

Cultivating Resilience in a Post-COVID World

HOW ORGANIZATIONS CAN REBOUND FROM THE PANDEMIC WITH BOLD WORKPLACE POLICIES



WHITE PAPER 1 (OF 3)
Why it's critical to develop a vaccination
policy as part of your overall health and
safety workplace strategy

-  IMMUNITY
-  RESILIENCY
-  WELL-BEING
-  FUTURE PROOF WORKFORCE



Innovation Health

Innovation Health Group believes we're at a critical inflection point of the COVID-19 pandemic. So far, public health directives are inadequate and inconsistent, and many of us are languishing – suffering from myriad emotional and physical stressors that have left us feeling depressed and burned out. The time is now for senior leadership teams to step up and introduce bold policies and actions to help future-proof their organizations, while reprioritizing mental health and resiliency with innovative approaches.

Right now, the focus is understandably on reopening and stabilizing business operations, but the challenges that leaders face in re-energizing their teams and making sure their workplace is safe is unprecedented.

In our first white paper, we share reasons why organizations of all types and sizes must update their health and safety policies to eventually include mandating COVID-19 vaccinations. This strategy is part of a holistic plan to bring employees back to work safely and support them to be their best.

We set out to understand those barriers to vaccination from the employee perspective. **To gauge employee sentiment, IHG recently conducted a COVID-19 Vaccination Sentiment Survey that reached more than 800 employees across Ontario from a diverse cross-section of industries.**

We wanted their input on the following:

- 1 Do employees intend to get vaccinated?**
- 2 Is there a workplace vaccination policy?**
- 3 Would they welcome mandating vaccines at some point?**



There is no clear consensus around mandating vaccines, but the reality is, **if we don't achieve a herd immunity in the 90% range, we run the risk of never-ending waves of infection followed by lockdowns.**

There is a word that very few public health officials dare to utter to describe this type of pandemic, and that word is endemic.

This is where the private sector can step in and do what public-health bureaucrats and politicians didn't have the courage to do. Senior leadership teams are uniquely placed to access expertise, leverage their credibility to advocate and use the powers they possess to create the desired behaviours.

We propose organizations enable team members to regain control of their health and mental well-being.

1 Incentivize, leading to mandating vaccinations as a part of an overall workplace health and safety policy

2 Adopt immunity passports to provide a sense of security for team members, and customers
(Upcoming white paper #2)

3 Implement wellness curriculums that engage and encourage improved health outcomes
(Upcoming white paper #3)

Take firm action, consider mandating vaccines and introducing other policies that help people regain a sense of control of their lives and get our economy back on its feet.



step up

KEY FINDINGS

1

84%

Most organizations have a high vaccine uptake rate.

Our survey's positive response rate is slightly higher than the federal government's COSMO Study³, where 67 to 69% of respondents said they plan to get the vaccine when it's available. (February 2021).

Vaccine hesitancy is driven by safety and efficacy concerns.



SAFETY



EFFICACY



2

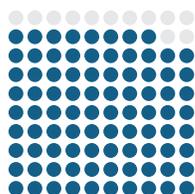
81%

There is a strong desire for a workplace vaccination policy.

Now more than ever, employees need to know and feel that their employer is providing good health and well-being support. For employers who have yet to communicate their organization's vaccination policy, the time to do so is now.

Your employees overwhelmingly want to hear from you on the subject and told us they haven't heard from you yet.

88%



3

60%

Employees support a mandated vaccination policy if it leads to a safer workplace.

Most employees would get vaccinated and **10% would look for a new job** if their employer created a vaccination policy that mandated it.

Of those who plan to get vaccinated 70% would **feel safer to return to work** with such a policy in place.



YES

70%



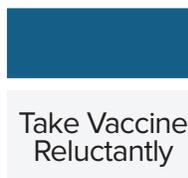
Feel Safer

Of those who don't want to get vaccinated, some would reluctantly do so and a few would find another job if the organization made it mandatory.



NO

29%

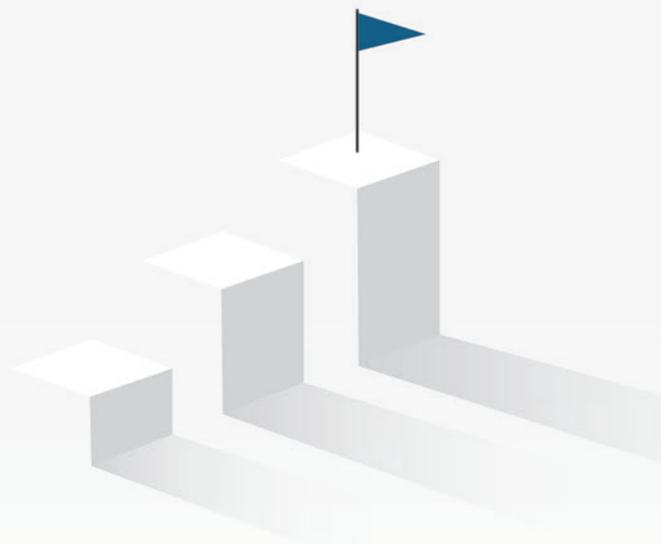


Take Vaccine Reluctantly

RECOMMENDATIONS

Within the larger context of a workplace health and safety policy, your vaccination policy will minimize anxiety, reduce business risk and enable your organization to boost productivity and stimulate growth.

Based on the findings of this first of three white papers, our team at Innovation Health Group advises you to take the following steps:



1 Create your vaccination policy sooner rather than later. We recognize that this may be dynamic as vaccination uptake increases over time. Regardless of when you think most of your employees will get their first shot, they want to hear from you. They want to know your expectations of them, both in the near term and in the future. Set your organization's vaccination uptake goal and propose milestone targets in parallel with the vaccine rollout.

3 Support your employees' overall physical and mental well-being. Returning to a safer post-pandemic workplace once most people are vaccinated will lower fear and anxiety. However, there is more work to be done to support overall physical and mental well-being. For most employees, trying to manage increased workloads both at work and at home has become increasingly difficult this past year. Engage with health practitioners to support your wellness dialogue.

2 Plan to recommend vaccinations strongly. Your goal is to ensure a safe working environment for all employees and customers. Most eligible employees are already willing to take the vaccine. With more education and even incentives such as gift cards and time off, you can increase your vaccination uptake rate to a level that mandating vaccinations would become less challenging. *Note: we recognize that some employees will not be candidates for the vaccine on religious grounds or for health reasons.*

"It's pretty clear that there is no scenario for most companies where employees are returning unvaccinated to the office in 2021," he says. "This is a conversation that HR leaders need to be having with their people now."

- Justin Holland, CEO and founder of HealthJoy⁵

WHITE PAPER 1

 [Download the full white paper here](#)

Why it's critical to develop a vaccination policy as part of your overall health and safety workplace strategy

This is the first in a series of three white papers that provide senior leadership with a bold path forward to future-proof their workforce. As we rebound from lockdown and enter a new post-pandemic world, we need our teams to regain their sense of physical and mental resilience, as well as their sense of inner strength, so that they may thrive again in the workplace.

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Our experienced team of senior thought leaders across medical wellness, mental health, people and culture, change management and communications are supporting organizations and their senior leadership teams with strategies to help get them to a safer, more secure place. And we're open to hearing from you if you'd like to learn more about how we can help put in place the strategy set forth in this white paper.



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