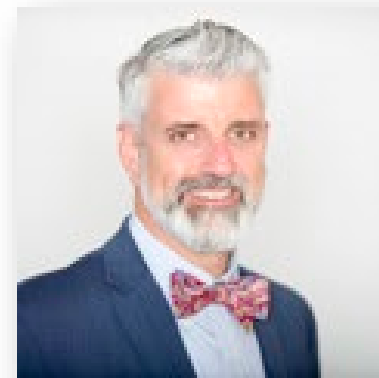
A Resource Center for Today's Case Manager

## Back to work post-pandemic? New approaches in 2021

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**Michael Thompson**  
**President & CEO**  
**National Alliance of Healthcare**  
**Purchaser Coalitions**



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

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## Agenda

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- 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

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## Learning Outcomes

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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

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Quiz App



Practice Exam



Glossary App



Certification 360  
Virtual Workshops



Printable  
Glossary



Exam Prep  
References



8-Week  
Prep Circuit

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**[bit.ly/CCMCThompson](http://bit.ly/CCMCThompson) (case sensitive)**

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Commission for Case Manager Certification

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- Workforce Development Assessment
- 2017 Compendium
- Issue Briefs

## COVID-19 Virus Information

To assist our community & protect our staff & volunteers taking several immediate steps.

READ MORE



Save the Date

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OCTOBER 12-14, 2021

VIRTUAL SYMPOSIUM

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# Managing Work and Life

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- **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

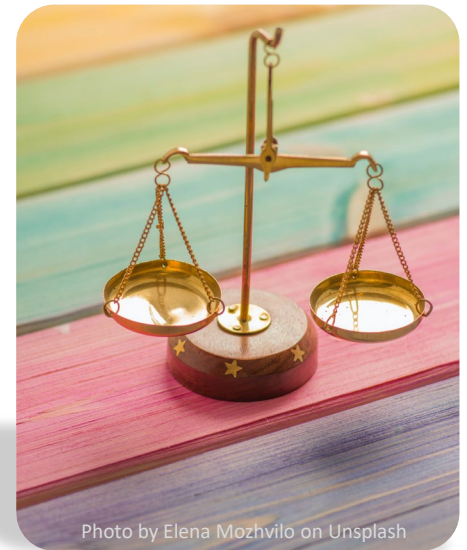


Photo by Elena Mozhilo on Unsplash

# Silver Linings

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- **Telehealth fast-forwarded**
- **Understanding of how work and home life are interwoven**
- **Efficiencies gained in working online**
- **Appreciation of personal touch**



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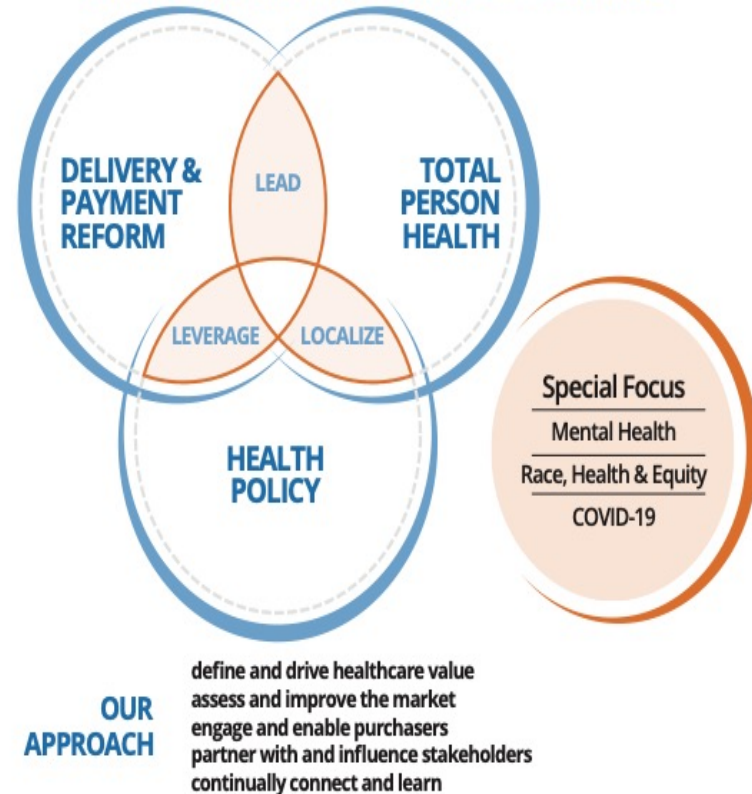
**Michael Thompson**  
**President & CEO**  
**National Alliance of Healthcare Purchaser Coalitions**

# 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

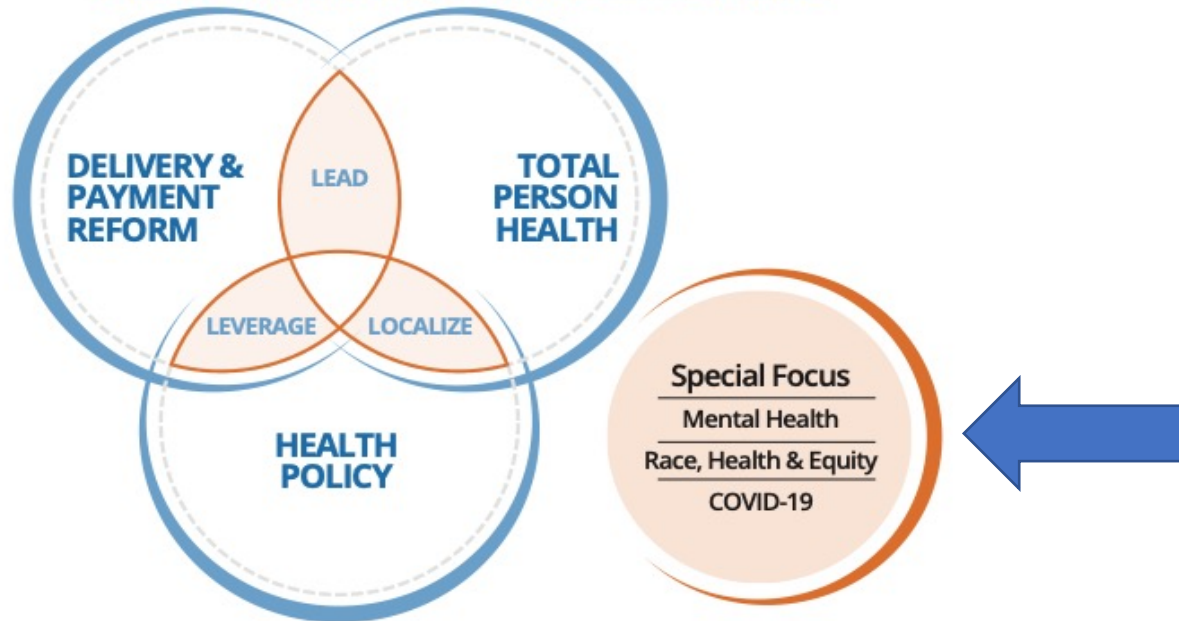
## NATIONAL ALLIANCE OF HEALTHCARE PURCHASER COALITIONS

Representing purchasers covering 45 million Americans



# NATIONAL ALLIANCE OF HEALTHCARE PURCHASER COALITIONS

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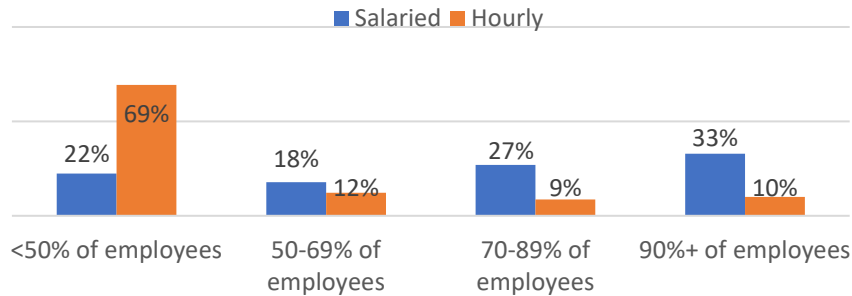


## OUR APPROACH

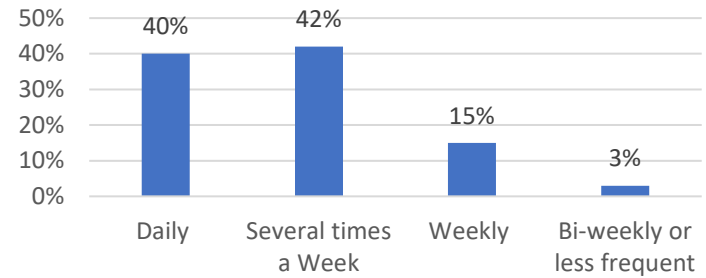
define and drive healthcare value  
assess and improve the market  
engage and enable purchasers  
partner with and influence stakeholders  
continually connect and learn

# What happened last Spring

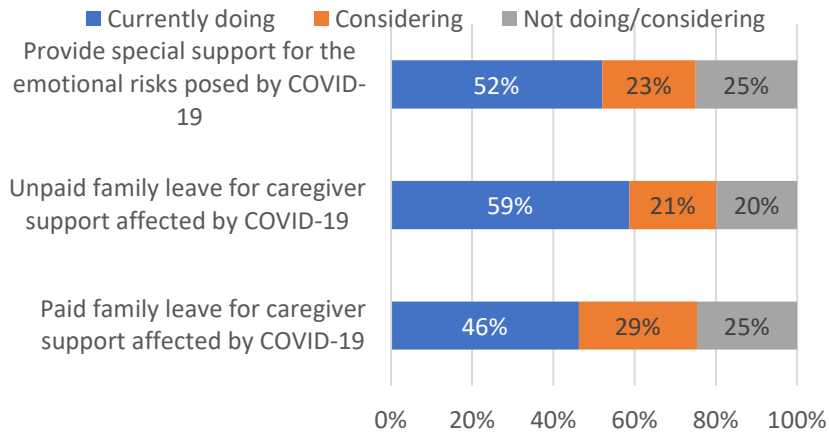
## Ability to effectively work from home



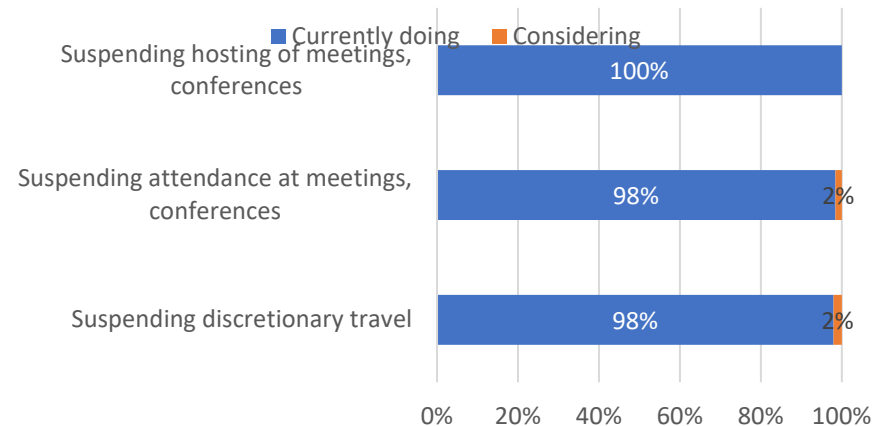
## Educating/updating employees on COVID-19



## Emotional and Caregiving Support



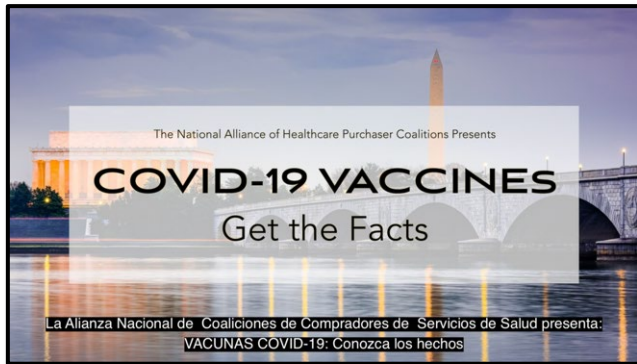
## Consensus: No in-person meetings or travel



# 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



**ACTION BRIEF** National Alliance of Healthcare Purchaser Coalitions  
Employer Strategies that Drive Value

**HIGH-VALUE PREVENTIVE CARE DURING COVID-19**  
SPECIAL FOCUS ON IMMUNIZATIONS

**ACTION STEPS FOR EMPLOYERS:**

1. Plan specific activities to promote and provide access to and coverage for immunizations.
2. Ensure that health plans and employee wellbeing partners conduct proactive outreach to fill immunization gaps.

As the pandemic too deferred elective and services in an effort to transmission. Many crisis, too many Americans hesitant to interact with workers or other patient impact has been slight. The health has filled, but essential prevent immunizations, chest screenings, and cervical

**ACTION BRIEF** National Alliance of Healthcare Purchaser Coalitions  
Employer Strategies that Drive Value

**HIGH-VALUE PREVENTIVE CARE DURING COVID-19**  
SPECIAL FOCUS ON HEALTH SCREENINGS | PRIMARY CARE | CONDITIONS

**ACTION BRIEF** National Alliance of Healthcare Purchaser Coalitions  
Employer Strategies that Drive Value

**COVID-19 AND IMMUNIZATIONS**  
GUIDING EMPLOYEES THROUGH UNCERTAIN TIMES TO ENSURE VACCINE ADOPTION  
About 78%–85% of Americans must get vaccinated to achieve herd immunity

We are at the intersection of calamity and opportunity. As of December 2020, COVID-19 deaths have topped 200,000, accidents are predicting a grim winter, and coronavirus fatigue and burnout is leading to unmet and behavior that defies safety recommendations. Yet, the FDA has issued two Emergency Use Authorizations (EUAs) for highly effective vaccines, a first step in gaining control over the virus, with more vaccines in the pipeline.

**THE CHALLENGES**

Historically, vaccines have been life-changing medical miracles, safely preventing illness and saving lives. But from the first smallpox vaccines in 1789 to the first COVID-19 vaccine in 2020, safety concerns abound. Today, we know that:

- ▶ Competing COVID-19 vaccines are causing confusion.
- ▶ Political and social pressures have led to elevated levels of “vaccine hesitancy” about safety and efficacy, particularly among communities of color.
- ▶ The perceived “rush to market” is raising concerns for employers and employees.
- ▶ Employers are a primary gateway to an unprecedented, phased vaccine rollout, requiring them to play a critical role in bolstering vaccine confidence and use.

“I doubt we are going to eradicate this (COVID-19). I think we need to plan that this is something we may need to maintain control over chronically. It may become something that is endemic... certainly, it is not going to be a pandemic for a lot longer because vaccines are going to turn that around.”

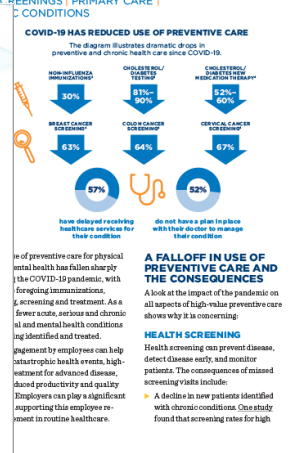
— Anthony Fauci, MD  
Director, National Institutes of Health and Infectious Diseases

Employers have commonly helped employees make informed decisions about their healthcare choices and responsibilities, but at no time has this work been more important.

**1. Include vaccine coverage in the medical and pharmacy benefits; consider offering incentives upon vaccination completion.**

While some aspects of determining coverage decisions and setting expectations for employees are easy, others will present significant ethical and legal challenges.

The easy decision is whether to provide first-dollar coverage for the vaccine. Doses purchased with US taxpayer dollars will be given to the American



# 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

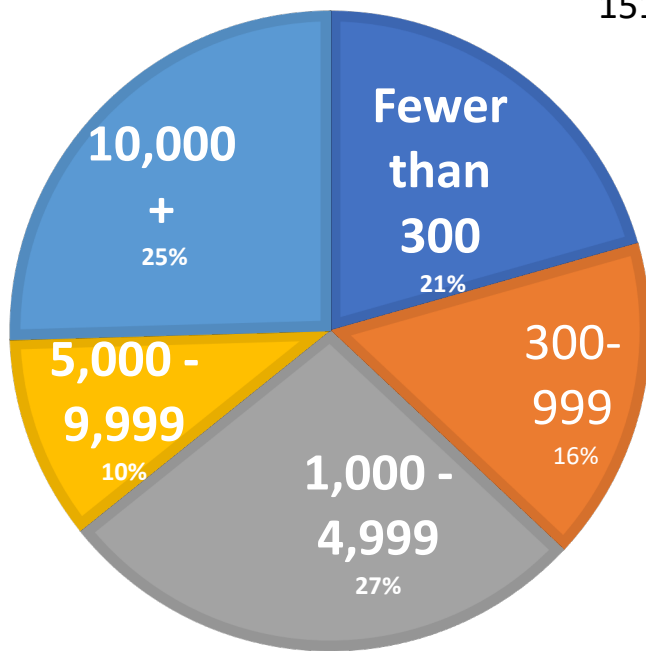
## Sustain Culture of Inclusion

- Makeup of governance & key advisors
- Inclusion in balanced scorecard
- Organization values & objectives
- Investment consistent with needs & strategy

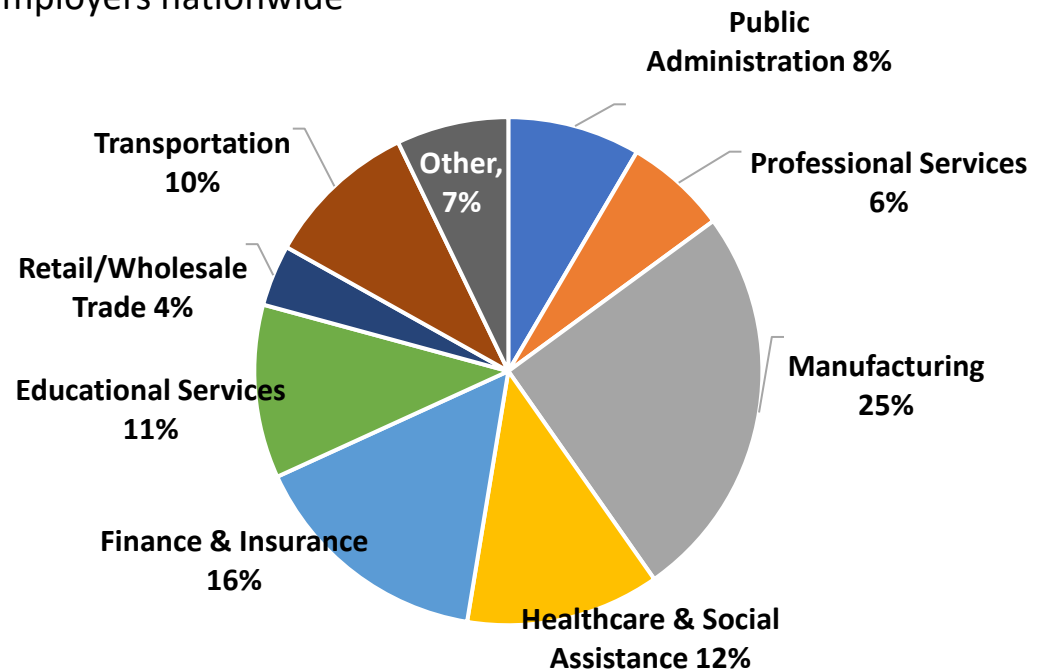
# Pulse of the Purchaser 2021-2023

## Directions in Workforce, Benefits, Health Equity

Total responses:  
151 employers nationwide



BY SIZE



BY INDUSTRY

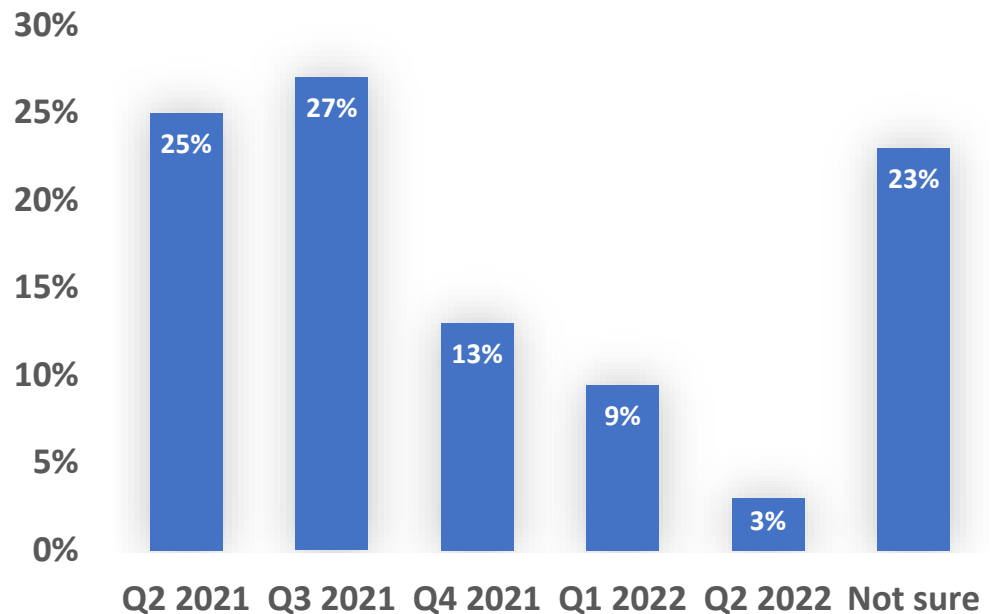
Source: National Alliance Pulse of the Purchaser Survey – March 2021

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

## Resuming a more Stabilized Business Environment



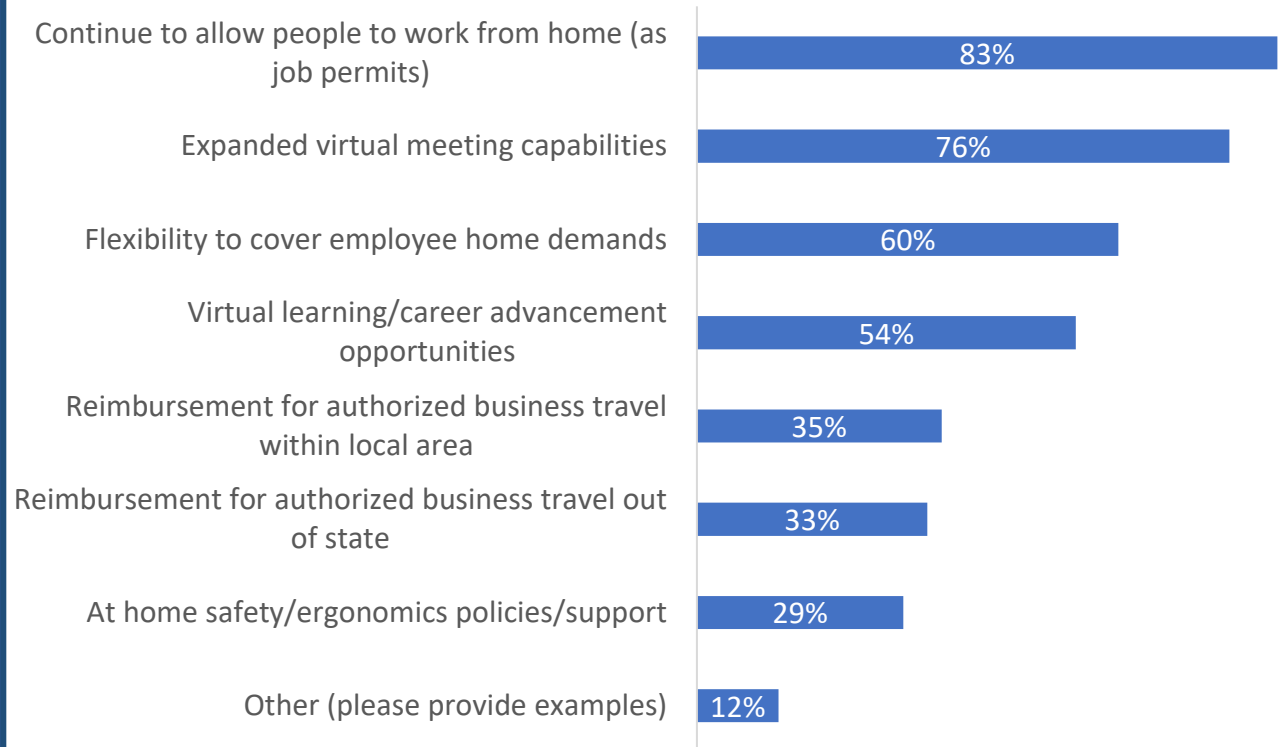
Source: National Alliance Pulse of the Purchaser Survey – March 2021

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



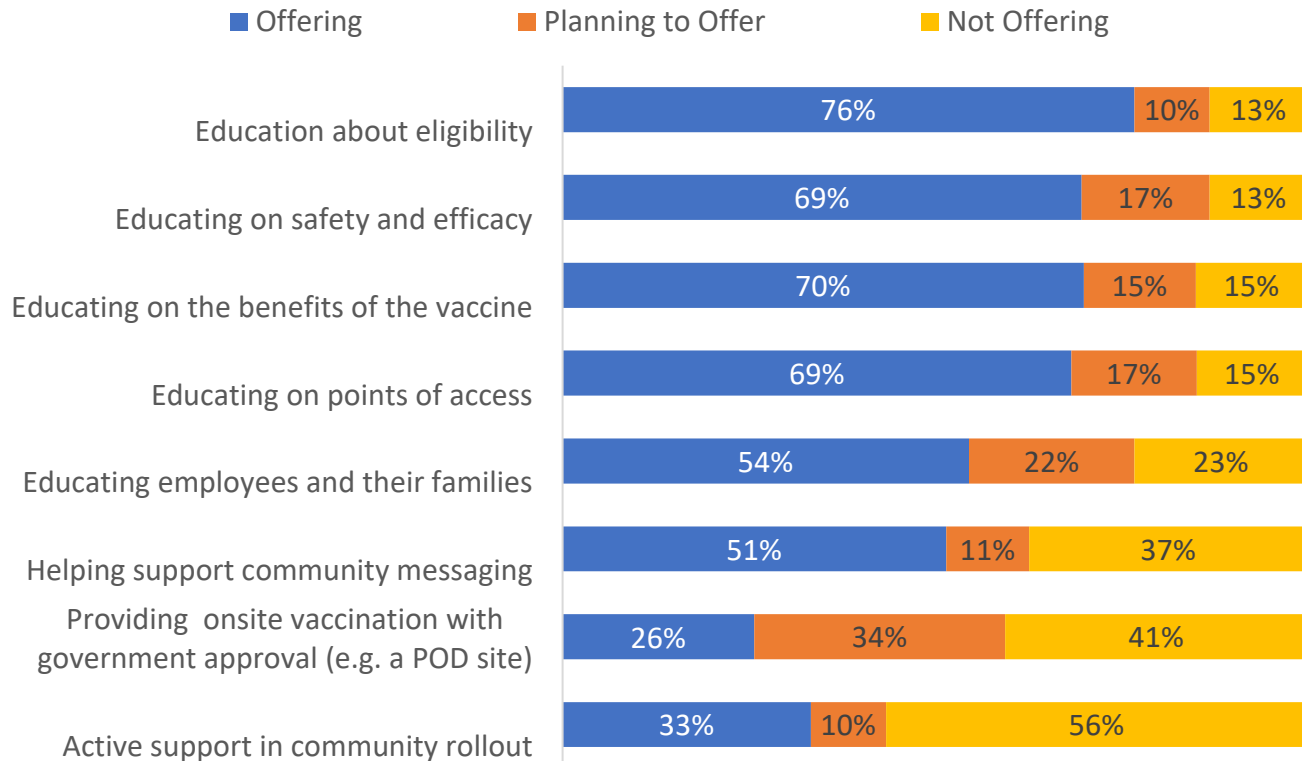
Source: National Alliance Pulse of the Purchaser Survey – March 2021

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

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



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

# 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*

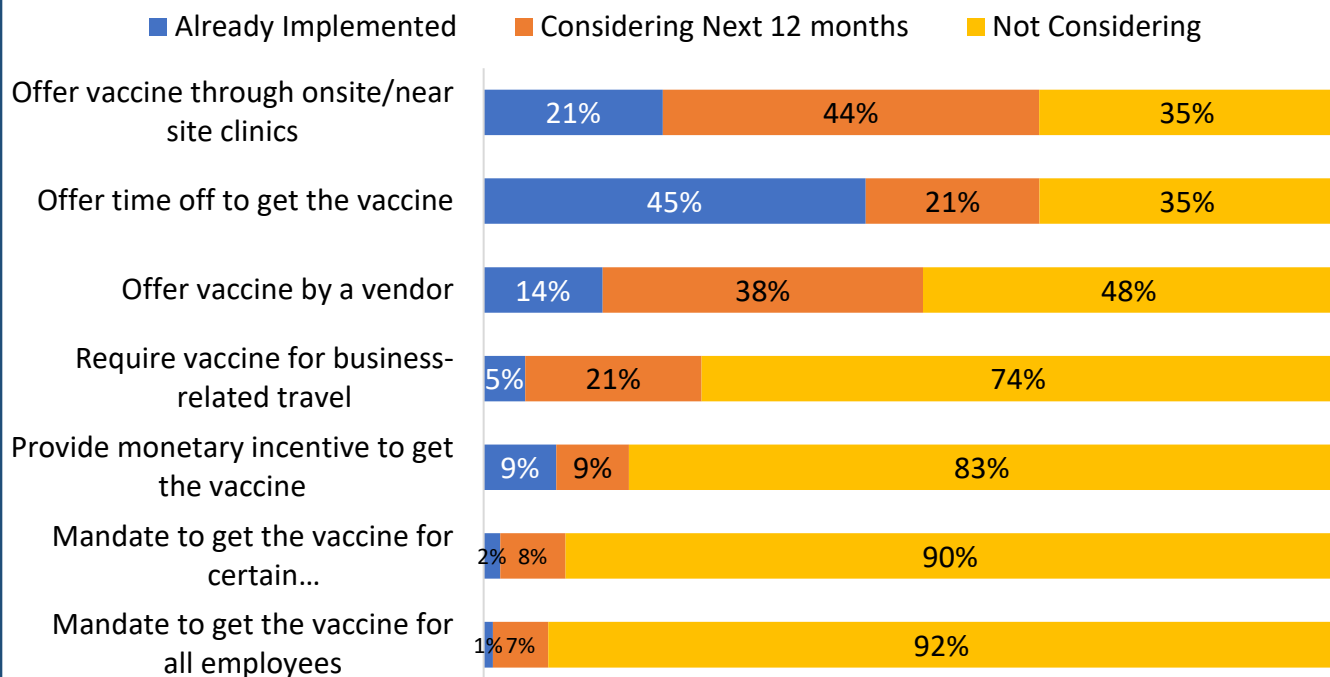
## Workplace Policies Regarding COVID-19 Vaccines

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

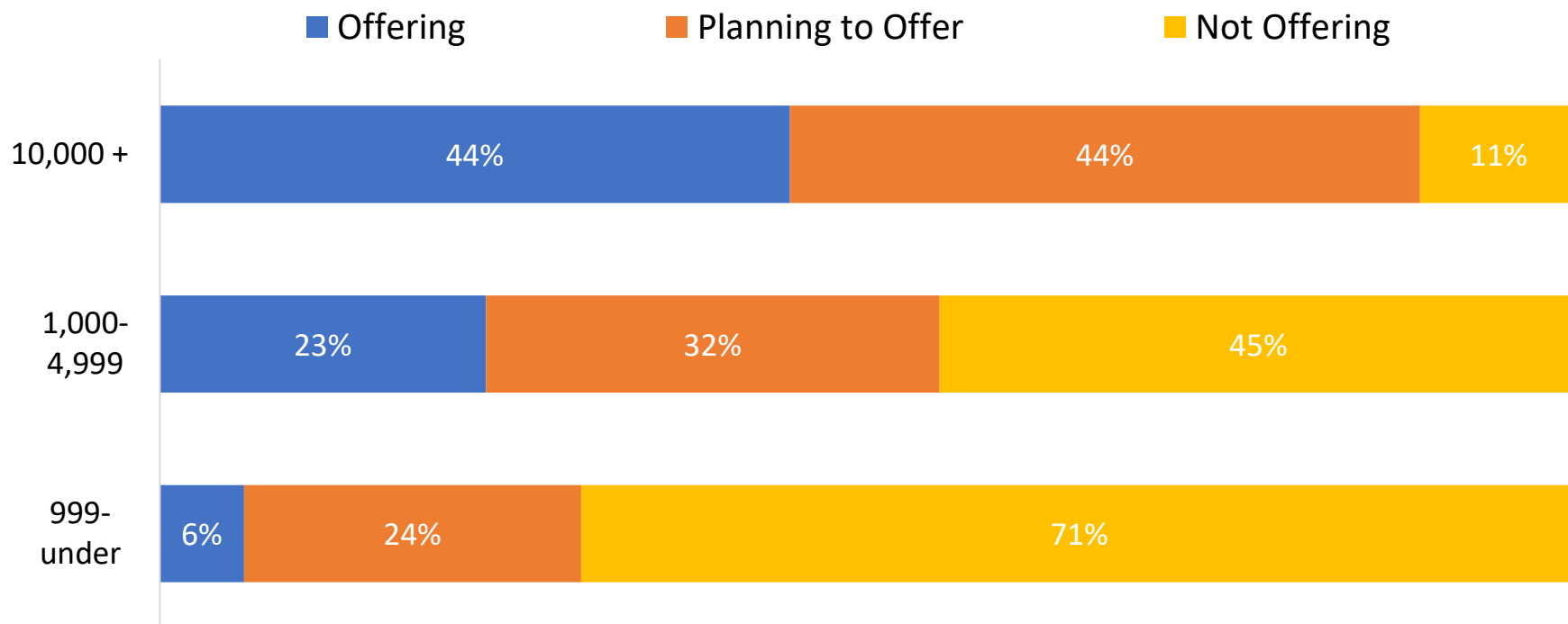
A few employers are offering monetary incentives



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



## Providing Onsite Vaccination with Government Approval (by size)



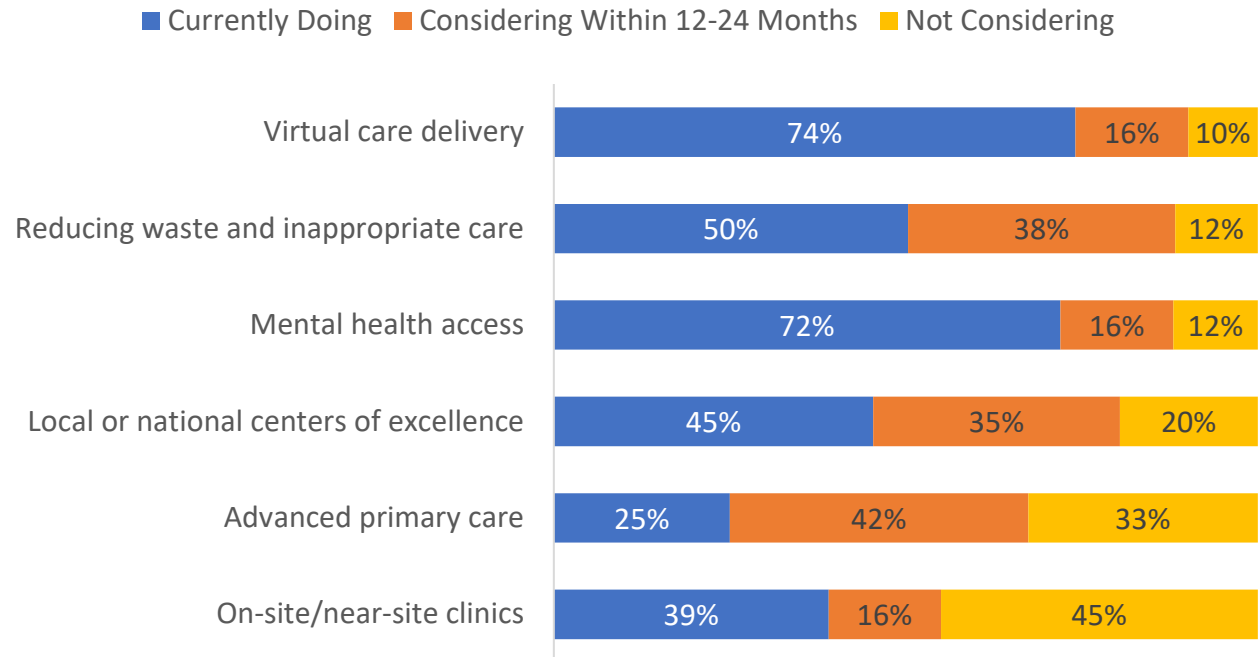
Source: National Alliance Pulse of the Purchaser Survey – March 2021

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



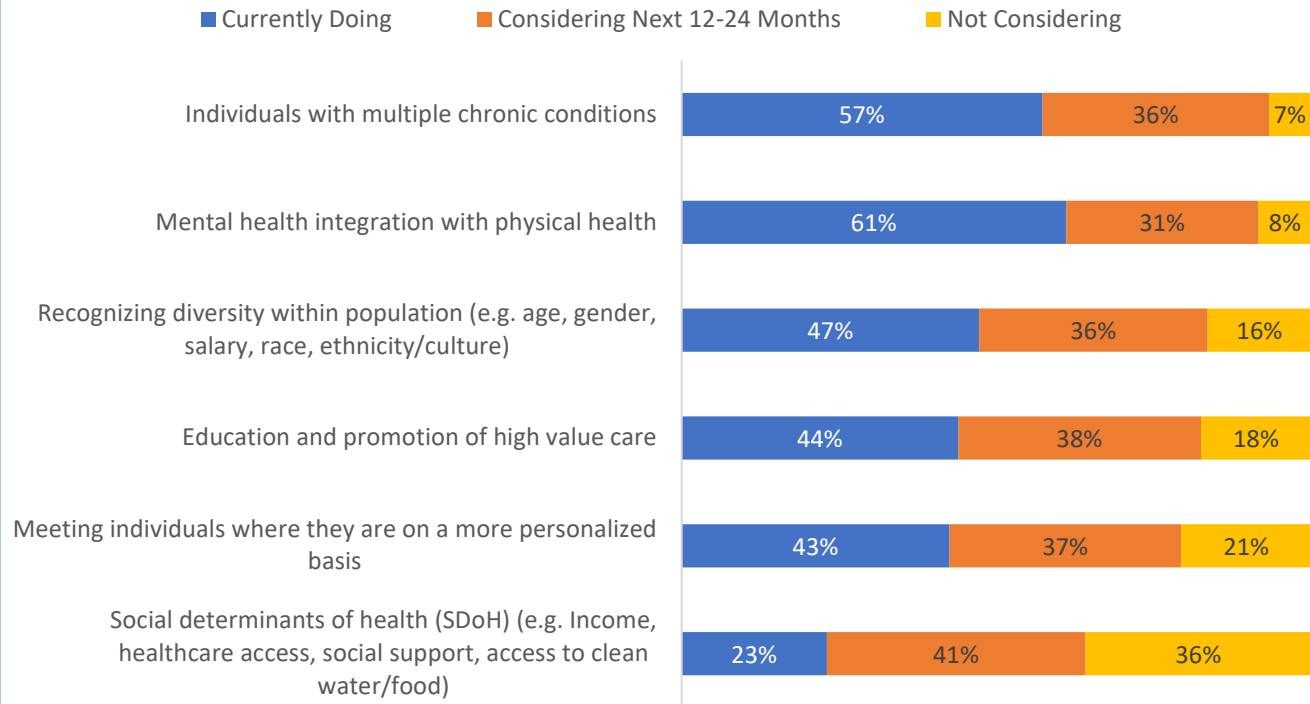
Source: National Alliance Pulse of the Purchaser Survey – March 2021

There is a significant focus on *Total Person Health* as it relates to mental health integration, individuals with multiple chronic conditions, recognizing diversity within 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

## Total Person Health: Areas of Focus

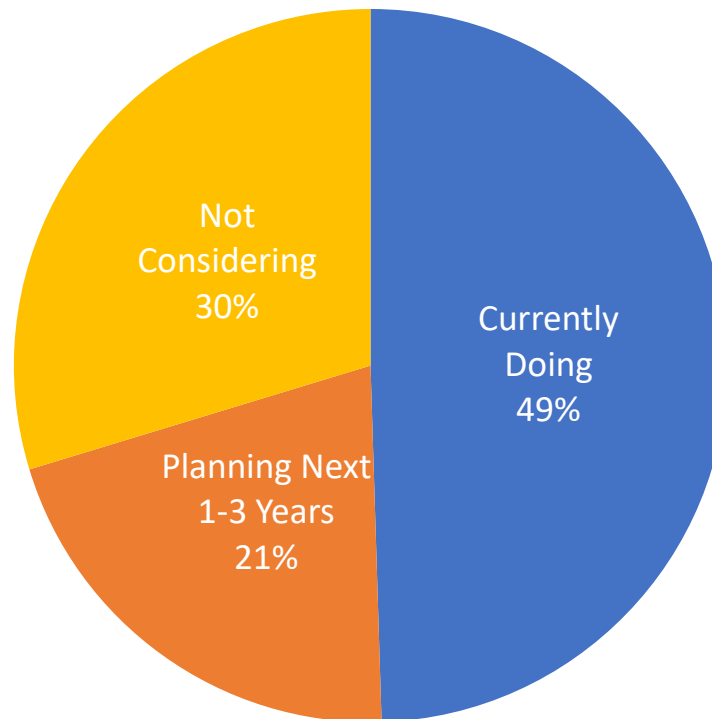


Source: National Alliance Pulse of the Purchaser Survey – March 2021

## Organizations Addressing Race, Health & Equity by Integrating into their Values & Objectives

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

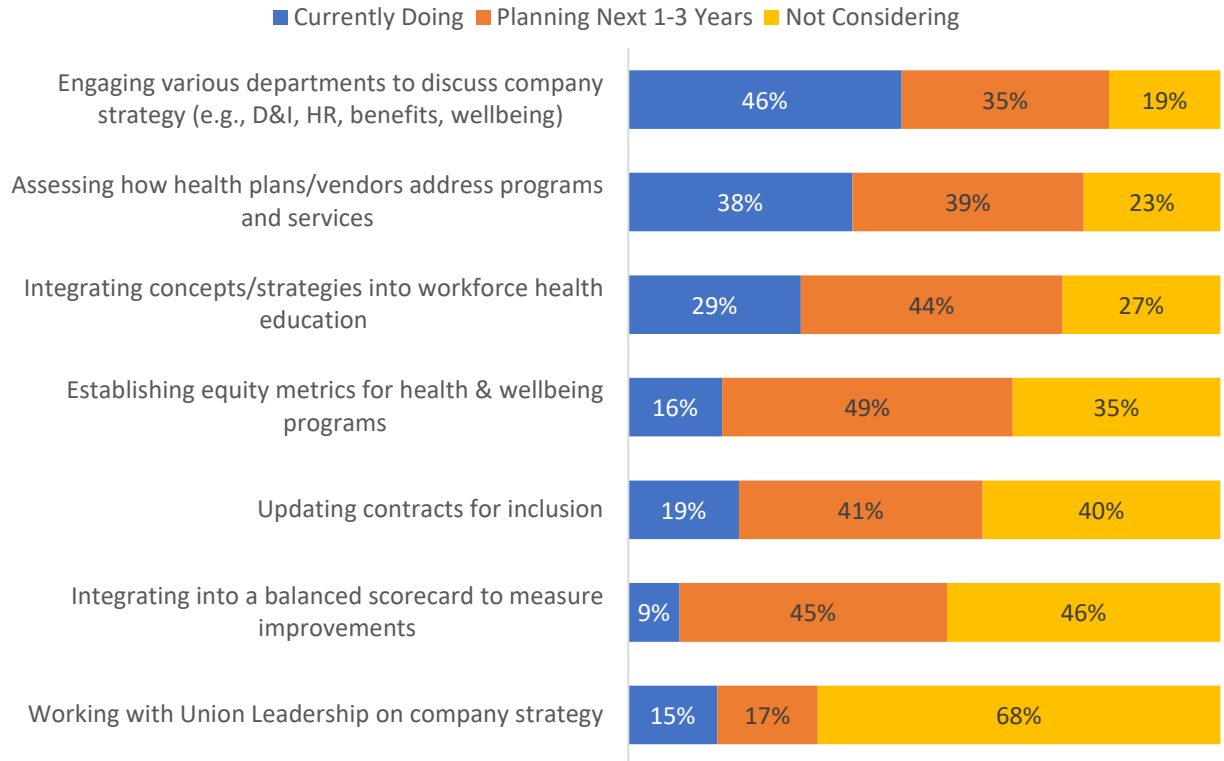
Organizations that currently integrate equity into their values & objectives are further ahead in implementing various equity strategies (early adopters)

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

## For Organizations Currently Integrating Equity into Values *Further Ahead in Equity Strategy Execution*



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

**EMPLOYEES STRONGLY  
PREFER A HYBRID  
SCHEDULE WITH 2-3 DAYS  
PER WEEK REMOTE**

## 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*

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## Q&A

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**Michael Thompson**  
**President & CEO**  
**National Alliance of Healthcare Purchaser Coalitions**



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## Closing Remarks

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**Ed Quick, CDMS, CRC**  
**Commissioner**  
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# Thank you!

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1120 Route 73, Suite 200, Mount Laurel, NJ 08054

1-856-380-6836 • Email: [ccmchq@ccmcertification.org](mailto:ccmchq@ccmcertification.org)

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