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Employee Health in the Time of COVID-19

Insights to help you keep employees safe, healthy and productive throughout the evolving COVID-19 crisis

Foreward

In public health crises, we naturally look to elected officials, scientists, first responders and the healthcare community for leadership, but we should also recognize the great work of HR professionals. Employers have been a bright spot in our nation's response to COVID-19...

Shantanu Nundy, M.D
Chief Medical Officer, Accolade

Accolade

Foreward

At the outset of the COVID-19 pandemic, HR leaders like you took swift action—helping employees shift to remote work to support social distancing measures, providing timely and evidence-based communications to help employees stay healthy, adopting telemedicine and other benefits to ensure continuity of routine care, and implementing innovative ideas to meet the wholistic needs of your members, like offering emergency daycare services.

But now you face a new challenge: returning employees to the workplace and keeping them healthy and well at the same time.

Most guidance has focused on workplace safety—social distancing, limiting non-essential travel, temperature checks, and deep cleaning. These steps are critical to prevent the spread of a virus. But there is more to consider:

- How do you get employees with concerns of COVID-19 timely access to testing?
- What should you do when an employee gets infected?
- How do you help a person recently diagnosed with diabetes stay on track when their primary care clinic has closed?
- How can you help support the emotional and mental well-being of your workforce given the growing number of employees with stress, depression, and anxiety precipitated by the pandemic?

Improving the health and well-being of your people as you return to the workplace—and over the next 12 to 18 months—requires a comprehensive strategy that goes well beyond workplace safety.

In this overview of COVID-19 practices, we highlight some practical insights in five key areas: physical workplace safety, employee communication, evidence-based COVID-19 clinical support, emotional well-being and mental health, and population health. These insights are based on guidance from public health organizations as well as our own best practices and experience supporting the health and benefits needs of members across more than 70 industries over the past 11 years[1].

We conclude by identifying the ways that Accolade can help, through our portfolio of personalized advocacy solutions and Accolade COVID Response Care, a new, comprehensive solution for returning your people to work.

We hope you and your team find these ideas helpful as you navigate through a time of great uncertainty. All of us at Accolade look forward to hearing your stories and your success.

Wishing you and your people health and well-being.

Shantanu Nundy, M.D.
Chief Medical Officer, Accolade

1. The insights and practical guidance in this piece are not intended as legal advice and are not a substitute for reviewing the most up-to-date guidance offered by key government and public health institutions, like the U.S. Centers for Disease Control and appropriate state authorities.

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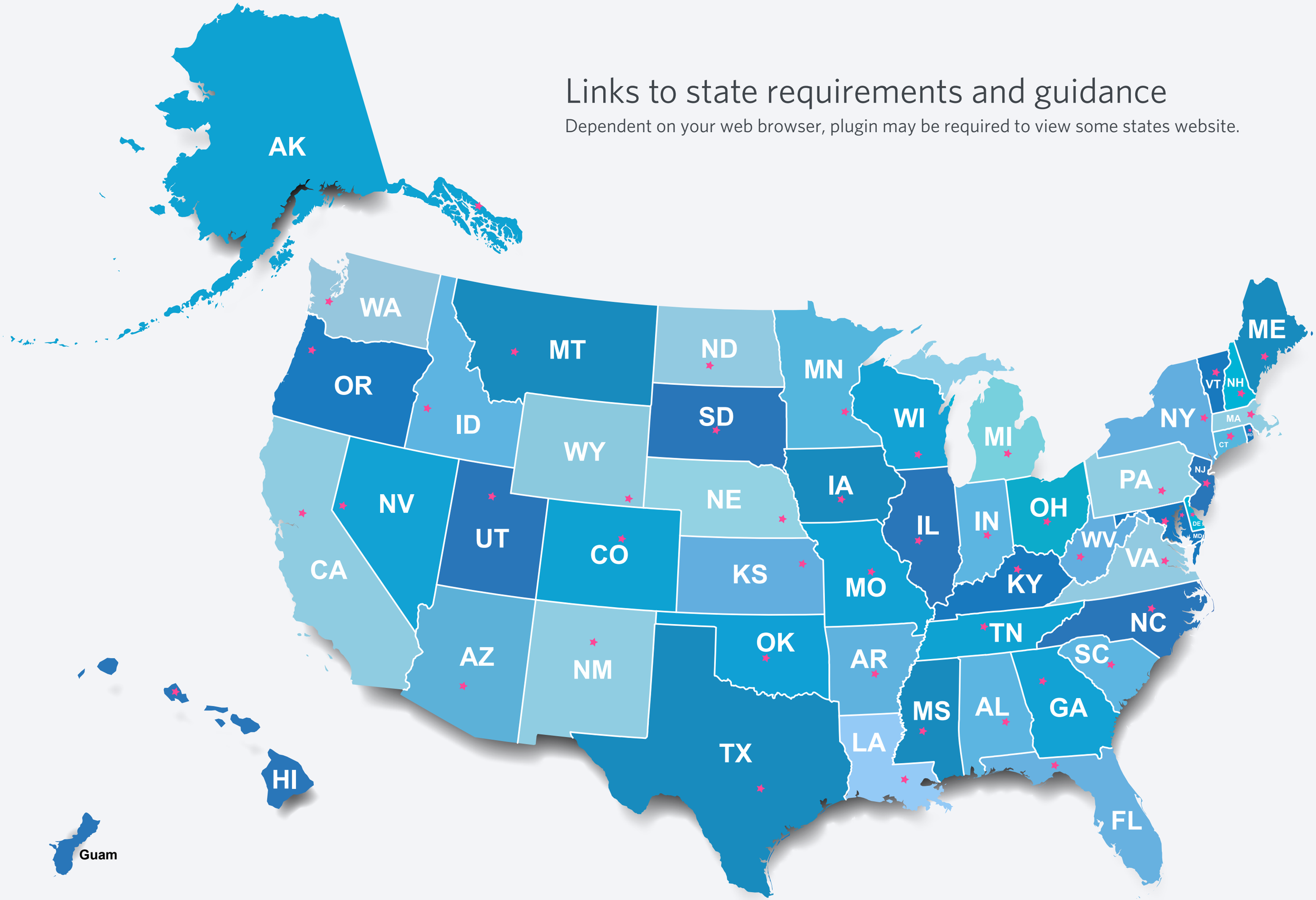
State and Local Requirements for Reopening

As the COVID-19 crisis evolves, state requirements for reopening the economy continue to rapidly change. The first step to take as your organization plans to bring employees back into the workplace is reviewing and understanding state requirements.

For information about how Accolade COVID Response Care can help your organization ensure that your program complies with state and local requirements and guidance, please see Section 6 of this e-book: Responding to the COVID-19 crisis with Accolade.

Links to state requirements and guidance

Dependent on your web browser, plugin may be required to view some states website.



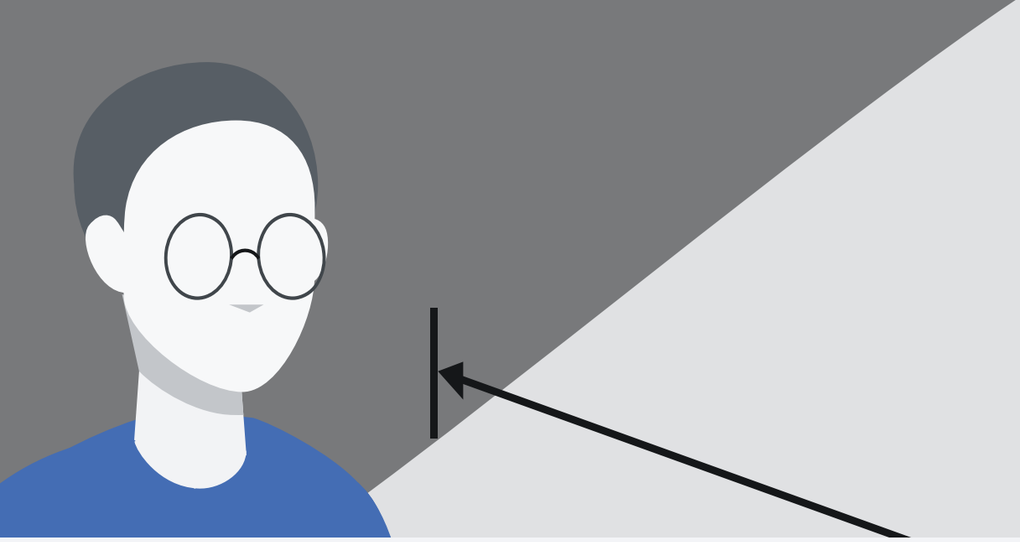
Promoting Safe Physical Workplaces

With no SARS-CoV-2 vaccine on the near-term horizon, employers looking to reopen their workplaces have more questions than answers:

- When do we bring our employees back to the office?
- How do we manage social distancing?
- What do we do about meeting spaces?

There is no one-size-fits-all solution or list of definitive answers. But there is a starting point.

The Centers for Disease Control and Prevention (CDC), the Occupational Safety and Health Administration (OSHA), and the National Safety Council have published extensive guidance for employers, beginning with promoting safe physical workplaces – the first step in a comprehensive approach to helping employees stay healthy in the time of COVID-19.



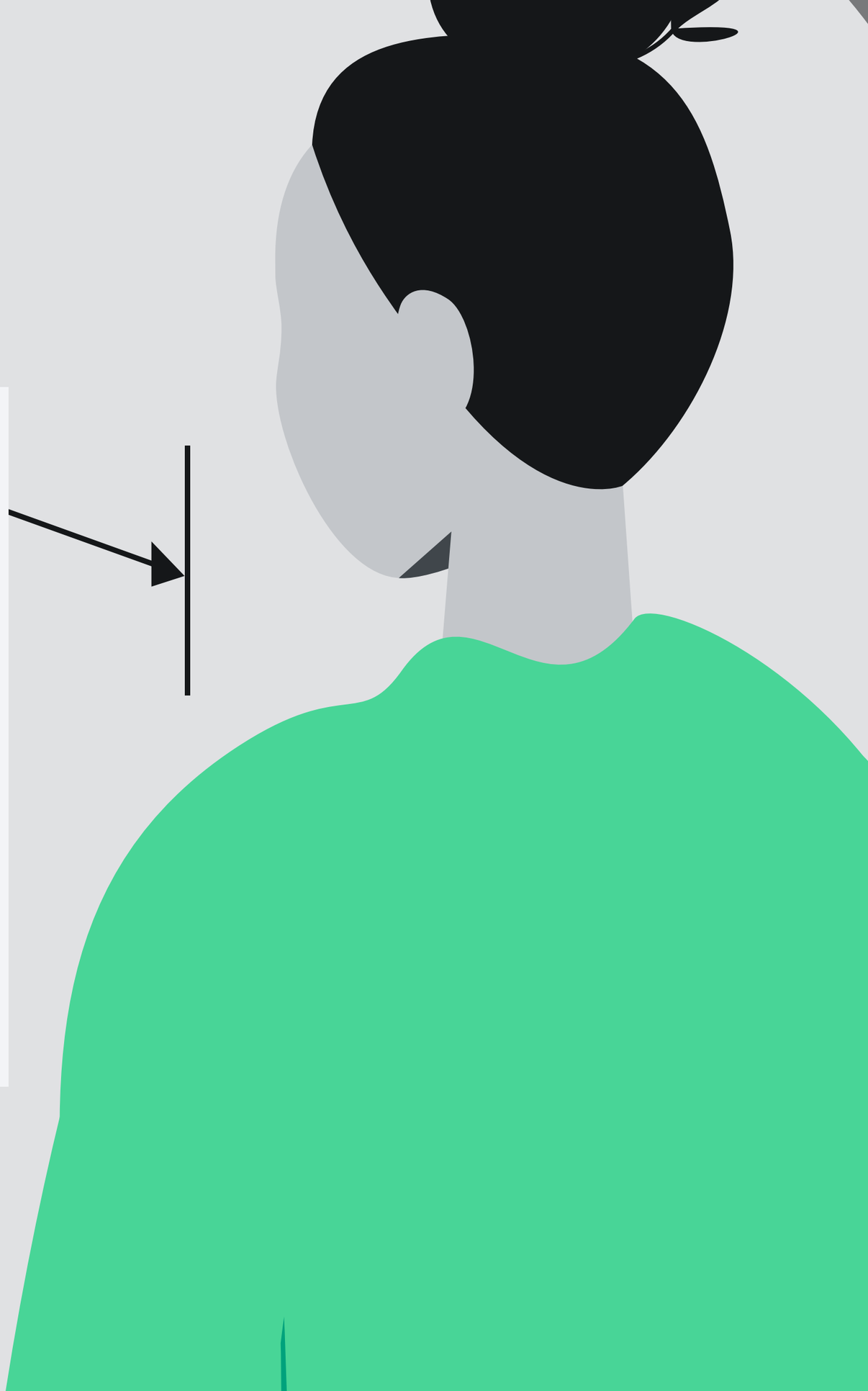
OBJECTIVE:

Promote and maintain a clean and safe physical environment for employees

PLAN:

Use workplace safety guidelines and evidence-based best practices to:

+ Prepare facilities for the return of employees
+ Establish cleaning and disinfecting protocols
+ Enable employees to conduct their roles while physically distancing
+ Provide appropriate personal protective equipment (PPE)

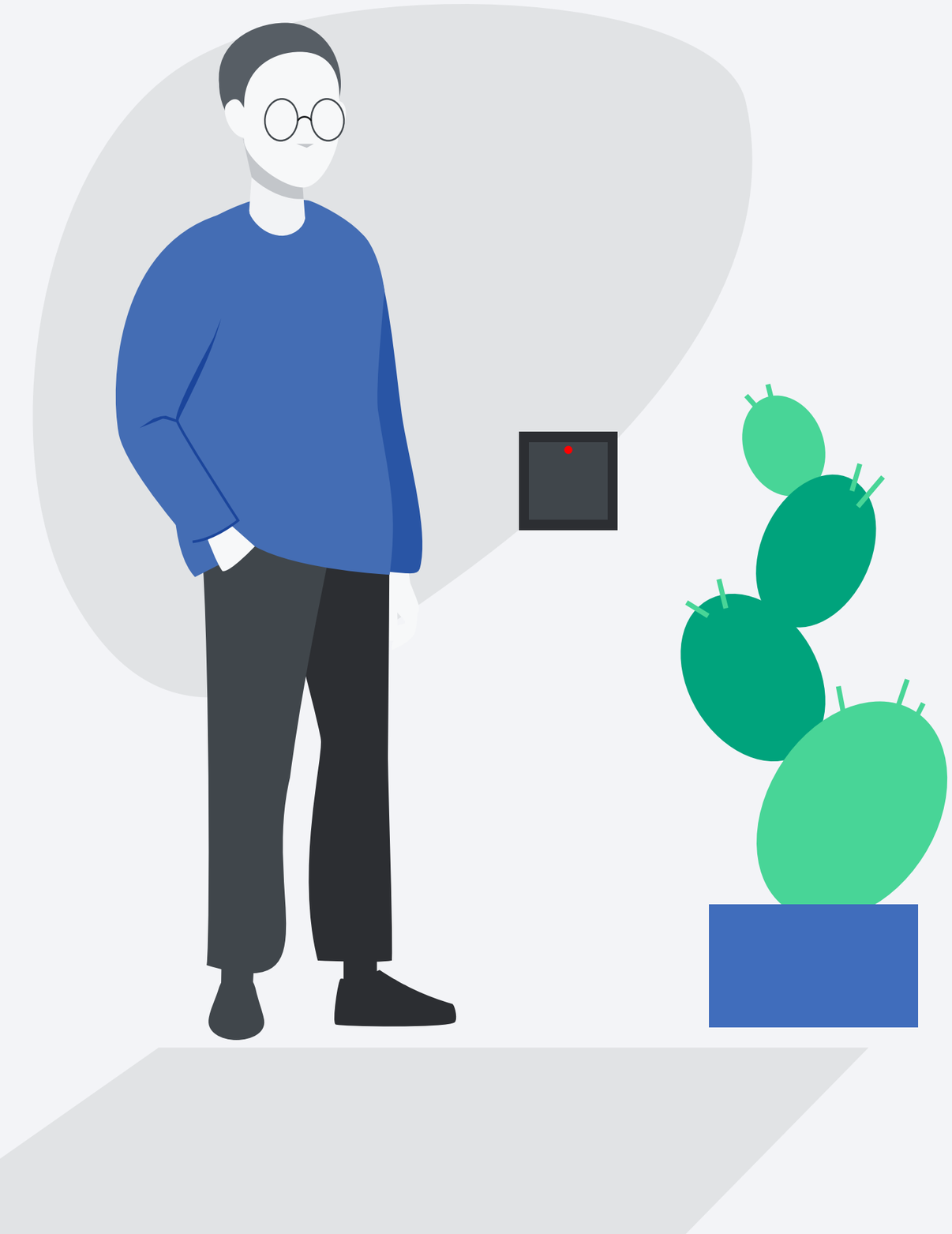


Recommendations

Following is an abbreviated list of recommendations for preparing physical workplaces based on best-practice frameworks and guidelines from the CDC, OSHA and the National Security Council.

Facility and equipment preparation

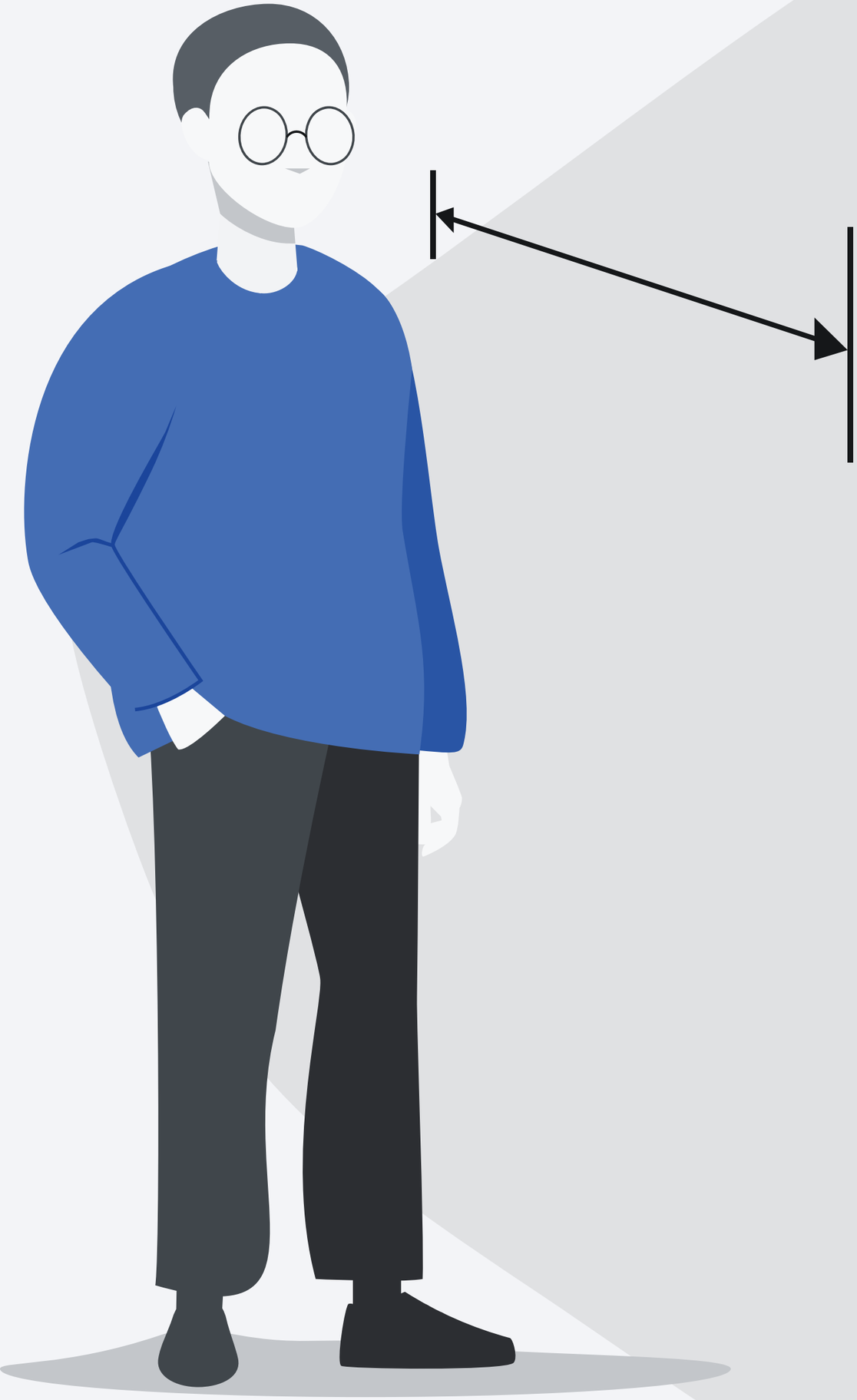
- ☐ Partner with property and facility managers to ensure core systems are back online and operating properly, including:
  - Heating, ventilation, and air conditioning (HVAC) systems
  - Water systems and plumbing
  - Life-safety systems



- ☐ Go hands-free where possible, adopting:
  - Foot-operated or arm-pull door openers
  - Foot-operated trash receptacles
  - Motion sensors instead of manual switches
- ☐ Replace high-touch communal items (e.g., water coolers, coffee pots, and snacks) with alternatives such as pre-packaged, single-serving items.
- ☐ Arrange a full sanitization of your workplace and equipment.
- ☐ Identify potential workplace hazards that could increase risks for COVID-19 transmission and take measures to mitigate risk.
- ☐ Conduct site readiness audits prior to returning employees to the workplace.

Cleaning and disinfecting

- ☐ Use CDC Guidance for Cleaning and Disinfecting to establish cleaning and disinfecting protocols and procedures for shared and individual spaces (where, when, how), and high-touch surfaces.
  - Kitchens, restrooms, meeting rooms, elevators, workout rooms, mother's rooms, recreational areas, office supply rooms
  - Workstations, keyboards, desk phones, door handles, elevator buttons, handrails, printers/copiers
- ☐ Follow CDC enhanced cleaning and disinfection guidance after anyone suspected or confirmed to have COVID-19 has been in the workplace.
- ☐ Establish processes for procurement and storage of hazardous cleaning and disinfectant.



Physical distancing

- ☐ Incentivize employees to use transportation that minimizes close contact with others. Stagger start times to minimize commuting during non-peak times.
- ☐ Determine maximum capacity of facilities when occupants are maintaining physical distancing of six feet. Modify work schedules as needed to adhere to occupancy limits.
- ☐ Prominently display occupancy limits for rooms to help employees comply with physical distancing requirements.
- ☐ Rearrange reception and other highly-used common areas to enable physical distancing. Close off unnecessary common areas.

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- ☐ Modify workstation configurations and furniture to enable physical distancing of six feet between employees. Install transparent shields or other physical barriers to separate employees where distancing is not possible.
- ☐ Use markings and signage to direct traffic flow and remind employees of physical distancing requirements.
- ☐ Encourage using outdoor space for group lunches or breaks (while maintaining distancing requirements).

Personal Protective Equipment

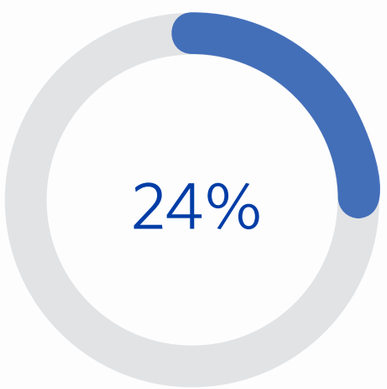
- ☐ Use the OSHA Occupational Risk Pyramid to understand the risk of employee exposure to SARS-CoV-2 in order to determine and implement control measures, and to procure appropriate PPE.
- ☐ Establish protocols for proper cleaning, disinfection or disposal of face masks, gloves, and other PPE worn during work shifts.

Resources

- CDC Interim Guidance for Businesses and Employers
- CDC Businesses and Workplaces Guidelines
- Resuming Business TOOLKIT, CDC (including Restart Readiness Checklist and Worker Protection Tool)
- SAFER - Safe Actions for Employee Returns, Return to Work Guidance for Office Operations National Safety Council

Employee Communication

From day one, the COVID-19 pandemic has thrust every employer and employee—from essential workers on the front lines to office, home and field workers—into uncharted territory. For employees, navigating without a map, especially when personal health is at risk, can bring not just questions and concerns but strong emotions, including anxiety, fear, confusion, and frustration. Proactive, timely and open communication can help reassure employees that you care about their health and safety, and that the organization is taking steps to protect them. It's also critical for helping your people understand their benefits and take advantage of health programs and tools that can help them most.



Only 24% of employees fully understand their benefits. In these times, this problem could be exacerbated by new benefit options related to COVID-19 testing and changes to cost-sharing measures under covered health plans. [1]

OBJECTIVE:

Help your employees return to the workplace with confidence and a sense of safety and security.

PLAN:

Execute a comprehensive communications plan to help employees understand:

+ The steps taken to help them stay healthy in the workplace.
+ Behavior changes needed to prevent the spread of the virus.
+ Their healthcare benefits—what's the same, what's new.
+ What to do if they experience symptoms—including how to get a test.
+ What to do and where to get help if they test positive for COVID-19.
+ What to do if they have come into contact with an infected co-worker.

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Recommendations

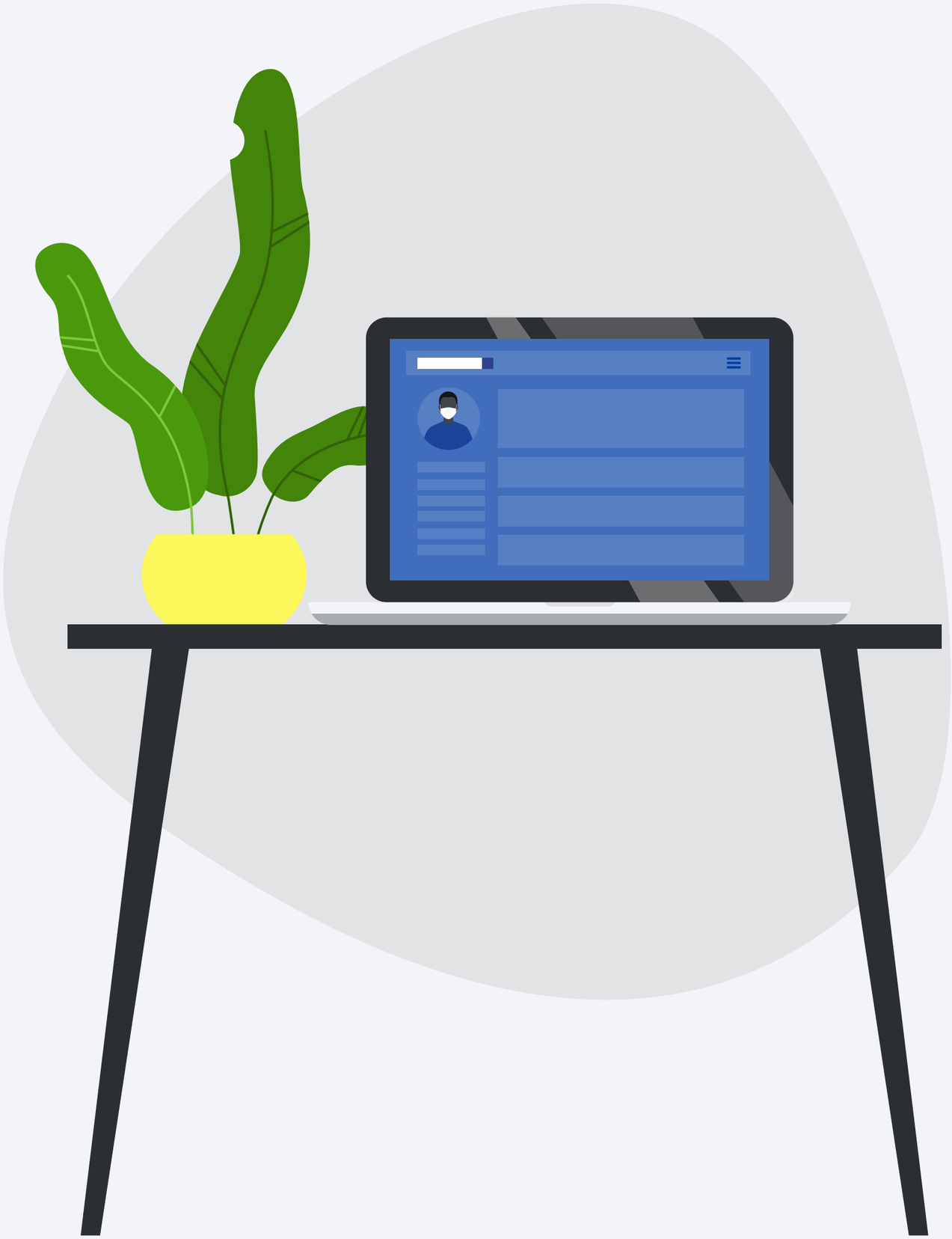
When developing your return-to-work employee communications plan, consider incorporating some of these recommendations:

1. **Set context.** If you haven't already, let your employees know when, where and how you will be communicating with them about COVID-19-related issues, and where they can find key resources—a company Slack channel, an internal website, content management system, for instance.

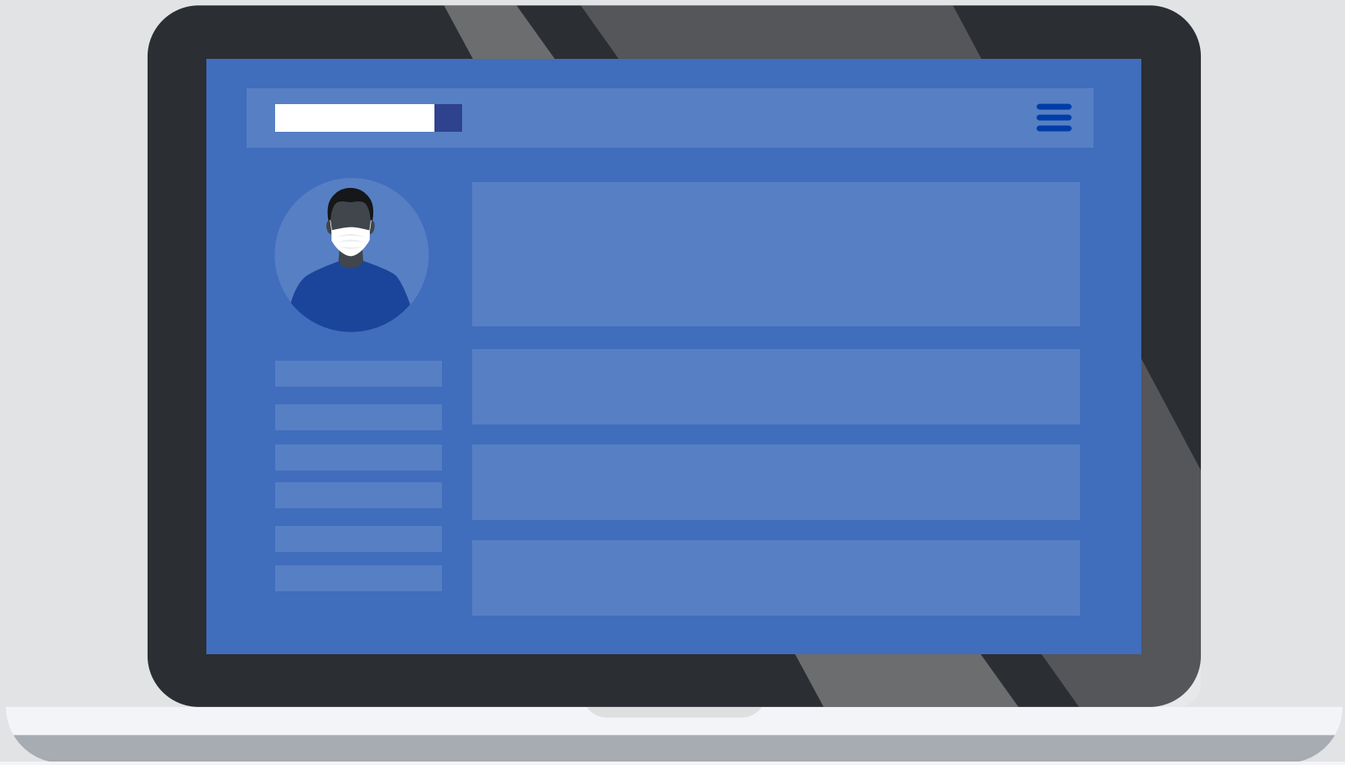
2. **Engage with empathy and with authority.**
   In a time of uncertainty, employees need to feel heard and understood. They also need clear guidance. Managing in a crisis calls for open dialogue and communicating with compassion and conviction. Give employees the opportunity to express themselves and ask questions. Give your leaders the tools and training to support their people and inspire confidence even if they don't have all the answers.

3. **Execute targeted campaigns for employee populations.** Using the OSHA Occupational Risk Pyramid, classify your employees based on their risk of exposure to SARS-CoV-2 (very high, high, medium and low). For different roles, employ the most appropriate digital and physical communication channels—e.g., mobile apps, intranet sites, email, physical mail, signage—to execute communications campaigns designed to educate, inform and build trust. Potential topics:

   - **COVID-19 education and prevention** – how the virus spreads, how to prevent it through behavior change and hygiene, symptoms to look for, how to access testing, and how to participate in contact tracing.
   - **Returning to the workplace** – your company plan to return employees, site prep and cleaning, return to work protocols, what's new at the workplace and why, and new roles and responsibilities
   - **Making the most of your health and benefits** – employee benefits that can provide help and support during the time of COVID-19, including coverage for COVID-19 testing, telemedicine, virtual behavioral healthcare, emotional resilience, and financial care



4. **Make content easy to find and consume.**
   Establish an easy-to-access central repository for all resources related to COVID-19. Keep content concise and focused on the most important information, with links to additional resources. Lists, how-to's, and Q&A documents are useful and easy to absorb.



5. **Categorize employee communications.**
   Establish consistent categories of communication and content to help employees more easily consume information, e.g.:
   - **Entering the workplace,** including screening protocols, sanitizing equipment or devices, visitor protocols and rules
   - **Staying healthy,** including physical distancing, protocols and rules for shared space, hand washing and sanitizing, face coverings, and how to get a test for COVID-19
   - **Getting help** through company benefits for telemedicine, mental health and emotional well-being, and financial care and guidance
   - **Staying compliant** with company policies, including travel, working from home, and leave of absence
   - **Staying informed,** e.g., keeping up-to-date on the latest local, state and federal guidelines related to COVID-19 prevention

Resources

1. COVID-19 Communication Resources, CDC
2. Resuming Business TOOLKIT, CDC
3. Occupational Risk Pyramid for COVID-19, Occupational Safety and Health Administration (OSHA)
4. Guidance on Preparing Workplaces for COVID-19, OSHA
5. SAFER - Return to Work Guidance for Office Operations National Safety Council

Sources

[1] Aflac survey, retrieved from: https://hrdailyadvisor.blr.com/2017/10/16/aflac-survey-24-employees-fully-understand-benefits/

Evidence-based COVID-19 Clinical Care

As research scientists, doctors, and public health officials learn more about SARS-CoV-2 and COVID-19, local policies and guidelines are continually evolving. At the same time, our country's brick and mortar healthcare system faces unprecedented challenges, making it more difficult for people to get timely care. In this fast-changing landscape, employers have a critical role to play in staying informed and protecting the health and safety of employees—including facilitating COVID-19 testing, supporting them through quarantine, and helping them return to work safely.

OBJECTIVE:

Help your employees return to work healthy and stay healthy

PLAN:

Use evidence-based clinical guidelines and support to help employees:

+ Prevent the spread of the SARS-CoV-2 virus
+ Get immediate access to care at the onset of symptoms
+ Get expedited testing for COVID-19
+ Receive ongoing clinical support throughout quarantine or isolation
+ Return to work when they are healthy

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Recommendations

In addition to staying up-to-date with current CDC business and workplace guidelines, employers can consider the following best-practice recommendations as they look to bring employees back to their job sites.

Employee Behavior Change

- **Require wearing a mask.**
  Require the wearing of masks onsite as mandated by local public health policy or in cases where social distancing is not possible.
  - Use the OSHA safety framework to understand the risk level of different employee roles and, as needed, procure and provide the appropriate PPE.
  - Establish procedures for disposing of used PPE.
- **Encourage and facilitate good hygiene.**
  Encourage employees to stay home or go home when feeling the onset of symptoms. Encourage frequent hand washing and educate about appropriate technique. Remind employees not to touch their eyes, nose or mouth.

Screening and Testing

- **Institute at-home self-assessments as first screening step.**
  No on-site test can demonstrate a person is virus-free, so a daily check-in from home can serve as an important first step in the screening process. Using a mobile app or online portal, employees can complete a daily self-assessment, answering a few simple questions about how they feel, whether or not they have any COVID-19 symptoms, or if they may have been exposed to anyone with the virus.

- **Establish onsite temperature checks.**
  Establish clear protocols for helping employees get their temperature checked—ideally through a self-service system—prior to entering the workplace, while complying with HIPAA regulations for protecting personal health information.

  - Document and track failed screenings for contact tracing

- **Stay informed about testing options and guidance.** Stay up-to-date on testing options and guidance from the CDC, and evolve your benefits strategy to make it easier for employees to get tested. For example, consider offering a telemedicine physician service that can prescribe COVID-19 testing if it's not widely available locally.

- **Support PCR testing for employees with symptoms or known exposure risk.** Consider requiring a PCR test at the onset of symptoms or when an employee has close contact with an infected person.

The right care at the right time

- **Provide clinical support at onset of symptoms.** As soon as an employee has concerns about exposure to the virus, experiences symptoms, or does not meet your organization's screening criteria to enter the workplace, they need access to a nurse or physician who can guide them to the appropriate care and COVID-19 testing. Consider a 24-hour nurse triage line through your health plan, a physician telemedicine service, or a clinician-led healthcare advocacy solution.

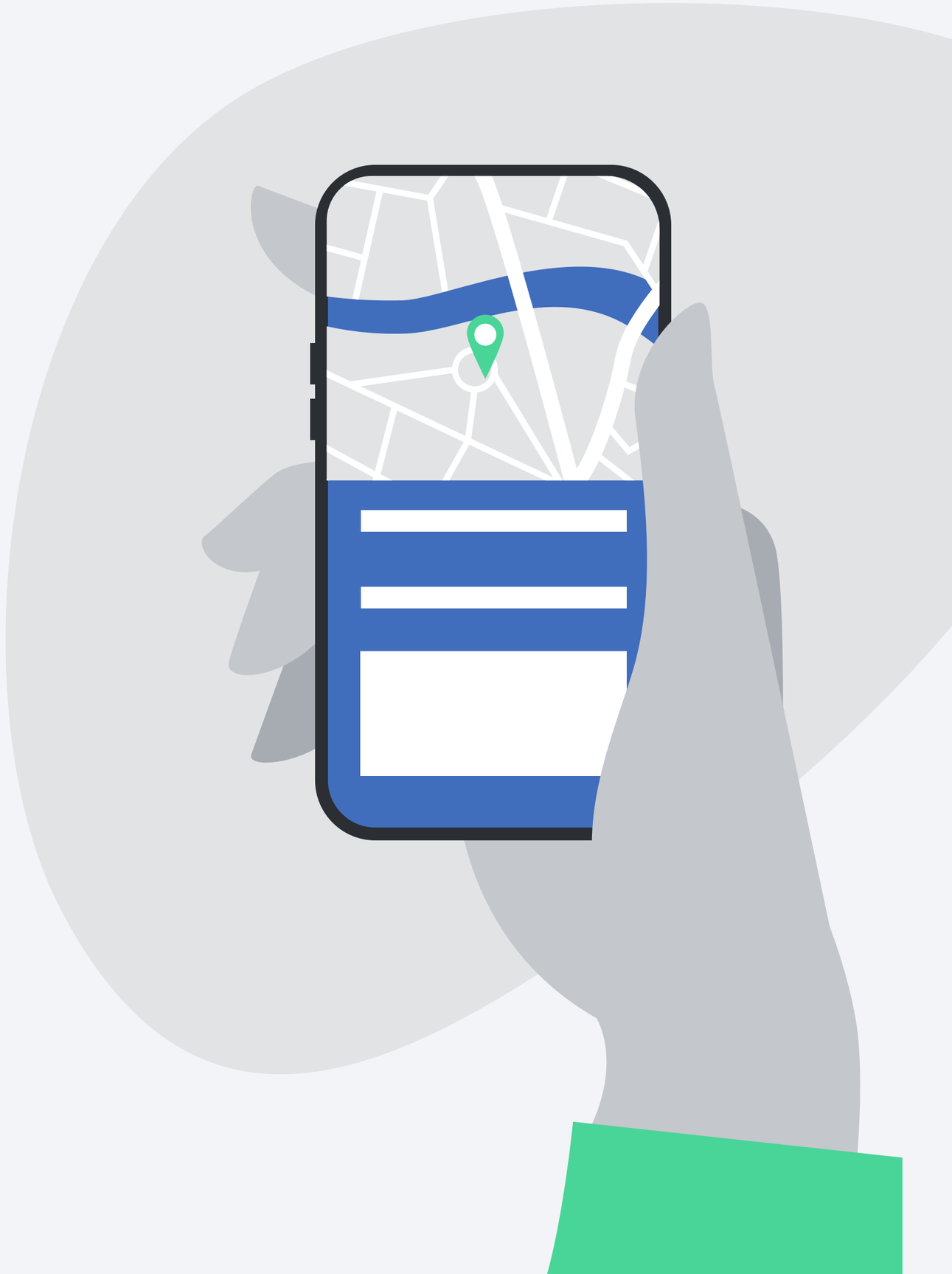
- **Support employees throughout their illness.** Data shows that patients have the worst complications a week into their disease course. In addition, isolating can lead to emotional and behavioral health concerns. Employers can utilize a nurse line that regularly checks in on ill employees to monitor their symptoms, provide telephonic support, and connect them with telemedicine or acute care services, as needed.

- **Support the return to work decision.**
  Some people can remain COVID-19 positive and contagious well beyond guidelines for self-isolation. Employers should consider providing onsite or virtual medical services to support the return to work decision. Potentially, after 10 days of self-isolation,[1] employees may be both medically and biologically cleared to work. This means they have been:
  - Evaluated by a healthcare professional and deemed free of infectious symptoms and physically able to perform the duties of their job.
  - Have twice tested negative for COVID-19 to confirm they are no longer infectious.

1. Consult with latest CDC and local health authority guidance for the most up-to-date quarantine recommendations.

Contact tracing

In an environment of limited testing, contact tracing offers employers a tool to help prevent the spread of the virus within worksites and among employees. New services and smart phone apps are emerging to track interactions and alert people at risk of infection. Employers should evaluate options and select a solution that inspires employee trust and confidence.



Resources

1. CDC Guidelines on Quarantine and Isolation
2. CDC Testing Guidelines
3. CDC Businesses and Workplaces Guidelines
4. CDC Resuming Business TOOLKIT

Supporting Employee Emotional Well-Being and Mental Health

The U.S. already had a mental health crisis before COVID-19. Feeling isolated, left behind or discriminated against are just a few of the reasons behind an exponential rise in preventable deaths over the past 20 years. Fragmented healthcare and a lack of access to affordable behavioral healthcare are other contributing factors.

COVID-19 is making isolation and insecurity even worse, and access to care even harder. One third of Americans are now showing signs of clinical anxiety, depression or both.[1]

For employers, taking action is not just the right thing to do for employees – it makes economic sense, too. Depression and anxiety lead to lost productivity, unwanted attrition and 2 to 3 times higher medical costs.

The good news? The COVID-19 pandemic presents a major opportunity for employers to drive change.[2]

8 out of 10 workers with a mental health condition do not seek mental healthcare due to shame and stigma.[3]

4 in 10 say worry and stress from Coronavirus has had a negative impact on their mental health.[4]

OBJECTIVE:

Help improve the emotional well-being and mental health of employees and their families in the time of COVID-19

PLAN:

Prioritize employee emotional well-being and mental health alongside physical health. Take steps to help employees:

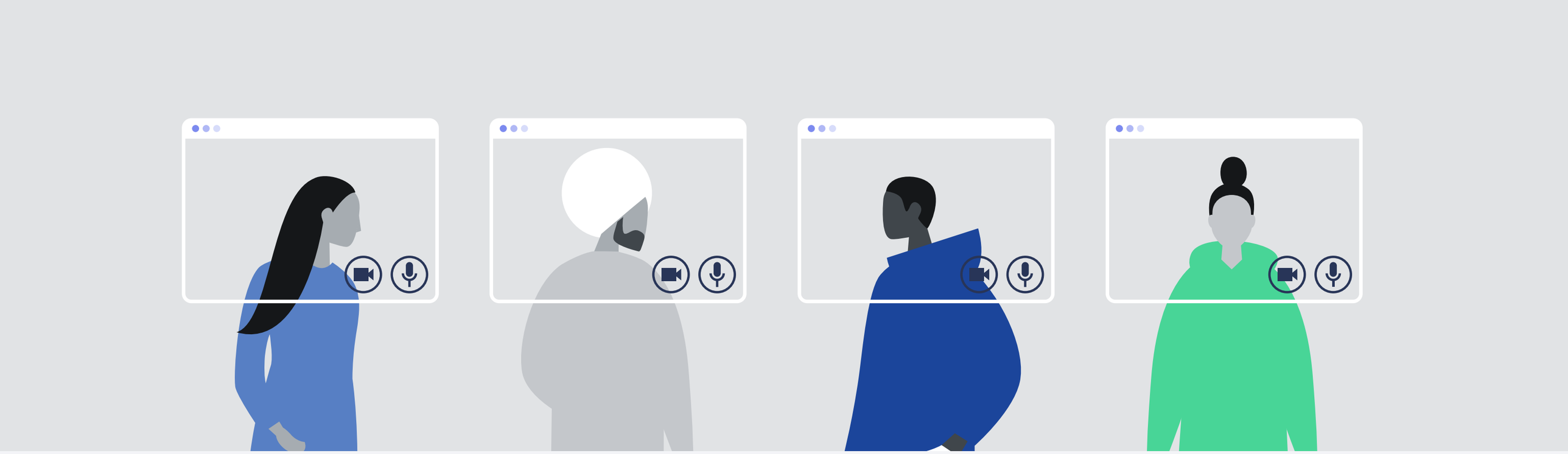
+ Feel comfortable getting help for anxiety, depression, substance abuses and other behavioral health needs.
+ Easily access behavioral healthcare when they need it.
+ Achieve better behavioral health outcomes.

Recommendations

- **Elevate the importance of emotional well-being and mental health.** The COVID-19 pandemic has normalized the discussion about employee health and safety. Leaders can elevate mental health into the conversation and strive to create a stigma-free environment. Employees should feel as comfortable talking about anxiety or depression as they do a broken limb or headache.

- **Help leaders show their employees they care.** At Accolade, we use a 5-point framework:

    1. **Be present.** Make yourself accessible and find ways to be there for each team member. Listen actively and pay attention to how they're doing.

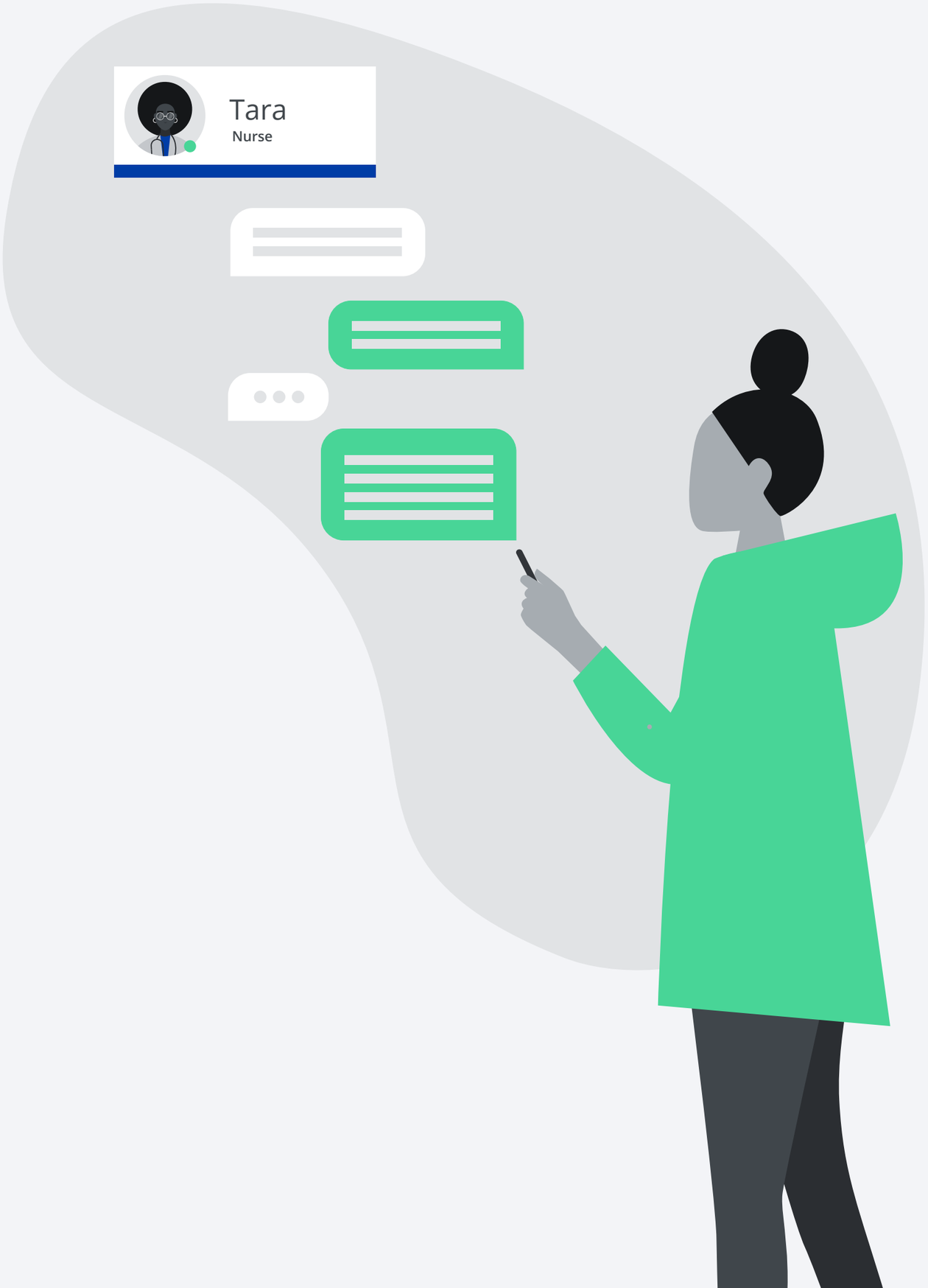


2. **Communicate.** Keep the lines of communication open and connect on a personal level. Be transparent and realistic; you don't need to have all the answers in a time of uncertainty.

3. **Model.** Be a voice of calm and practitioner of vulnerability. Your team is watching how you navigate uncertainty and stress, and how you set work/life boundaries. Let them know you're taking a mental health day so they feel comfortable doing the same.

4 **Be Kind.** Be kind and caring. Be inclusive. Be supportive. Acknowledge the challenges of sheltering at home and returning to the workplace in the time of COVID-19.

5. **Acknowledge.** Take time to thank each employee for their commitment and contributions. Recognize small projects, cheer exemplary collaboration, and appreciate everyone's adjustments and flexibility.



- **Form a mental health employee resource group (ERG).** Create an ERG with mental health as the primary focus, not a subset of a broader group, to normalize the topic and reduce barriers to entry. Start small—perhaps with a dedicated Slack channel—and make it easy for employees to share their stories.[5]

- **Embrace digital behavioral healthcare (BH) solutions.**
  In a survey of more than 1,200 workers, 74% of respondents said they would be more likely to use a behavioral health benefit if it was accessible from their mobile device.[6] Digital solutions improve the accessibility of BH services, are uniquely suited to help people at risk for hard-to-predict events like panic attacks, and provide a wide range of needs, from emotional resilience and on-demand life coaching to virtual therapy and psychiatry.

- **Break down the silos between physical and mental healthcare.** More than 70 clinical trials have shown that people have much better outcomes when physical and mental health are integrated, rather than kept in their traditional silos. Results include:
    - Substantial improvement in depression over 12 months
    - Less physical pain
    - Better social and physical functioning
    - Better overall quality of life

These models also show a six to one return on investment. Employers should look for whole-person, collaborative care solutions that feature extended care teams—primary care doctors, nurses, social workers, pharmacists, psychologists and psychiatrists—working in coordination and focused on health outcomes, not just engagement or utilization of tools or services.

- **Prioritize behavioral health population outcomes.** Focusing on outcomes starts with taking a population health approach. By understanding the different types of mental health needs across your employee population, you can provide targeted resources. Not everyone needs a psychiatrist, but most people could benefit from mental health coaching. One in five employees might need therapy for depression or anxiety, and one in 10 may need help with substance abuse disorders.

  When targeted solutions are in place, focus on outcomes rather than simply tracking usage or engagement. One option is using validated screening tools—such as Patient Health Questionnaires-2 and -9, and General Anxiety Disorder-7—repeatedly to track outcomes and create accountability.

Resources

- Center for Workplace Mental Health, American Psychiatric Association
- Mental Health resources, CDC
- Healing the Nation, Well Being Trust

Sources

[1] Wan and Fowers, (May 26, 2020), Washington Post, "A third of Americans now show signs of clinical anxiety or depression, Census Bureau finds amid coronavirus pandemic," retrieved from: https://www.washingtonpost.com/health/2020/05/26/americans-with-depression-anxietypandemic/?arc404=true.

[2] Porter and Wong, Mind Share Partners, How to Form an Employee Resource Group, retrieved from: https://hbr.org/2020/05/how-to-form-a-mental-health-employee-resource-group

[3] Mordecai, D., Mental Health at Work – Why Stigma is a Workforce Health Issue, retrieved from https://business.kaiserpermanente.org/insights/mental-health-workplace/stigma-at-work

[4] KFF Health Tracking Poll (conducted May 13-18, 2020), retrieved from https://www.kff.org/reportsection/kff-health-tracking-poll-may-2020-health-and-economic-impacts/

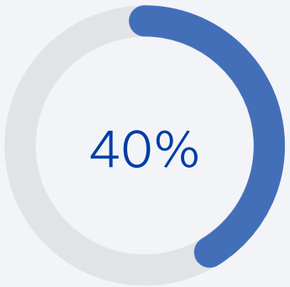
[5] Source: Ginger, 2019 Workforce Attitudes Toward Behavioral Health - Annual Report, retrieved from: https://go.ginger.io/annual-behavioral-health-report-2019.

Population Health

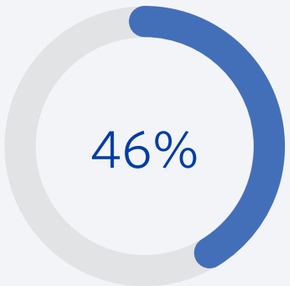
Helping employees and their families get the care they need for chronic and acute conditions in the time of COVID-19

The direct impact of COVID-19 in the U.S.—more than 143,000 deaths to date[1]—has been dire. An indirect impact of COVID-19—involving the inability or delay of individuals with chronic or emerging health conditions to see their doctors regularly—could be just as grim and put a strain on workforces and society in general. More specifically, during the pandemic, many people who need help managing diabetes, congestive heart failure or other chronic conditions are deferring care out of fear of contracting the virus. Others are having difficulty accessing care at all as clinics continue to close. At the same time, stay-at-home orders have disrupted informal care relationships through family and friends. As preventive and follow-up care fails to happen, the risk of greater morbidity and mortality grows and long term healthcare costs increase.

In the face of the first and "second hit" of COVID-19, employers need to take steps to help employees and their family members get the right care at the right time to improve health outcomes. They need a population health strategy.



By the end of June 2020, the U.S. could lose more than 40% of its family physicians.[2]



76% of consumers are now interested in using telehealth going forward, but only 46% are actually using it.[3]

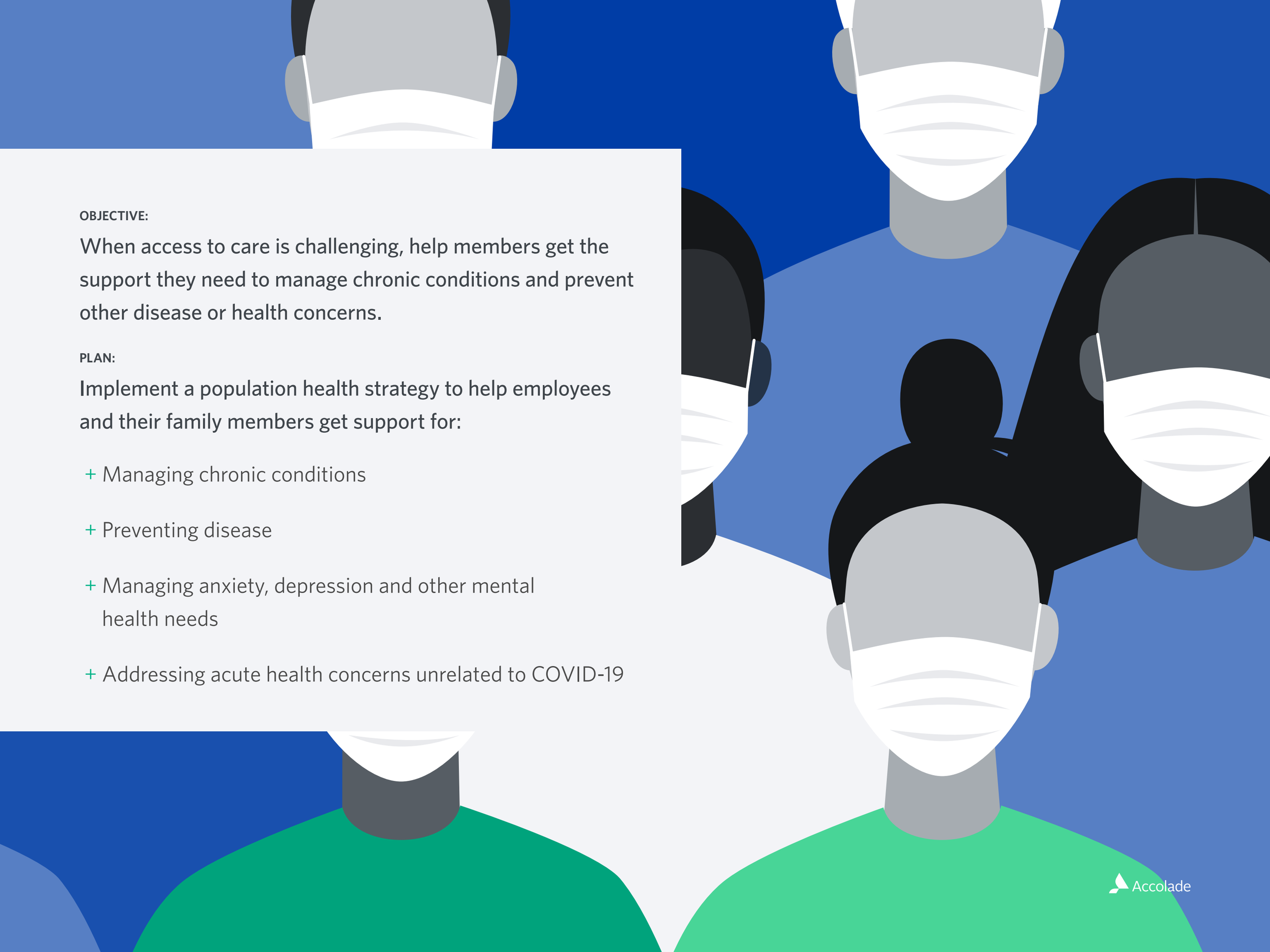
OBJECTIVE:

When access to care is challenging, help members get the support they need to manage chronic conditions and prevent other disease or health concerns.

PLAN:

Implement a population health strategy to help employees and their family members get support for:

+ Managing chronic conditions
+ Preventing disease
+ Managing anxiety, depression and other mental health needs
+ Addressing acute health concerns unrelated to COVID-19



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Recommendations

Here are some recommended actions to get started.

1. **Begin by understanding your people.** Consider all member populations—not just those at risk of getting COVID-19 or complications from the disease. These populations can include members at risk of the indirect impact of COVID-19, low wage earners, and out-of-scope individuals.

    - **Create sub-groups based on risk level.** Risk-stratify your member populations using any available data. If you can't access claims data, use people's age as a start. Or conduct a simple survey to learn about health risks or chronic conditions.

    Example:

    - High risk: People with asthma, COPD, lung cancer, heart failure, HIV/AIDS; 65 years or older with diabetes or cardiovascular disease
    - Medium risk: People with diabetes, hypertension, cardiovascular disease; pregnant women
    - Low risk: Everyone else

2. **Engage everyone with targeted outreach based on risk level and need.** Use multi-channel communications to educate, guide and prompt specific actions.

   - **For all members:** educate about available benefits and resources.

   - **For people at risk of worsening chronic conditions:** guide them to take specific actions like scheduling a telemedicine visit to check in or get a 90-day supply of prescriptions – and then track outcomes.

   - **For those at highest risk:** reach out by phone to make sure they have their medications, the right foods, a clear care plan, and where to go if they get sicker. Screen for anxiety, depression and stress.

3. **Implement clinical and employee benefit strategies based on population needs.**

   - **Telemedicine.** With the growing shortage of primary care, telemedicine has become an instant necessity, and 76% of consumers are interested in using it.[3] Telemedicine is a great solution for people with diabetes or heart disease who simply need a prescription refill, for instance. In fact, the vast majority of health concerns can be addressed virtually. Explore solutions through telemedicine vendors, primary care clinics or health plans, and educate members about the benefit to build awareness and understanding.

- **Digital behavioral health solutions.** Augment your EAP offering with digital behavioral health solutions—e.g., mental health coaching, virtual therapy and virtual psychiatry. Nearly 50% of people who use behavioral health services prefer the convenience of online, phone, chat or video format that fits their schedule.[4] (See chapter 4 for more behavioral health recommendations.)

- **Health and benefits navigation.** Centralize employee health and benefits in one location and implement single sign-on to increase utilization. Solutions that add human support from benefits experts can help guide members to the health programs and tools that can help them most.

- **Evidence-based clinical support for better healthcare decisions.** Look for healthcare advocacy solutions that combine clinical expertise, evidence-based practice, and extended care teams—nurses, primary care doctors, pharmacists, psychologists, social workers – to support the medical and behavioral health needs of each member, helping guide them to the best decisions for their health and well-being.

- **Intelligent provider matching.** As access to care becomes more challenging, intelligent provider matching solutions can help guide members to the right care options and best, high-quality doctors for their needs.

4. **Recognize the need to focus on social determinants of health and start taking steps.** The circumstances in which we are born, grow up, live, work and play—our social and economic conditions—account for up to 80% of health outcomes.[5] You can make social determinants of health part of your population health strategy by:

    - Opening the lines of communication with employees and their families and asking about social determinants of health and where they need support.
    - Using member and public health data to understand barriers to care.
    - Talking with vendors about how they address social determinants of health.
    - Building relationships with public health departments to better understand and address the needs of communities, and the services and resources available to help people.

Resources

- National Center for Chronic Disease Prevention and Health Promotion
- NCCDPHP Tools and Resources
- NCHHSTP Resources on Social Determinants of Health

Sources

[1] Coronavirus in the U.S.: Latest Map and Case Count, The New York Times, retrieved from: https://www.nytimes.com/interactive/2020/us/coronavirus-us-cases.html

[2] https://healthlandscape.org/covid19/

[3] McKinsey COVID-19 Consumer Survey, April 2020, retrieved from: https://www.mckinsey.com/industries/healthcare-systems-and-services/our-insights/telehealth-a-quarter-trillion-dollar-post-covid-19-reality

[4] Ginger, 2019 Workforce Attitudes Toward Behavioral Health – Annual Report, retrieved from: https://go.ginger.io/annual-behavioral-health-report-2019

[5] Spencer, A., Freda, B., and McGinnis, T., Center for Health Care Strategies, and Gottlieb, L., MD, UCSF (Dec 2016), Measuring Social Determinants of Health among Medicaid Beneficiaries: Early State Lessons, retrieved from: http://calqic.org/wp-content/uploads/2019/12/Measuring-SDH-Among-Medicaid-Beneficiaries-Early-State-Lessons.pdf

Responding to the COVID-19 crisis with Accolade

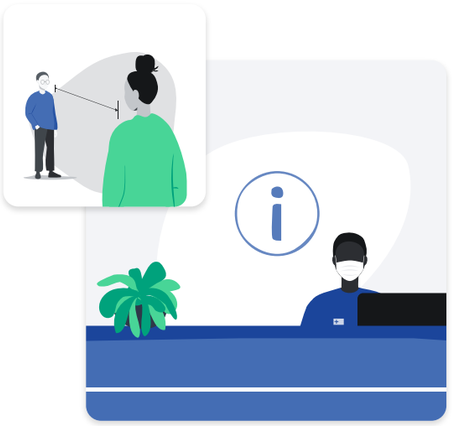
From the very beginning of the pandemic, Accolade has been helping organizations find their way forward. We rapidly applied our personalized advocacy solutions to the challenge of COVID-19, and have consistently provided comprehensive clinical support to members based on the latest CDC evidence-based guidelines. As the crisis continues to unfold, Accolade has continuously innovated to extend our advocacy solutions to meet the needs of organizations of all sizes, industries, and locations throughout the country.

Accolade COVID Response Care, a complete return-to-work solution

In May 2020, Accolade expanded its personalized advocacy portfolio with a solution to help employers manage the near-term challenge of bringing people back into the workplace during the COVID-19 pandemic. Designed on a flexible platform, Accolade COVID Response Care helps customers ensure their program complies with evolving state and local requirements for reopening in the time of COVID-19.

Accolade COVID Response Care is a comprehensive, evidence-based return to work solution built on more than a decade of experience helping people across more than 70 industries navigate healthcare. The solution is designed around principles common to most state and local requirements, including daily employee screening, contact tracing and notification, and reporting for auditing and compliance. Combining our frontline care teams, population health approach and open technology platform, the solution addresses the entire COVID-19 lifecycle—from prevention to diagnosis, support and recovery, contact tracing and safe return to work.

Prevention and Communication



- **Prevention and Communication**
  Prevent the spread of COVID-19 prevention at your worksites
  Managing COVID-19 in the workplace starts with prevention. Accolade COVID Response Care delivers the right message to every employee, informing them about steps they need to take to stay healthy and comply with your procedures for maintaining a healthy workplace—e.g., wearing a mask, social distancing, completing daily health screenings, completing a clinical assessment, or getting access to the appropriate diagnostic test.

Employee Triage and Support

- **Employee Triage and Support**
  Provide clear guidance based on clinical evidence
  As soon as an employee has concerns about exposure to the virus, is experiencing symptoms, or does not meet your organization's screening requirement for returning to work, an Accolade nurse helps guide them to the appropriate medical care and COVID-19 testing.

COVID-19 Condition Management

Return to Work Verification

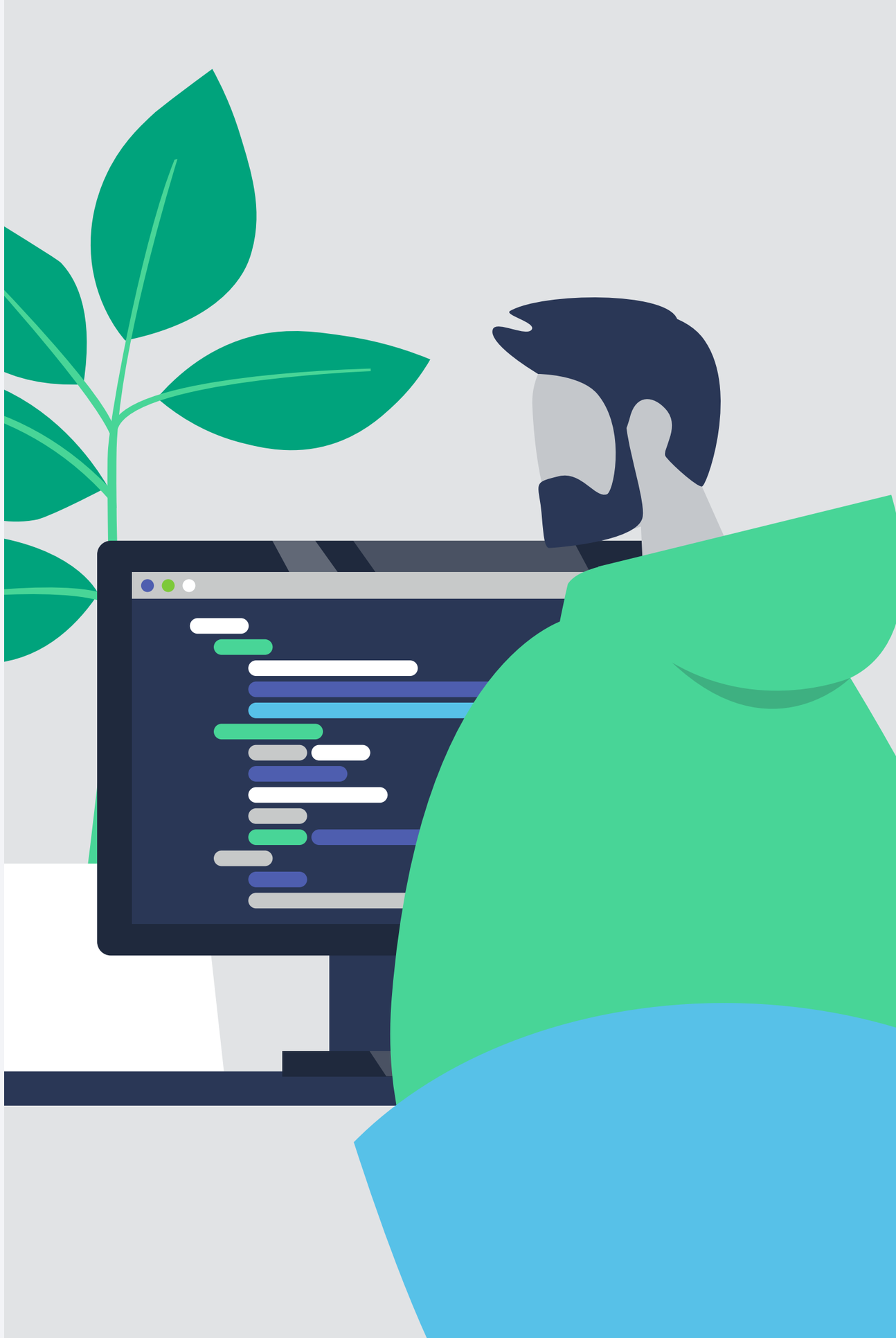
- **COVID-19 Condition Management**
  Avoid employees returning to work too early or too late
  After testing positive for COVID-19, an employee will engage often with an Accolade clinician until they are certified as safe to return to work. The Accolade nurse creates and supports the employee's entire care plan, in addition to providing education on the quarantine process and next steps. The nurse continues to do condition surveillance until the employee is back in good health.

- **Return to Work Verification**
  Gain assurance that returning employees follow best practices
  Completing the COVID-19 lifecycle, Accolade ensures employees return safely to work through a multi-step process, including quarantine and care plan adherence, contact tracing, and return-to-work verification.

Accurate, timely data

Through on-demand dashboards, you can access accurate and timely data to support compliance needs and to understand the impact of COVID-19 across your population, including employee safety sentiment, cumulative incidence, and positive test rates. This data provides valuable insight to help your organization make decisions about staffing, resources, temporary site closures, work-from-home policies and other important business strategies.

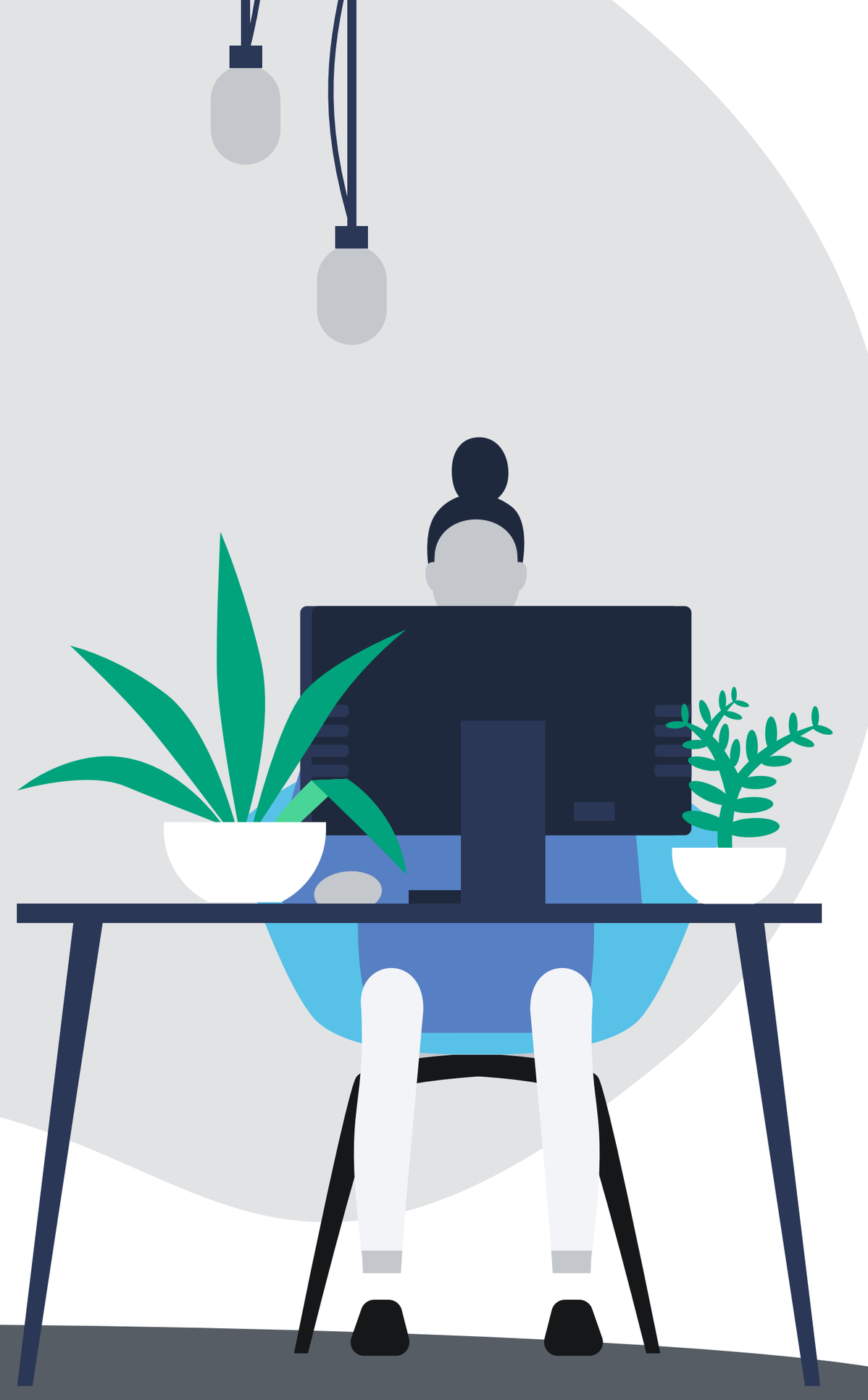
Learn more at
https://www.accolade.com/covid-response-care.

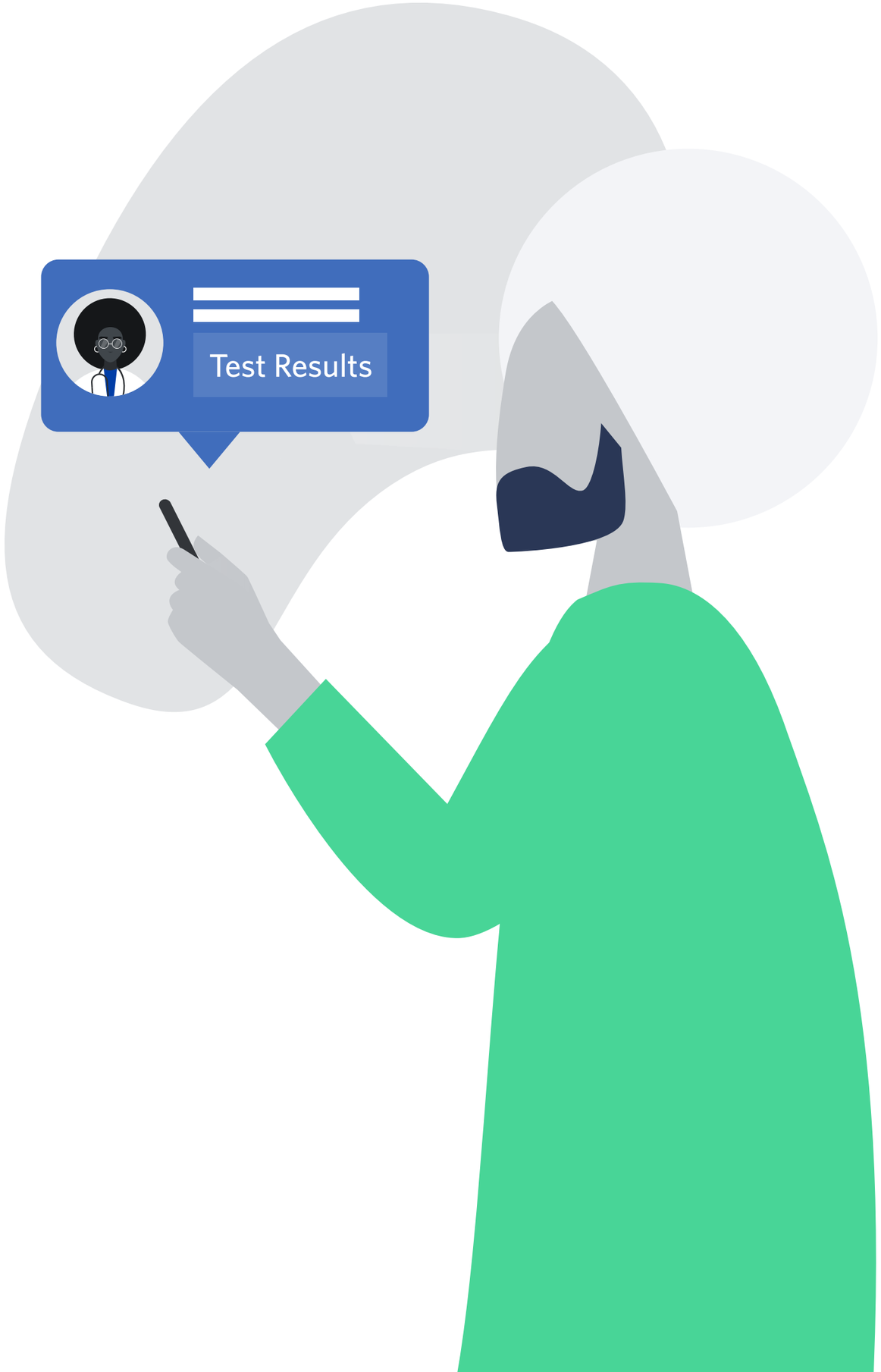


Accolade Personalized Advocacy Solutions

Accolade's portfolio of personalized advocacy solutions—Accolade Total Benefits, Accolade Total Care, and Accolade Total Health and Benefits—can help organizations address the challenges of the next 12 to 18 months as the COVID-19 pandemic unfolds, and well beyond.

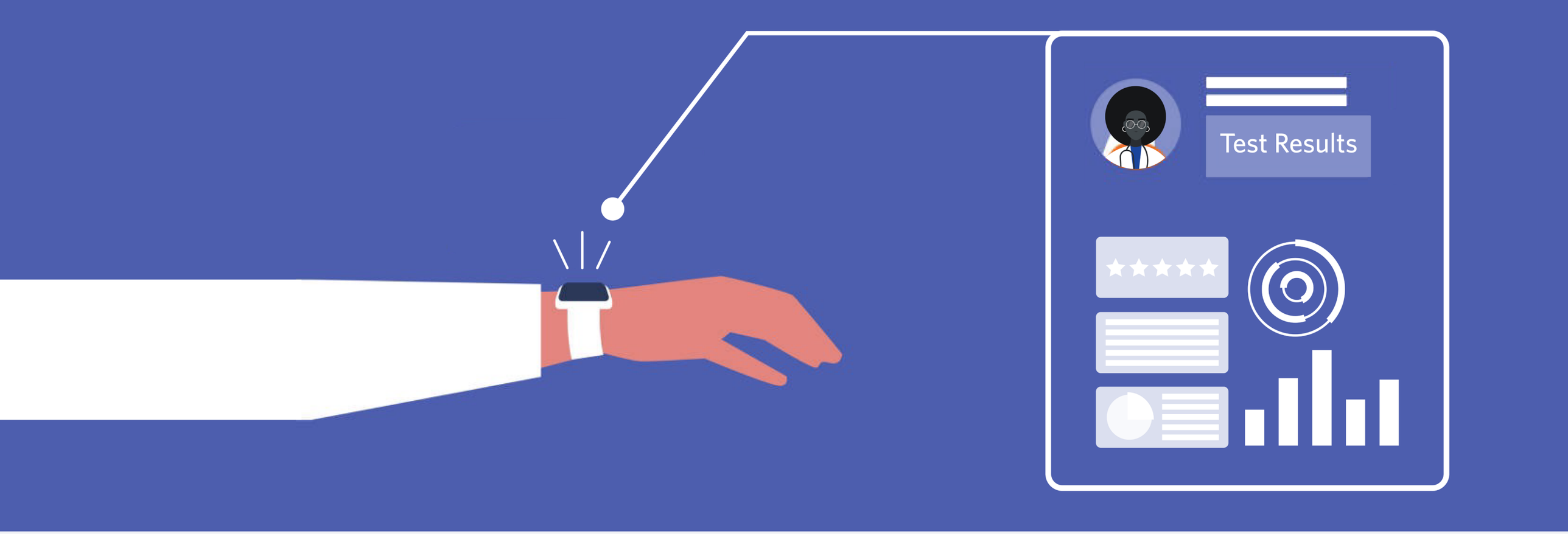
- **Employee communication**
  Accolade delivers targeted messaging to employees through integrated, multi-channel campaigns built through data and insight. These campaigns can help educate and inform employees as the COVID-19 landscape changes.





- **Accessing the right care at the right time**
  As the economy reopens and restrictions on elective care and medical procedures are eased, demand for care may rapidly spike and far exceed supply. Accolade nurses and Health Assistants educate members about their options and help guide them to the best decisions, care and doctors for their needs.

- **Benefits engagement**
  Accolade Health Assistants and nurses help educate and guide employees to the benefits and health programs that can help them most, whether telemedicine, virtual therapy, second opinion, diabetes management or any other benefit available to them.



- **Emotional and mental well-being**
  Accolade Health Assistants and nurses address the needs of the whole person, not just their physical conditions. Every interaction is an opportunity to identify emotional or mental health challenges and quickly get people the support they need.

All of our personalized advocacy solutions combine human compassion, evidence-based clinical practice, and intelligent technology to identify a person's needs and provide them the appropriate level of personalized support—resulting in a healthier, happier workforce and lower healthcare cost trend for employers.

To learn more about Accolade personalized advocacy, visit us at www.accolade.com or contact us at inquiries@accolade.com.

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