

COVID-19 Conversations: How to Communicate with Employees and Members on Vaccinations



August 19, 2021

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Visit nationalclub.org/coronavirus for more information

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Employee Communication since early 2020 regarding COVID-19 with its many milestones

A continuum of key changes and developments in the US over the past 18 months:

- No vaccine, no mask, health questionnaires
- Mask requirement in most States indoors and outdoors
- Vaccines becoming available in early 2020 and offered by priority group (Healthcare and age-based)
- May 2020 – children over the age of 12 can get vaccinated
- Progressive unmasking policies outdoors
- Unmasking policies for vaccinated employees, including indoors
- Unvaccinated employees to maintain wearing masks and physical distancing
- Complex communication strategies with employees regarding wearing the mask or not based on vaccination status and location
- Booster shots to become available in September (US Department of Health)

Occupational Safety and Health Administration guidance of August 13th 2021:

- Fully vaccinated employees to wear masks to protect unvaccinated and immunocompromised workers in Covid-19 Hotspots and high-risk settings.
- Fully vaccinated employees who have close contact with people who test positive for Covid-19, wear a mask for up to 14 days unless they test negative 3-5 days after the contact.

In Summary: Adopt a policy that require workers to get vaccinated or to undergo regular Covid-19 testing, in addition to mask wearing and physical distancing, if they remain unvaccinated.

CDC Guidance

CDC is recommending that fully vaccinated people wear masks in public indoor settings in areas of high transmission rate.

Check your State's positioning regarding Vaccinations



A few examples of State positionings:

- Montana State not allowing Vaccination mandate
- New York State and Virginia adopted the “Soft Mandate” and New York City added that indoor restaurants, bars and gyms will need to ask customers and staff for proof of vaccination.
- Connecticut, Colorado, New Jersey, Massachusetts, Washington, Washington DC and Puerto Rico are adopting the soft mandate for certain workers (mainly Public and Healthcare workers)

Critical strategies for communicating the importance of vaccinations to Club employees



- **Craft a clear policy with the help of your HR professional / legal Counsel while balancing workplace safety and employee privacy**
- **Negotiate with your Union to include any changes in your policy (CBA)**
- **Ask employees to provide proof of vaccination or a signed attestation (no medical inquiry that could conflict with ADA protection, and in respect of EEOC guidance), or wear masks and submit to regular Covid-19 testing**
- **Observe State and local guidance that could be different from Federal Laws**
- **If you mandate vaccination, make sure to consider reasonable accommodations for employees with disability related or religious objections, and maintain your employees' medical records confidential (EEOC mandate), control the access and limit its use**
- **Some States mandate a notice requirement be issued to employees prior to collecting their medical information (i.e. California Consumer Privacy Act)**

Various approaches: The Carrot and / or the Stick approach?



Employers, private and public have the right to set workplace conditions and a duty to provide a safe workplace for their employees

Many possible approaches:

- **In May 2021 EEOC updated its pandemic guidance to include incentives for voluntary vaccinations, so long as the incentive (reward or penalty) is not “so substantial as to be coercive”.**
- **Treasury expands paid leave tax credit on July 29th to accompany or care for a family or household member, to obtain immunization or recover from immunization secondary effects**
- **Health plan premium surcharges for the unvaccinated (speak to your benefit provider)**
- **Mandate vaccination or test regularly, wear masks and social distance**
- **Vaccination as a condition of employment**

What are other companies doing? Trends and strategies

- United Airlines – vaccine mandate by Oct. 25th (supported by their Union), Hawaiian Airlines by Nov. 1st, but reasonable disability related or religious accommodations must be made
- Frontier’s and Federal Workers “soft mandate” – require vaccination or regular proof of negative tests, wearing masks and social distance
- Delta Air Lines – new employees must be vaccinated, current employees are encouraged and restrictions apply if they are not (international travel limitation)
- Pentagon supports vaccinations for Service Members and looking at making it mandatory by Mid-September, with disciplinary consequences for refusals
- Houston Methodist (hospital) unvaccinated workers lost their case when told they needed to get vaccinated or risk losing their jobs (June 12th) – 150 employees were fired or resigned
- CNN’s zero tolerance policy prompts them to fire three unvaccinated workers, and make showing proof of vaccination a requirement for entering the workplace
- Many large employers are requiring vaccinations or testing policies (Walt Disney, Walmart, Tyson Foods, Facebook, Netflix, Google)

Best Practices for communicating Safety Procedures at the Club

- **Be consistent in how you apply your policies**
- **When requiring proof of vaccination, communicate that medical records will be kept confidential**
- **Train your team not to inquire beyond what is necessary**
- **Set a timeline and provide notice of changes to your staff prior to implementation**
- **Create some consistent messaging to share with employees and members when faced with questions regarding employees' vaccination status (use both verbal and written communication and translate as needed)**
- **Show empathy, be open to dialogue, and encourage your staff to speak to you privately and seek advice from their medical provider**
- **Be nimble and stay on top of changes in the law**
- **Update and communicate your policies regularly**

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Director of Marketing & Communications

Chevy Chase Club

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Strategic Club Communications in the COVID Era



Communicating With Our Employees



Club Employee COVID-19 Information Update

Dear Valued Chevy Chase Club Employees,

We appreciate how much you have already done to adapt during this challenging time as the COVID-19 pandemic continues to impact our world. As you know, we have been taking preventive measures at Chevy Chase Club against COVID-19 for the past several months to help keep you, our entire staff, your families, and our members safe. We have worked under some uncertain and often stressful conditions, and you have helped make it possible for us to continue our essential operations. We thank you for all you have done to adapt during this challenging and unprecedented time.

We are hopeful that the authorization of multiple COVID-19 vaccines enables us to finally see an end in sight to this global pandemic. However, medical experts have advised that this will only happen if enough people get vaccinated.

Chevy Chase Club strongly encourages all of our team members to get a COVID-19 vaccine when it becomes available to you. Getting the COVID-19 vaccine gives you an added layer of protection against the disease and could also protect your coworkers and your family.

Maryland's Vaccine Distribution Plan

Maryland's current plan is to distribute COVID-19 vaccines to its residents in the following order:

- **Phase 1A:** health care workers; residents and staff of nursing homes; first responders; public safety; corrections
- **Phase 1B:** adults age 75 and older; individuals with intellectual and developmental disabilities; assisted living, independent living, behavioral health and developmentally disabled group homes, and other congregate facilities; education; continuity of government

- **Email & Posters**
- Sent from **General Manager & HR**
- **CDC** guides our messaging
 - Trusted, visible source
 - Limit potential liability
- **Filter & share** CDC information relevant to staff and vaccines
 - Overload of information

Employee Vaccine Email Timeline

March 9, 2021

- Maryland's vaccine distribution plan
- How to sign up, what to expect
- CDC information & links

March 15, 2021

- Vaccine incentive: 4 hours of regular pay

July 28, 2021

- Vaccine update, Delta variant
- Vaccination status: 65%
- Reiterated incentive

August 16, 2021

- Enhanced vaccination incentive: 4 hours of regular pay + \$125

Ongoing

- Bi-weekly emails from HR reminding employees to submit vaccination status



Enhanced Vaccination Incentive

Dear Chevy Chase Club Employees,

Amid growing cases of the Delta variant of COVID-19, we continue to **HIGHLY ENCOURAGE** our staff to obtain the vaccination.

According to the CDC, vaccines are widely accessible in the United States and are available for everyone aged 12 years and older at no cost. If you need any assistance in locating a vaccine provider, please do not hesitate to ask someone in HR.

COVID-19 vaccines can be effective at preventing people from getting COVID-19 as well as minimizing the symptoms of those who do acquire the virus. COVID-19 vaccines reduce the risk of people spreading the virus that causes COVID-19. Millions of people in the United States have received COVID-19 vaccines, and these vaccines have undergone strict safety monitoring. This monitoring includes using both established and new safety monitoring systems to make sure that COVID-19 vaccines are safe. COVID-19 vaccines cannot give you COVID-19.

In an effort to continue to increase the number of staff that are fully vaccinated, we will continue to offer the 4 hours regular pay as previously communicated **AND will now also provide an additional \$125!** This is effective immediately and will apply to those who have previously submitted their vaccination cards to Human Resources as well as those who are vaccinated in the near future. If you have been fully vaccinated (2 shots of the Moderna or Pfizer vaccination or one shot of the Johnson & Johnson vaccine), please submit a copy of your card to Human Resources. You may either do this by bringing the card by the HR Office or by sending a picture of the card to cjefferson@chevychaseclub.org

The health and safety of our employees, their families and the membership is a top priority. If you have not done so already, please obtain your vaccination. If you are already fully vaccinated, let us know! If you have any questions regarding the COVID-19 vaccination, we encourage you to review the information from the CDC which can be found here: https://www.cdc.gov/coronavirus/2019-ncov/vaccines/keythingstoknow.html?s_cid=10493.cdc%20covid%20vaccine.sem.ga;p:RG:GM.gen:PTN:FY21

Should you have any questions or if we can assist you in any way, please do not hesitate to contact me.

Sincerely,

Christy Jefferson

Director of Human Resources

Shift messaging to address employee concerns:

- Is it safe?
- Has it really been tested?
- **Target population** has narrowed

A General Manager's Personal Appeal



“..... while I recognize there may be personal reasons why someone has chosen not to be vaccinated, I read an interesting fact about one common reason. There are many who lack confidence in the vaccine because it was approved under “**emergency use authorization.**” What I did not realize is that the **treatments for COVID have been approved the same way.** I would hate for anyone to not be vaccinated because of this issue alone, **only to find themselves sick and in need of the treatment.**”



Get Your VACCINE!
¡Obtenga Su VACUNA!

INCREASED INCENTIVE PAY

4 Hours + **\$125**
REGULAR PAY

¡Mayor pago de incentivos! 4 horas de pago regular más \$125

PROTECT YOURSELF & OTHERS
PROTÉJASE A SÍ MISMO Y A LOS DEMÁS

Submit a copy of your vaccination card to Human Resources to receive your incentive pay. You must be fully vaccinated (two shots for Moderna & Pfizer, one shot for Johnson & Johnson) to receive this incentive.

Envíe una copia de su tarjeta de vacunación a Recursos Humanos para recibir su pago de incentivos. Debe estar completamente vacunado (dos vacunas para Moderna y Pfizer, una vacuna para Johnson y Johnson) para recibir este incentivo.

Those that already submitted proof of vaccination will also receive the additional \$125!

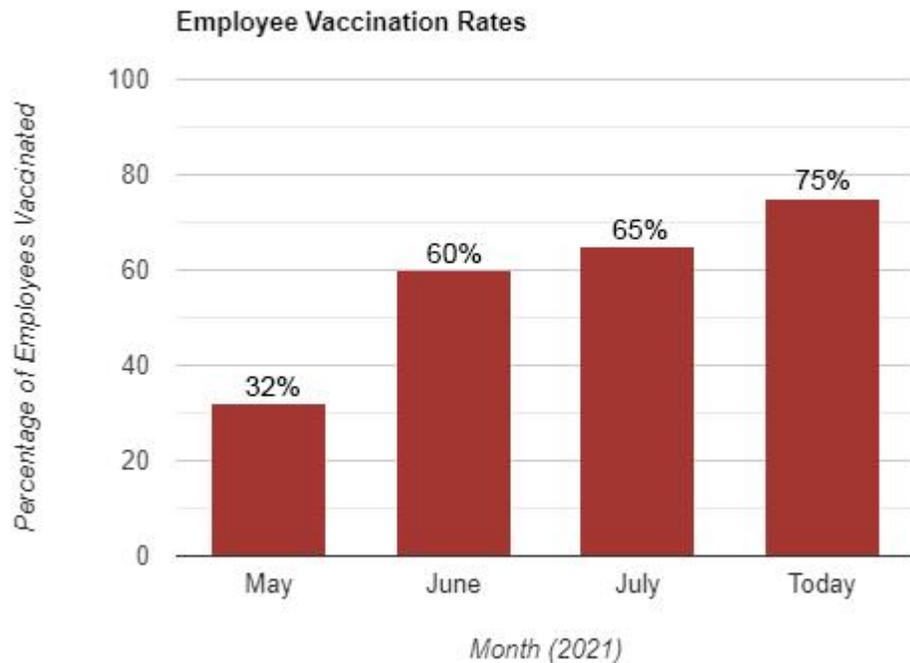
¡Aquellos que ya presentaron prueba de vacunación también recibirán los \$125 adicionales!

New Incentive

- Launched August 16
- Increased incentive pay
- **4 Hours of pay + \$125**
- English + Spanish poster

Visit nationalclub.org/coronavirus for more information

Employee Vaccination Rates



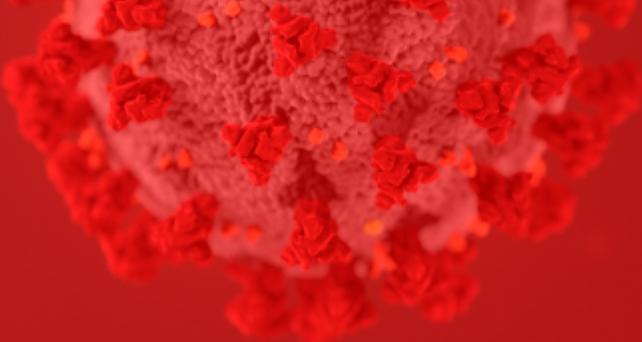
- Shared with membership
- Jump: March, April & May
- Drop: July
- Younger employees unvaccinated (50–60% per area)

Communicating With Our Members

- **Email, Website, Digital Bulletin**
- Emails from **Club President & General Manager**
- **CDC** guidelines, **State, Local & Federal** restrictions guide our message



Strategy



- **Trust, Transparency, Consistency, Confidence**
- **Embrace & acknowledge** the current situation
- **No change** in **tone** from pre-pandemic
- **County restrictions** are comparably **aggressive**
 - We strictly follow these guidelines
 - Simply relay this information
- No schedule; **communicate as needed**
- **High valuation** on their membership; **invested** in their club



CORONAVIRUS UPDATE

FRIDAY, AUGUST 6

Dear Chevy Chase Club Community,

We are writing to you on the recent increase in COVID-19 cases in our local community and the measures Montgomery County is putting in place to help reduce further spread of the virus, notwithstanding the high percentage of Montgomery County residents and Club members who have been vaccinated. In accordance with County guidance, the Club's mask policy is amended as follows:

MASK POLICY

Members, Guests & Staff

Effective Saturday, August 7, 2021

- **Outdoors:** Masks are not required. (We encourage any member or guest who is uncomfortable without a mask to continue to wear one.)
- **Indoors:** **Masks are required indoors for everyone over two years of age regardless of whether or not you have been vaccinated, unless actively eating or drinking.**

As a reminder, the Club provides hand sanitizer stations for your convenience throughout the campus. Members, guests and staff are encouraged to use these frequently and to wash hands regularly. The Club may also implement additional measures as necessary, such as increasing physical distancing between non-family members in the dining and fitness areas.

We continue to ask that should you or a member of your family develop COVID-19 related symptoms or test positive for COVID-19 after having been at the Club in the 48 hours prior to the onset of symptoms or test date, that you notify us immediately so we may begin contact tracing. We will take the appropriate steps to protect your privacy as is practical. You can report a positive test result to our General Manager, Luke O'Boyle, by phone at (301) 852-4100 ext. 200 or via email at lboyle@chevychaseclub.org

Please continue to be safe and take all necessary measures to protect yourselves and those around you.



CORONAVIRUS UPDATE

MONDAY, NOVEMBER 23

Dear Members,

We are writing to you on the recent increase in COVID-19 cases in our local community and the measures Montgomery County is putting in place to help reduce further spread of the virus, notwithstanding the high percentage of Montgomery County residents and Club members who have been vaccinated. In accordance with County guidance, the Club's mask policy is amended as follows:

MASK POLICY

Members, Guests & Staff

Effective Saturday, August 7, 2021

1. If you are a member of your household or are having and eating or drinking at the Club.
2. If you are a member of your household or are having and eating or drinking at the Club.
3. If you are a member of your household or are having and eating or drinking at the Club.
4. If you are a member of your household or are having and eating or drinking at the Club.
5. If you are a member of your household or are having and eating or drinking at the Club.
6. If you are a member of your household or are having and eating or drinking at the Club.
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Please continue to be safe and take all necessary measures to protect yourselves and those around you.

club policies



KNOW BEFORE YOU GO!

Members are reminded to adhere to the following policies at all times.

MASK POLICY

Outdoors

Masks are **not required**. (We encourage any member or guest who is uncomfortable without a mask to continue to wear one.)



Indoors

Masks are **required** indoors for everyone over two years of age regardless of whether or not you have been vaccinated, unless actively eating or drinking.

Chevy Chase Club
Admin · August 6 at 1:15 PM · 🌐

Updated Mask Policy, Effective Saturday, August 7, 2021

Outdoors: Masks are not required.

Indoors: Masks are required indoors for everyone over two years of age regardless of whether or not you have been vaccinated, unless actively eating or drinking. Masks will be required while on the Indoor Tennis Courts and using the Fitness Center facilities.

Read the full update from the Club President here:
https://www.chevychaseclub.org/club/scripts/email/view_mail_message.asp?MID=1731... See More

Visit the COVID-19 Information Center for vaccine resources.
[Get Vaccine Info](#)

Like Comment

Comment as Chevy Chase Club

Members & The Vaccine

Limited Encouragement

Why?

- **High vaccination rates** in the county & surrounding areas
- **Average age** of member: **65**
- In the **Nation's capital**

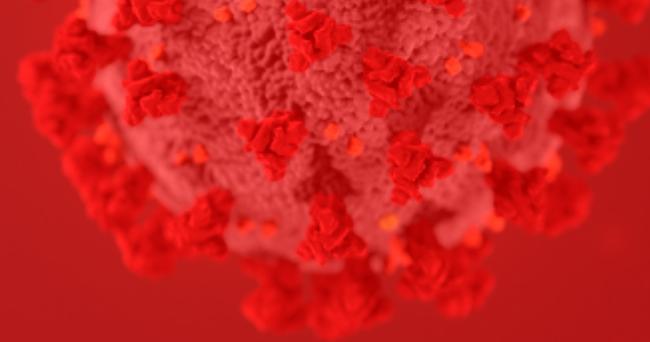


Letter Excerpts

- “We are proud of the responsibility exhibited by our members and staff to our Club community. . . **members continue to be respectful, even if frustrated**, by the current limits.”
- “**Continue to be safe** and take all necessary measures to protect yourselves and others.”
- “....provided a framework for returning to normalcy tied to the percentage of county residents who become fully vaccinated. **The Club encourages members and staff alike to do so.**”



Masks



- Follow **state & county mandates**
- Compliance issues are **isolated**
- **Acknowledging** the situation
- Face mask **contests**

FACE MASK CONTEST

Show Off Your Most Stylish Face Coverings!

We want to see your fashionable and creative face coverings! Show us what you're sporting by emailing your photo to together@chevyclub.org or posting on our [Facebook Group](#). The member with the most stylish submission will win a bottle of wine! The deadline to submit is Friday, August 14.



Compliance Issues? Change the Tone!

Enforcement at the Fitness Center

- **Adapt**



**MASKS
REQUIRED**

Let's stay
**HEALTHY
TOGETHER.**

Wear a
MASK. ✓



Let's stay
**HEALTHY
TOGETHER.**

Wear a
MASK. ✓



COVID Member Resources

Coronavirus Updates Online

- **Policies, restrictions & hours of operation**
- Channel for **feedback & questions**



My Profile My Account Club Calendar Club Calendar Feed Reservations

CORONAVIRUS UPDATES

CALENDAR

CLUB HISTORY

CLUB GOVERNANCE

CLUB MANAGEMENT

MEMBERSHIP

SUMMER MEMBERS

BLOG

EMAIL ARCHIVE

MEMBER DIRECTORY

CORONAVIRUS UPDATES

Last Updated: Friday, August 6

We remain committed to keeping you informed as we learn more from the CDC, WHO and the state and county health departments. Please let us know if you have any questions or concerns in the meantime by emailing the Club at comments@chevychaseclub.org.

Face Mask Policy

Effective Saturday, August 7

- **Outdoors:** Masks are not required. (We encourage any member or guest who is uncomfortable without a mask to continue to wear one.)
- **Indoors:** Masks are required indoors for everyone over two years of age, regardless of whether or not you have been vaccinated, unless actively eating or drinking.

Guest Policy

Members are welcome to bring guests in accordance with traditional Club rules.

Locker Rooms

The Men's Locker Room will open for use as will the locker room shower areas. Shower areas will be disinfected a minimum of two times per day. The Ladies Clubhouse Locker Room is now open.

Monday: Noon - 8:30 p.m.

Tuesday - Sunday: 8 a.m. - 8:30 p.m.

COVID Member Resources

Coronavirus Updates Online

- **Archive** of all COVID communications
- **Transparency**
- **Updated** information

Letters From the President & General Manager

- 8/6/2021 – Mask Policy Update
- 5/30/2021 – Club Operations Update
- 5/19/2021 – Update, May 19
- 5/7/2021 – Update, May 7
- 4/29/2021 – Update, April 29
- 3/4/2021 – Skating Weekend Notice, Winter Center COVID Policies
- 2/11/2021 – Indoor Dining Opening
- 1/23/2021 – Update, January 23
- 12/15/2020 – Update, December 15 (Indoor Dining Closing)
- 11/23/2020 – Update, November 23
- 11/10/2020 – New Restrictions from the County
- 10/28/2020 – New Winter Center Dining Guidelines
- 10/9/2020 – COVID-19 Positive Test Result
- 9/20/2020 – Indoor Tennis Center Access & Usage
- 9/14/2020 – From the Club President
- 8/31/2020 – Coronavirus Update, August 31
- 8/6/2020 – Face Masks at the Club
- 7/14/2020 – An Important Message From the Club President: Face Mask Policy
- 6/30/2020 – Face Mask Policy
- 6/26/2020 – Important Club Notice
- 6/20/2020 – Winter Center Reopening
- 6/20/2020 – Stage 2 Reopening (Fitness Center, Golf & Racquets)
- 6/18/2020 – Pool Limited Opening
- 6/6/2020 – Dining Update, Week of June 8
- 6/5/2020 – COVID-19 Employee Appreciation Fund

Looking Ahead

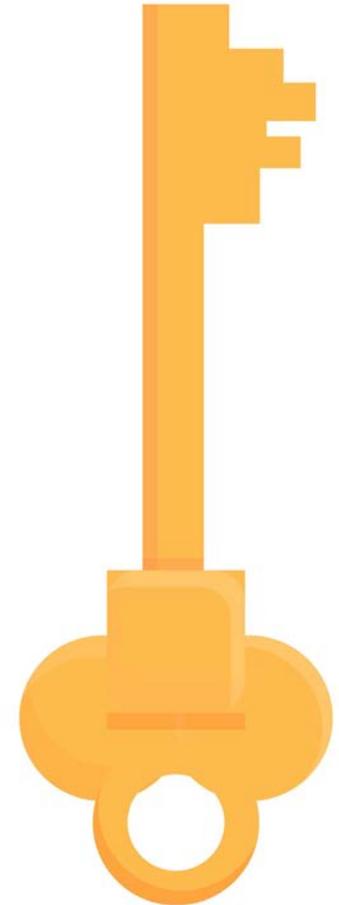
- Vaccine **mandates vs. shortage of labor**
- Measure new vaccination **incentive**
- Board **reassessment of vaccination guidelines** in September
 - Members, guests & employees
- How to help **facilitate vaccine distribution?**

Future Obstacles

- Employees who are **exempt/refuse** the vaccine?
- How to **store records** of vaccination?
- Policies for **independent contractors** and **volunteers**?
- Members **requesting vaccinated employees**
 - Mask becomes a scarlet letter

Takeaways

- **Transparency & honesty**
- Build **trust**
- **Acknowledge & adapt**
- Bettering **crisis communication & strategy**
- **New forms of communication**
 - Open flow for concerns and updates



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Questions?

Visit nationalclub.org/coronavirus for more information