



Building Trust: A Relational Approach to Talking About the COVID Vaccine Mandate from CMS and Addressing Vaccine Confidence

Monday, December 6, 2021



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America's Voice for Community Health Care

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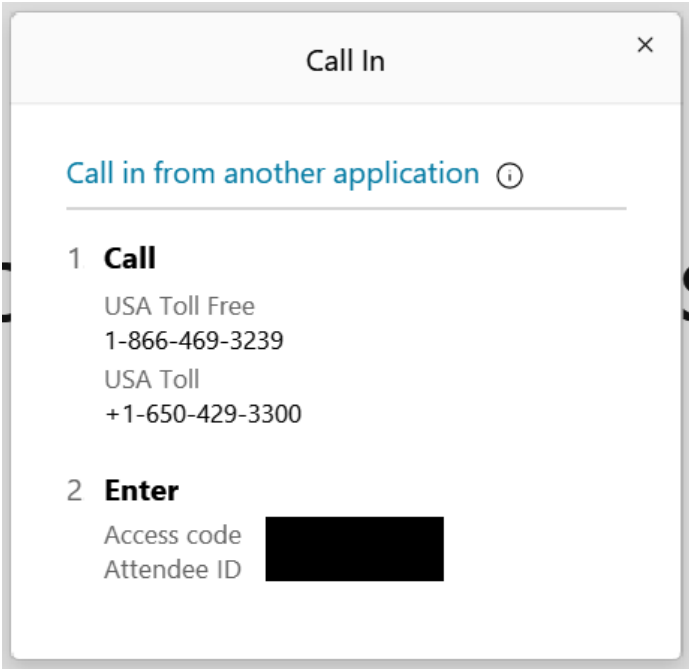
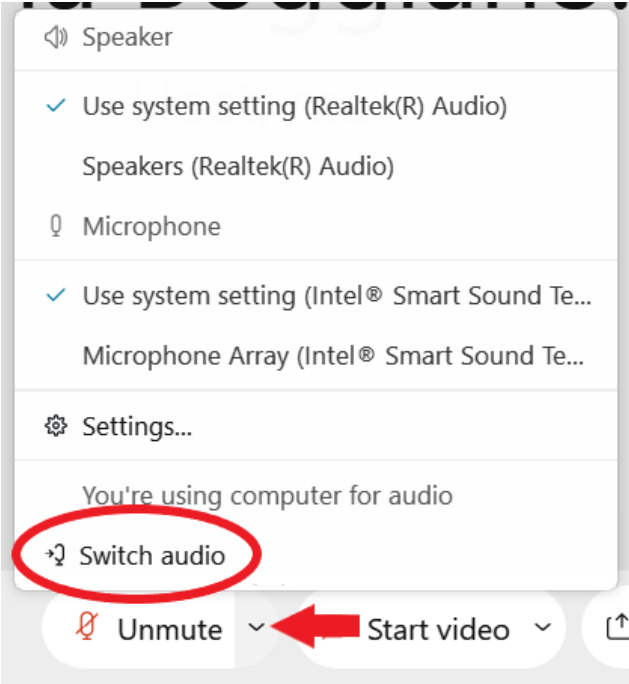
Welcome! Housekeeping

- Today's meeting is being recorded
- The recording and additional resources will be made available to all registrants.
- A copy of the slides will be sent from trainings@nachc.org after the event.
- After the webinar, you will be directed to an evaluation for this event. We value your feedback and encourage you to complete this short survey!

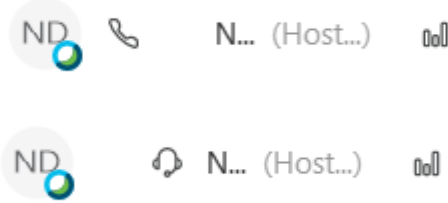
AUDIO CONNECTIONS

Having issues? Try calling in

Go to “Audio and Video” or click the arrow next to your unmute button and select “Switch audio” Follow the unique instructions on your screen.



After connecting, if you don't see a phone/headset icon next to your name, please attempt to connect your audio again!



ASKING QUESTIONS VIA CHAT BOX

1. **The Chat feature** is available to ask questions or make comments anytime.
2. **Click the Chat Box button** at the bottom of the WebEx window to open the chat box on the bottom righthand side of the window.
3. **Select “send to everyone”**
4. **Type your question and Click “SEND”**

Yuriko de la Cruz, MPH

Program Manager, Social Drivers of Health
Public Health Priorities Division, NACHC





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Pamela Duke, MD, FACH

Drexel University College of Medicine

Professor of Medicine, Associate Director of Clinical Skills & Professionalism

Pamela Duke, MD, FACH is a Professor of Medicine at Drexel University College of Medicine, and a practicing internist in Philadelphia with an interest in geriatrics, women's health and urban medicine. She is currently the course director for the first year integrated year-long medical student doctoring course teaching: communication skills, bioethics, professionalism, behavioral health and physical exam skills.

She contributed a chapter in the Academy of Communication in Healthcare book, Communication Rx, on the “Communication Skill Set and the Electronic Medical Record”. She worked with the American Board of Internal Medicine’s Choosing Wisely Campaign creating communication videos to help health providers talk about cost of care issues. She is an active faculty and board member of the Academy of Communication in Healthcare, doing workshops throughout the country on patient-physician communication and improving physician well-being and patient engagement.

In addition, Pam has been involved in the Facilitator in Training Program (FIT) for ACH on a committee level and as a 1:1 mentor. She is also involved in the Academy for Professionalism in Healthcare (APHC) as a past board member and does research in this area. Pam is the mother of three children and mentors students about her work life balance for American Medical Women's Association (AMWA).



Build Trust:

A relational approach to talking about the COVID Vaccine Mandate from CMS and Addressing Vaccine Confidence

Dr. Pamela Duke

Academy of Communication in
Healthcare



Academy of Communication in Healthcare

A little about us . . .

- The Academy of Communication in Healthcare (ACH) is a non-profit organization dedicated to improving healthcare through education and research to enhance communication skills.
- For more information about our community and work, please visit our website at: www.ACHonline.org

Better Communication. Better Relationships. Better Care.



Academy of Communication in Healthcare

- No conflict of interest-no connection to any vaccine production or products

WELCOME



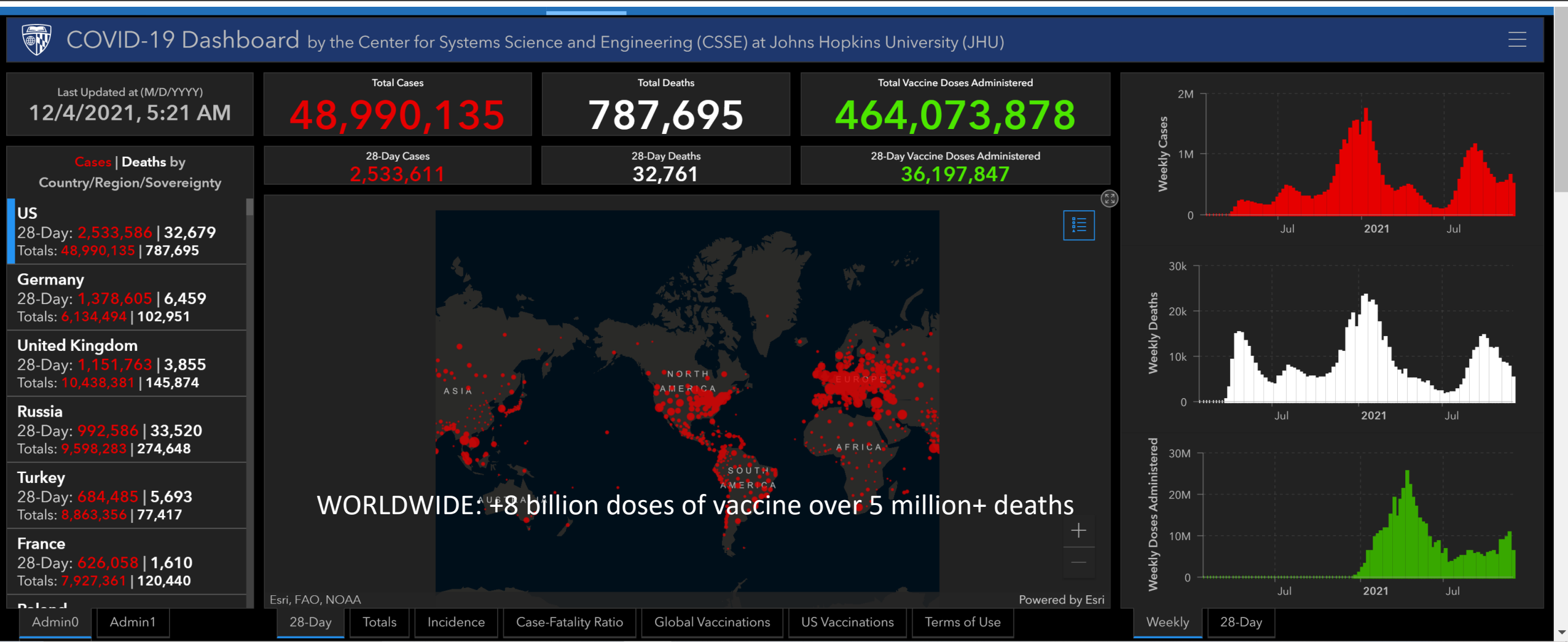
Where are you located
and what is your role?

Place Answer in Chat Box

We hope that after this session:

- You have tools to reinforce trust and confidence with discussions about COVID vaccinations and vaccine mandates
- You feel empowered with relational empathic communication skills to talk about COVID vaccines and vaccine mandates
- You have an improved understanding of the forces behind vaccine confidence

WE ARE IN A GLOBAL HEALTH EMERGENCY

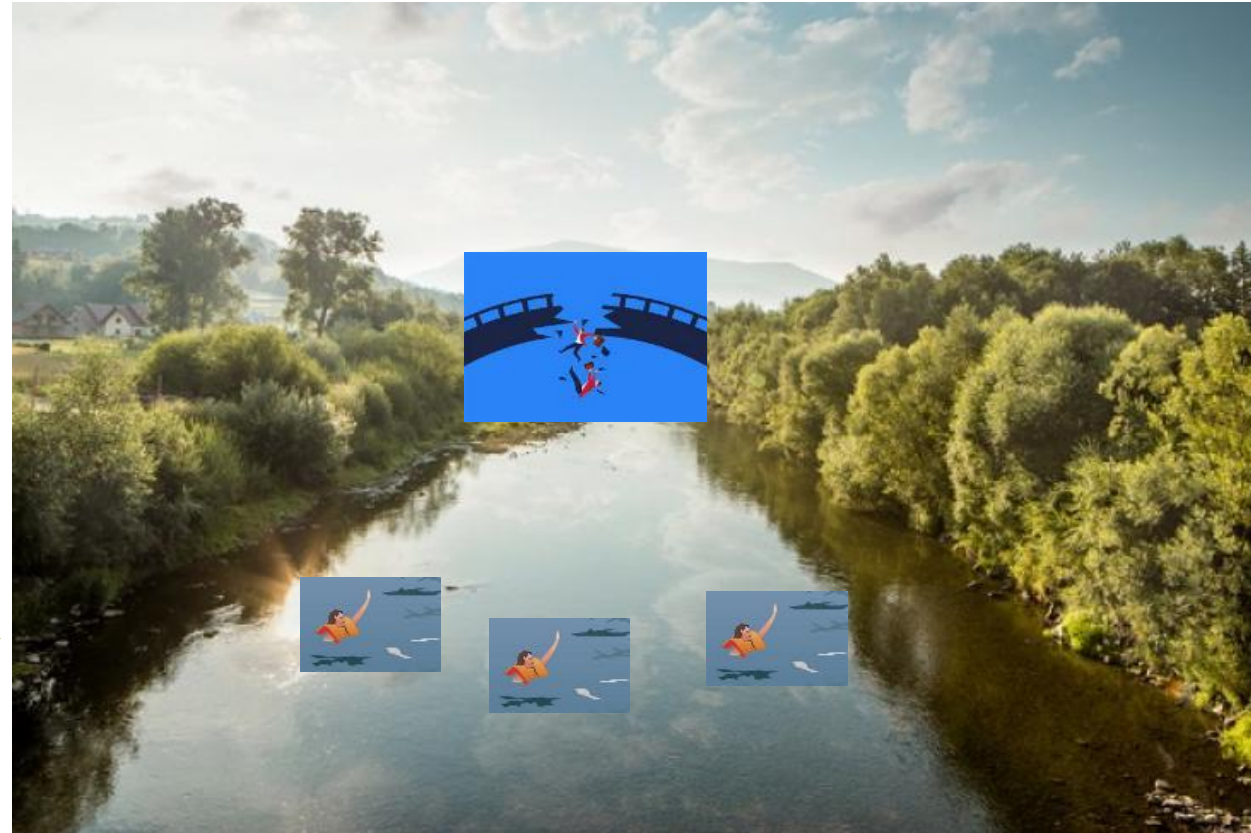


JOHNS HOPKINS COVID DASHBOARD

<https://coronavirus.jhu.edu/map.html>

The River Parable

The RIVER

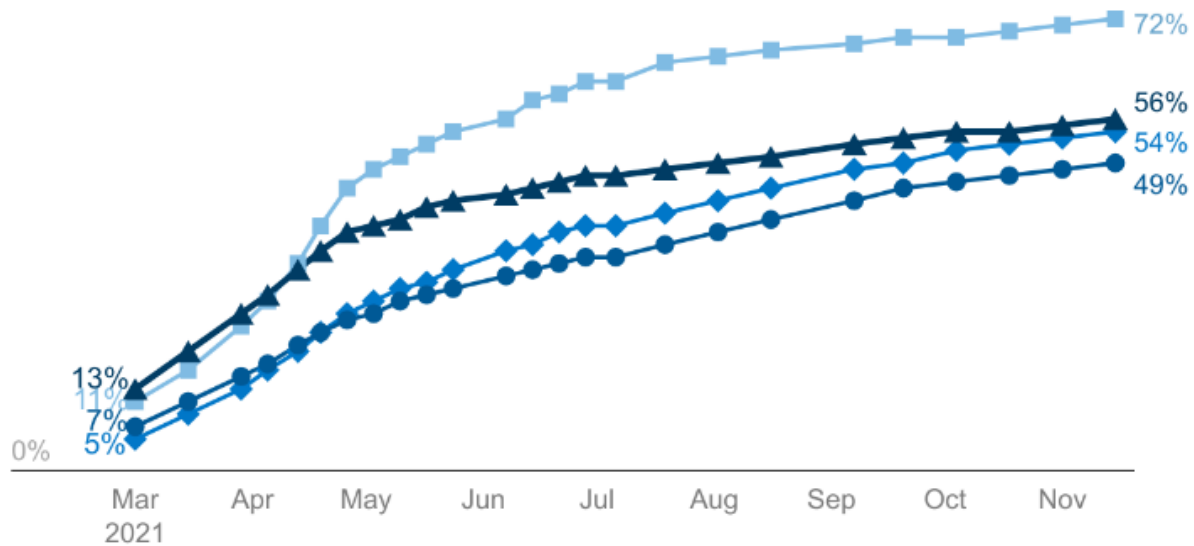


Poll Question

Figure 3

Percent of Total Population that Has Received at Least One COVID-19 Vaccine Dose by Race/Ethnicity, March 1 to November 15, 2021

▲ White ● Black ◆ Hispanic ■ Asian



SOURCE: Vaccination data based on KFF analysis of publicly available data on state websites; total population data used to calculate rates based on KFF analysis of 2019 American Community Survey data. Number of states included in analysis varies based on available data at time of data collection.



Are you already having vaccine conversations at work with patients or employees?

Nov 2021
<https://www.kff.org/coronavirus-covid-19/issue-brief/latest-data-on-covid-19-vaccinations-by-race-ethnicity/>

Vaccine Mandates in Healthcare

Potential Benefit for Employer

- Keep those we care for and the workforce healthy by preventing employees from getting COVID-19
- Help protect clients, customers, and visitors from COVID-19 illness
- Reduce absences due to COVID-19 illness
- Improve morale, build trust, and be responsive of your employees needs and cultural norms



3.5 million employees

96% compliance

92% at least 1 vaccine

Update 11/24

Potential Benefit for Employee

- Prevent COVID-19 illness and long-term complications
- Reduce absences and doctor visits due to COVID-19 illness
- Help protect family and household members and our patients from COVID-19 illness
- Improve morale

<https://www.cdc.gov/coronavirus/2019-ncov/vaccines/recommendations/essentialworker/workplace-vaccination-program.html>

VACCINE CONFIDENCE

VACCINE CONFIDENCE is the trust that employers, employees, their families, and healthcare providers have in:

- Recommended vaccines
- Providers who administer vaccines
- Processes and policies that lead to vaccine development, licensure or authorization, manufacturing, and recommendations for use



Many Reasons for Low Vaccine Confidence



Vaccine confidence is the belief that vaccines work, are safe, and are part of a trustworthy medical system



Experience with healthcare in the past

Human nature to resist change

Misinformation

Side effects

Anxiety about allergic reactions/medication interactions

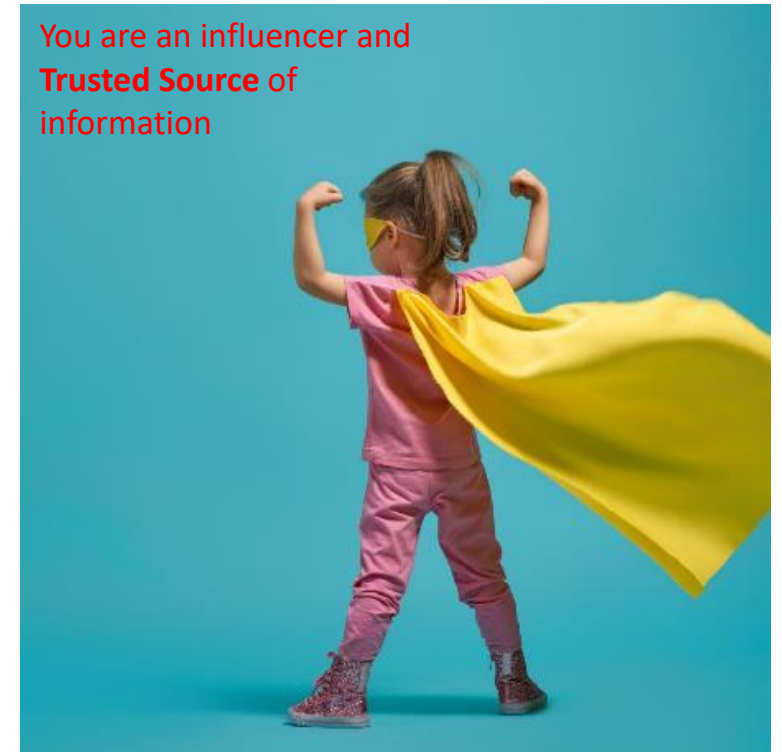
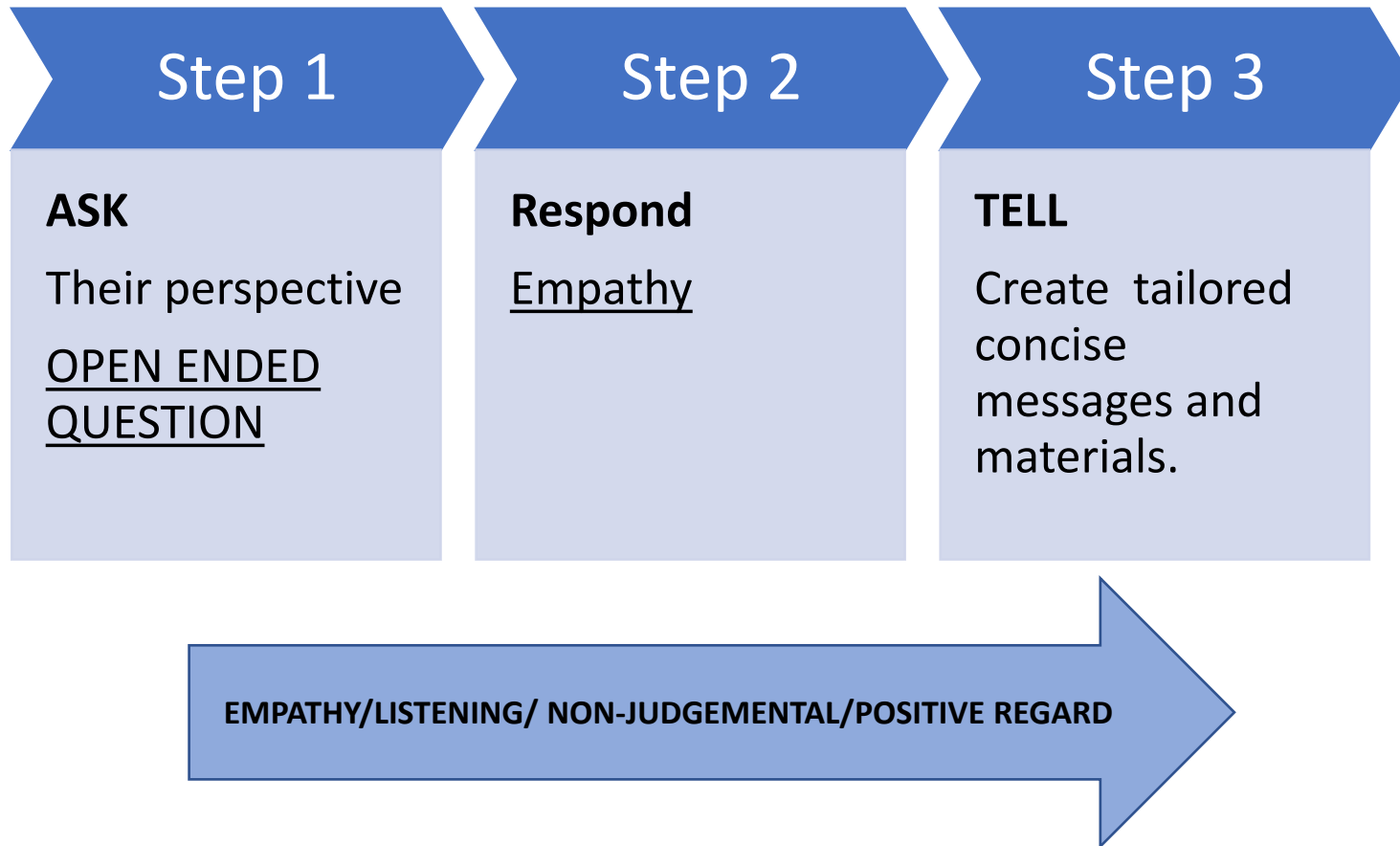
Circles of Influence

<https://www.cdc.gov/vaccines/covid-19/vaccinate-with-confidence/building-trust.html>

- Allow time for vaccine confidence to grow. Employees who are hesitant at first may become more confident after seeing coworkers get vaccinated.
- Ask organizations and individuals who are respected in employee communities to help you build confidence in COVID-19 vaccines.

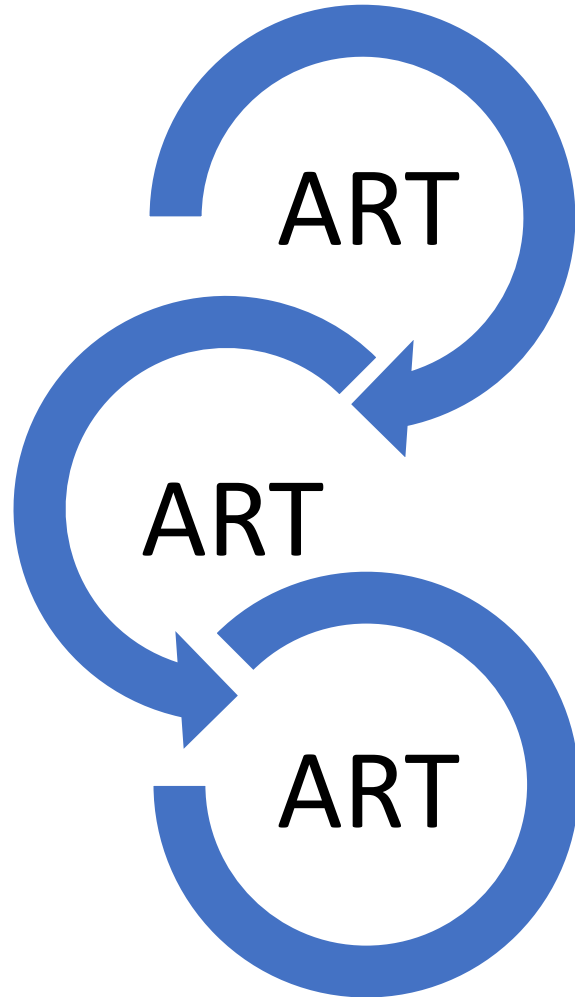


Skills to Help with Important Conversations



<https://www.cdc.gov/vaccines/covid-19/hcp/tailoring-information.html>

Ask-Respond-Tell Loops



- Turns monologue into dialogue
- Can be used to elicit:
 - Goals
 - Barriers
 - Concerns
- Ensures clarity and maximizes adherence and increases collaboration

START: Ask Permission then Use Open Ended Question

ASK PERMISSION FIRST:

“I’d like to learn more about what is most concerning to you. Would you be willing to share your concerns about the vaccine?”

Open Ended Question:

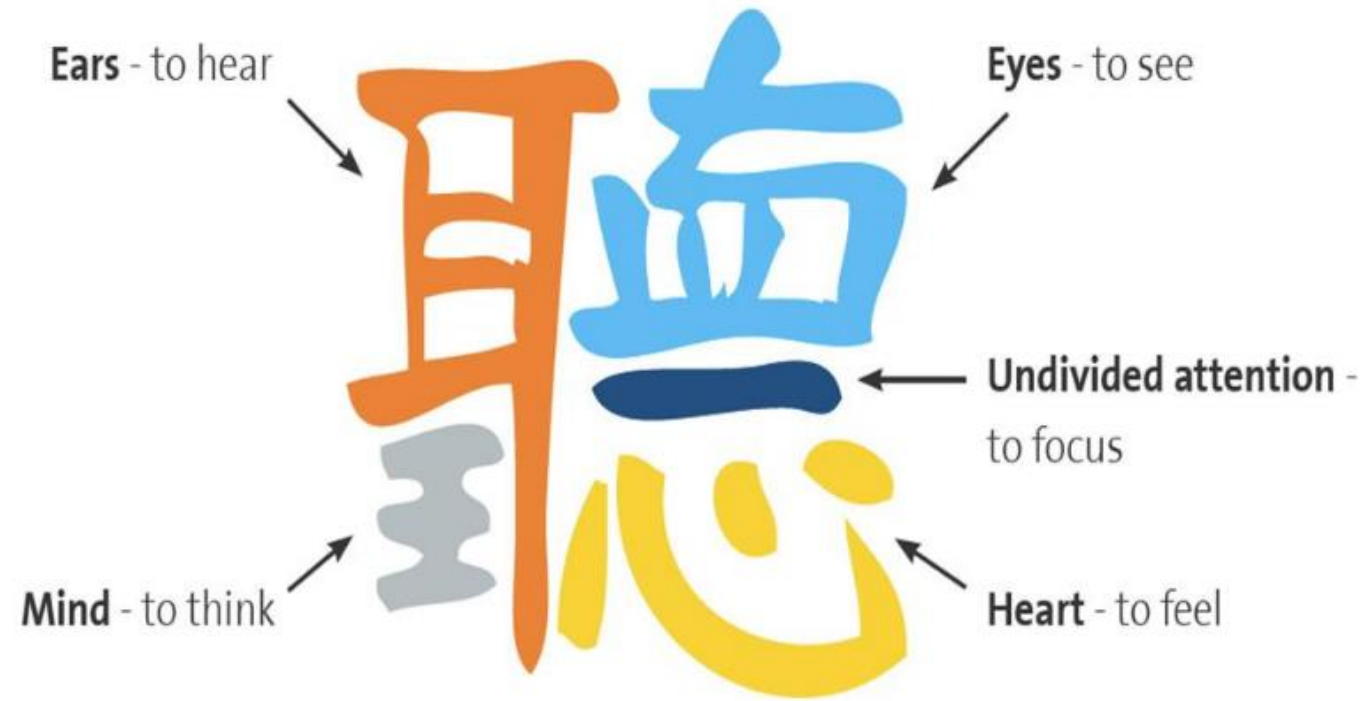
“Sounds like you’re feeling unsure (worried/concerned). Tell me more about what you’ve been hearing about the vaccine.”

- AVOID interrupting/judgment



<https://www.doh.wa.gov/Portals/1/Documents/1600/coronavirus/820-130-ProviderMRNAVaccinesDiscussionGuide.pdf>

1. Active Listening



Listen and Be Curious

What does your audience know about COVID-19 vaccines?

What does your audience know about the risks of COVID-19?

What does your audience know about the benefits of COVID-19 vaccination?

How does your audience feel about getting vaccinated?

Have others in their circle of influence had positive or negative experiences?

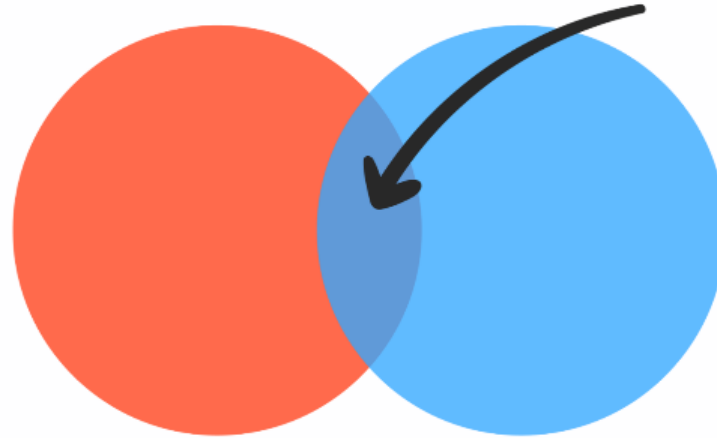
What core beliefs, values, and moral foundations drive your intended audience's decision making?

Are freedom, liberty, and purity important to them? What are their religious beliefs?

Seek Common Ground



Common ground

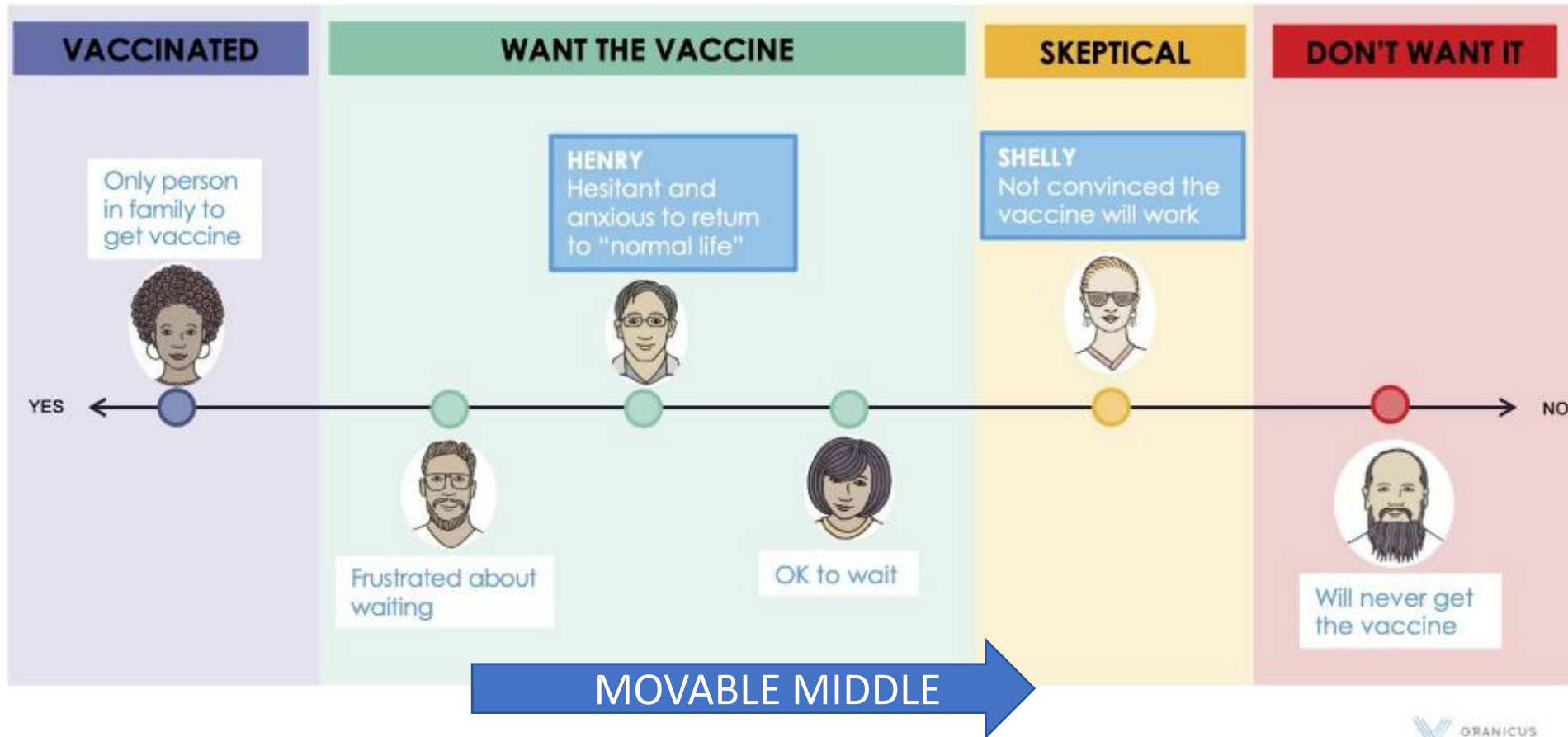


Name areas of common ground you have with coworkers/patients/clients

TYPE IN THE CHAT BOX

Your Audience

Vaccine audience spectrum



<https://granicus.com/blog/understanding-vaccine-comms-audiences/>

What you might hear from “COVID Vaccine Skeptics”

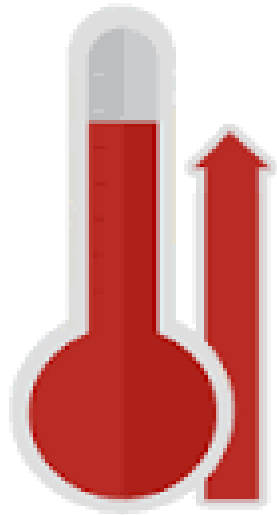
Often Covid skeptics believe in at least one item of misinformation about the vaccines that leverage an emotional appeal often on social media

- Government is exploiting COVID-19 to control people/mistrust of government
- The disease was caused by “a ring of people who secretly manipulate world events
- Microchips are implanted through the COVID-19 vaccine
- Vaccine made too quick and not tested
- Violation of civil liberties
- Danger of long-term side effects, preterm birth

• TYPE IN THE CHAT BOX: What else are you hearing?

<https://www.britannica.com/list/the-top-covid-19-vaccine-myths-spreading-online>

Acknowledge Your Own Emotion



AVOID RIGHTING REFLEX

8 WAYS KIDS CAN CALM DOWN ANYWHERE

All kids can have a hard time regulating their emotions. Some have a tougher time than others. For those that need a bit of extra help, these calming tools that they can do ANYWHERE, will provide them with the skills necessary to calm down in any situation.

- 1 COUNT TO 5.**

Counting is a great way to help kids learn how to stop and think before reacting to their anger. Impulse control is difficult to come by for young kids. This simple tactic gives them a chance to think before they act.
- 2 TAKE A DEEP BREATH.**

Deep breathing is such a great relaxation technique. Despite how they are feeling, taking a deep breath (or two) can help them calm their bodies quickly.
- 3 BLOW INTO YOUR HANDS.**

This is another technique for promoting deep breathing. By blowing directly into their hands rather than the air, the child receives feedback and can feel the strength of their breaths.
- 4 PLACE HANDS IN POCKETS.**

This act provides kids with some deep pressure and physical restraint. An alternative to this would be to sit on hands or clasp them tightly.
- 5 ACKNOWLEDGE ANTECEDENTS TO ANGER.**

It is so important that kids begin to notice and realize what happens to their bodies when they become angry. What does their face feel like? Is there tension in their body?
- 6 MAKE A FIST, THEN RELAX THE HAND.**

Squeezing hands into fists and then releasing is a great way to remove some of the tension built up in the body. Often kids do not realize how much tension they are holding in their bodies when becoming upset.
- 7 DO A BODY SCAN.**

Start at the head, working down the body, notice areas of tension and relax these muscles.
- 8 ASK FOR A HUG.**

Hugs make everything better. Find someone you love and hug it out.

www.viewsfromastepstool.com



Empathy

- “The tendency to be psychologically in tune with others’ feelings and perspectives”

Empathy reduces the perception that you approve or disapprove of someone and promotes change

Builds Trust

Lower resistance

(Chopik, O’Brien, & Konrath, 2016).

Respond with Empathy

Use at least one PEARLS statement in every encounter

Partnership:

"Let's work on this together."

Emotion:

"You say you're frustrated."

Apology:

"I'm sorry that I upset you."

Appreciation:

"I give you a lot of credit for getting through this as you have."

Respect:

"This has been a difficult time for you."

Legitimization:

"Most people in your position would feel this same way."

Support:

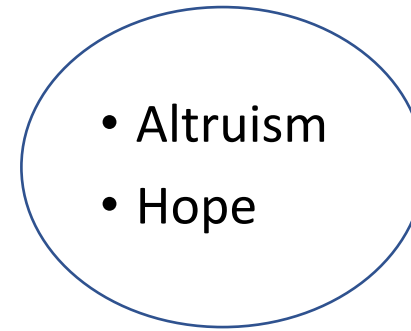
"I'm going to stick with you through this."

Think..... What is the emotion behind what they are saying?

Negative



Positive



RESPOND with Empathy

“It sounds like you are really worried about COVID and it affecting your children/family/job.”

“What I am hearing is the hope you have that things will get better”

Chou WS, Budenz A. Considering Emotion in COVID-19 Vaccine Communication: Addressing Vaccine Hesitancy and Fostering Vaccine Confidence. Health Commun. 2020 Dec;35(14):1718-1722.

RESPOND with EMPATHY to Anger or Frustration as an Ally

- “I hear how concerned (frustrated/worried) you are, and I want to help you. I value you as a worker and want you to be healthy and continue working here. How can I help?”



LOOP 2 of the Ask

Ask them for ideas about staying safe with COVID

- **What** would motivate your audience to get vaccinated?

Example: Help your loved ones, family (grandmother), community, colleagues to get back to normal

- **What** would make you feel more comfortable getting vaccinated for COVID?



Ask-Respond-Tell

- **TELL**=Keep it short & Factual

“I’ve heard others share similar concerns, so you aren’t alone in feeling that way. Would it be OK if I shared my perspective on this issue?”

CHAT: What are you hearing?

<https://www.hopkinsmedicine.org/health/conditions-and-diseases/coronavirus/covid19-vaccine-hesitancy-12-things-you-need-to-know>

<https://noahhelps.org/myth-or-fact-covid-vaccine/>

Vaccine MYTH	VS.	Vaccine Fact
It's too soon to know if the vaccine is safe and effective.	!	All vaccines were thoroughly tested and studied to meet safety and effectiveness requirements.
If I had COVID, I don't need the vaccine.	☀	Natural immunity may not protect you against getting the virus again, and vaccines appear to protect people longer.
I don't need to wear a mask after getting the vaccine.	👤	Vaccinated people can still carry and spread the virus to people who haven't or can't get vaccinated yet.
The vaccine causes infertility in women.	👩	The vaccine does not interact with a women's reproductive system or cells and there are no reports or evidence to support this.
The vaccine gives you COVID-19.	⚙	None of the vaccines use any part of the coronavirus that causes COVID-19 and cannot give you the virus.
The mRNA technology is new and changes your DNA.	🧬	The mRNA technology has been used and studied for 20 years. It doesn't interfere with DNA and cannot change it.

TELL with an Echoing of their Values

Positive Reframe

**Positive
Positioning
of their
Values**

Example of strong ties to liberty

- *“Vaccination helps you take personal control of your life and allows you to be free to live a healthy life”*

Example of strong ties to purity

- *“Vaccination boosts the body’s natural defenses against disease to keep you free of infection”*

Example of strong ties to altruism

- *“As a healthcare worker your vaccination not only helps you but helps your colleagues and those you treat”*

TELL with Partnership

Link message to yourself and their motivation and health goals

“I’m glad you are being careful. That is important. However, we all have been careful and can still get COVID, and COVID can be fatal even for healthy people. That’s why the vaccine is worth considering if we all get it, we better protect each other.”



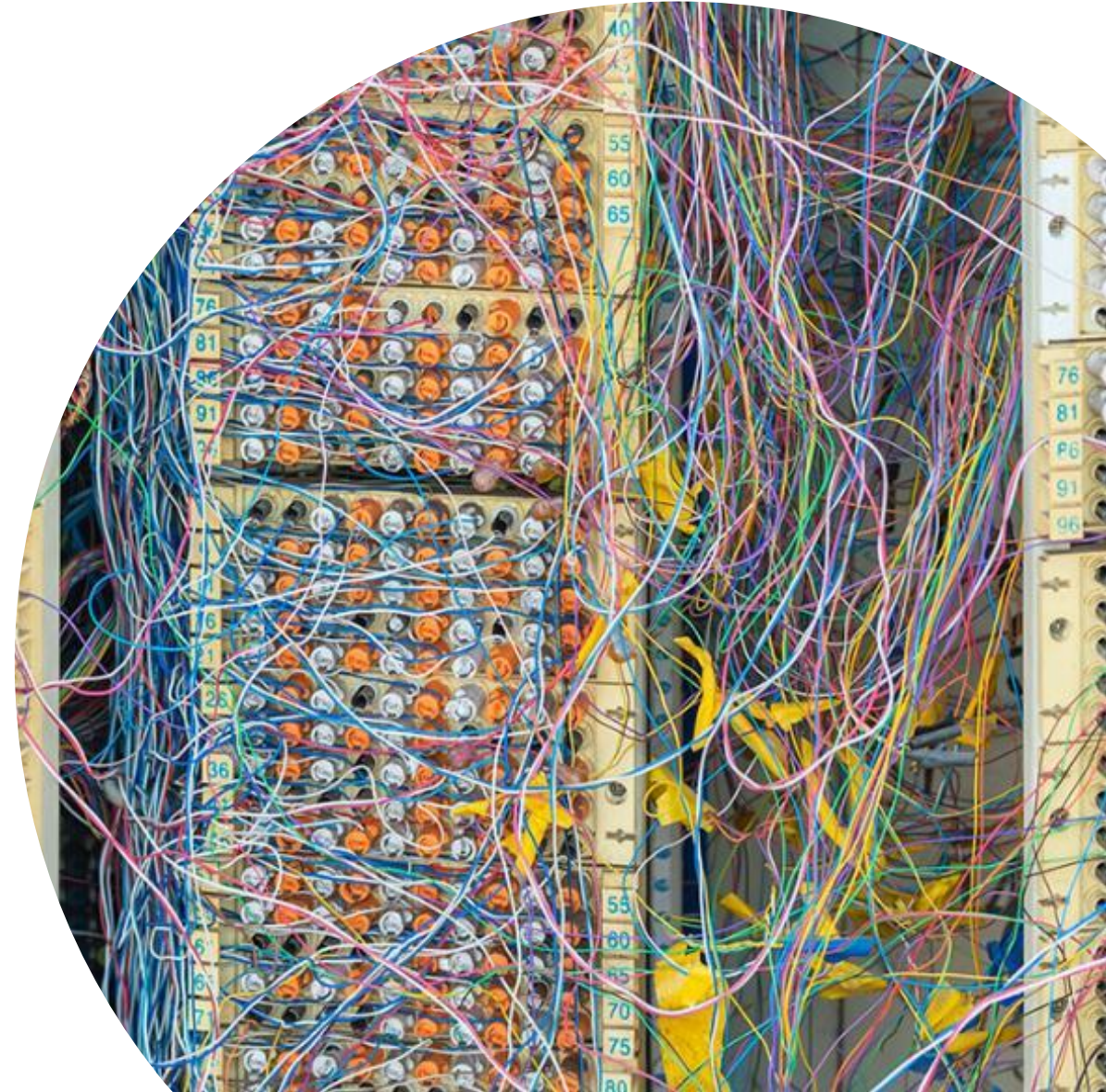
TELL- Add Your Own Experience- “Tell Stories” and Lead by Example

- <https://youtu.be/xAfFXGHy6MI>



Remove Barriers

- ENCOURAGE AN ACTION STEP ✓ Vaccinate same day, or schedule vaccine appointment. ✓
- Make it easier



<https://www.who.int/news-room/feature-stories/detail/how-to-talk-about-vaccines>

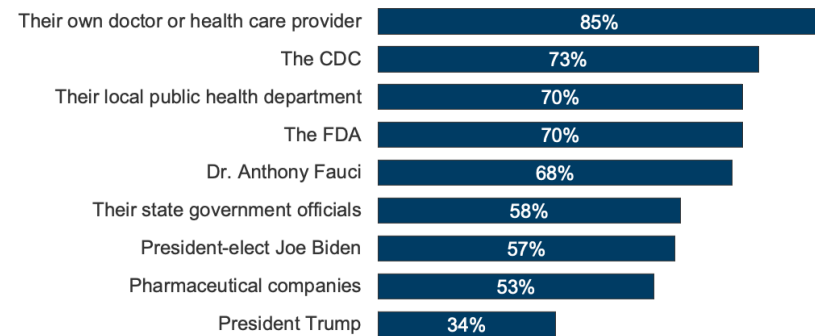
Closure

- Use messaging such as “talk to your primary care provider” instead of telling them to get vaccinated. This is a nonthreatening way to help your audience learn more about COVID-19 vaccination from someone they know and trust.

Figure 15

Personal Health Care Providers Are Most Trusted Source Of Information On COVID-19 Vaccine

Percent who say they have a **great deal** or a **fair amount** of trust in each of the following to provide reliable information about a COVID-19 vaccine:



SOURCE: KFF COVID-19 Vaccine Monitor (KFF Health Tracking Poll, Nov. 30-Dec. 8, 2020). See topline for full question wording.

[KFF COVID-19 Vaccine Monitor](#)

Handouts - Information

- ✓ One sheet handout addressing any concerns that may have been stated
- ✓ Websites with culturally-appropriate information
- ✓ Phone number to call with any questions if they want to talk later

https://apic.org/wp-content/uploads/2021/04/Factsheet_COVIDvaccine3.pdf

Closure - Stay Positive

- They may return/need time to think about this
- “I’m glad we had this discussion and I appreciate that you shared your concerns with me today. Making an informed decision is important.”
- “This is definitely your decision. If you have any questions at all, I am here for you.” ASK “Would it be helpful for me to provide more information?”



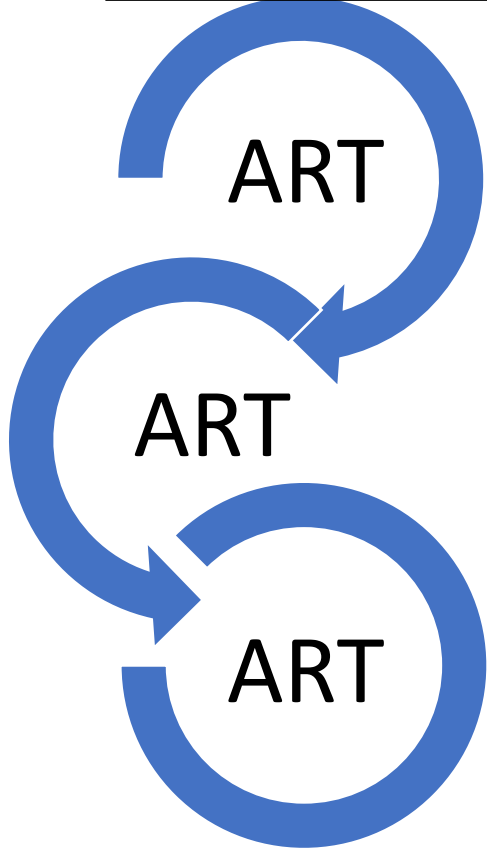
Inspiring Leaders Like You Inspire People



Take Home Skills



ASK-RESPOND-TELL
OPEN ENDED ASK



ACTIVE
LISTENING

Which one will you
use this week?

EMPATHY

Build/rebuild Relationships Using the "Pearls"



PEARLS

- Partnership
- Emotion
- Empathy
- Appreciation
- Apology
- Respect
- Legitimation
- Support

- "I really want to help you with this"*
- "It looks like you're feeling pretty upset.."*
- "I can see that you have been struggling..."*
- "I really like the way you have helped the team work..."*
- "I'm sorry I assumed that..."*
- "I really respect your dedication..."*
- "Anyone in your position would feel similarly."*
- "I want to support you in any way I can"*

BETTER COMMUNICATION. BETTER RELATIONSHIPS. BETTER CARE.



THANK YOU



Resources:

- https://www.cdc.gov/vaccines/covid-19/hcp/index.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fvaccines%2Fhcp%2F covid-conversations%2Findex.html
- <https://www.doh.wa.gov/Portals/1/Documents/1600/coronavirus/820-130-ProviderMRNAVaccinesDiscussionGuide.pdf>
- <https://www.nachc.org/coronavirus/covid-19-vaccine-education/#education>

Questions?

Thank You!

Vacheria Tutson, Esq.

Director, Regulatory Affairs

Public Policy and Research Division, NACHC



Questions submitted during registration

How to respond to the injunction if you have already implemented a vaccine mandate policy with a deadline of 11/30?

Do you have recommendations for criteria to use to review religious exemptions? Can we use HRSA funds for testing to test employees who receive an exemption? What responsibility do we have to patients to inform them their caregiver is not vaccinated?

How is the mandate effected by the new court ruling?

Do you recommend weekly testing for non-vaccinated staff? Can we deny religious exemptions? Can we mandate non-vaccinated staff to do weekly testing?

What do you recommend for health centers in states that have a temporary injunction on the vaccination mandate due to a court order (https://ago.mo.gov/docs/default-source/press-releases/cms-injunction.pdf?sfvrsn=ed822d9d_2)?

What is considered reasonable accommodations for those who apply for either a medical or religious exemption? What are some examples of undue hardship for your organization?

If a state (CA) had a vaccine requirement prior to the CMS Omnibus rule, do health centers have to re-do their exemption forms if the state did not require as much information as the CMS Omnibus rule requires?

Should CHC's implement a vaccine mandate for vendors given the preliminary injunctions recently issued by the Federal bench.

Updates and Closing Remarks

- Updates regarding CMS Vaccine Mandate
- All updates, resources, and webinar recordings are available here:

<https://www.nachc.org/coronavirus/can-our-health-center-mandate-the-vaccine-and-other-frequently-asked-questions-and-answers/>

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