



**Marathon**  
Health™

# Pandemic Response

VERSION 1.0 , JUNE 2020

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## Introduction

At the beginning of 2020, the world watched as a new novel coronavirus began spreading around the globe. The virus quickly took hold in the United States and forced governments to shut down all but essential businesses, eliminating millions of jobs and relegating most of the remaining workforce to home offices. Many businesses were unprepared for such an event and looked to their government and healthcare leaders for direction.

As the trusted healthcare partner for more than 160 employers nationwide, we needed to quickly adapt to meet these circumstances without disrupting the level of care our patients expect. We also needed to ensure our customers were armed with relevant and up-to-date guidance to make informed decisions. To meet those demands, we quickly formed an internal task force and developed a framework focused on completing four goals.

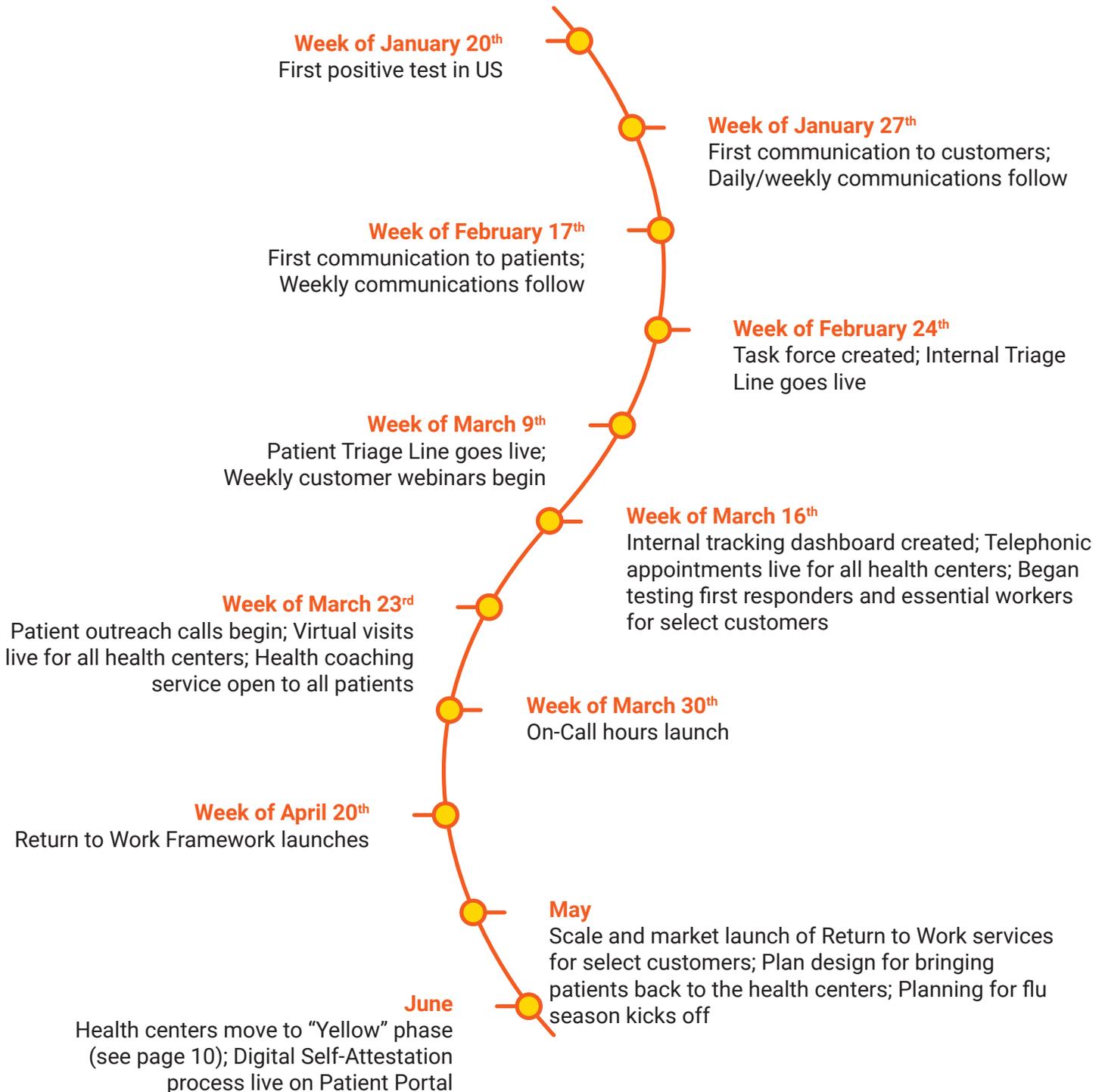


Throughout this document, we will outline the decisions, communications, and innovations that drove our pandemic response framework.

Our goal is to document the process and the outcomes we achieved, not only as a guide should a similar crisis emerge, but as a tool to drive our future innovations and make good on our mission to deliver better healthcare.

# Response Timeline

When a crisis emerges with the scale and veracity of a pandemic, a timely and well thought out plan is required to safeguard the health of patients and their families. The Marathon Health team began formulating our action plan in the very early stages, allowing us to better counsel our customers and be the expert resource for our patients.



## Putting Employees First

Keeping our employees safe was critical to our continued ability to provide high-level care to our patients. Our organization employs individuals across the country in both clinical and admin settings. Transitioning employees to work-from-home meant that we needed a robust communication strategy to keep everyone informed on the latest national and local guidance.

**1**

### Task Force Meetings

Upon the formation of the internal Task Force, we began conducting twice-daily meetings. By meeting frequently with leaders across our organization, we were able to adjust action plans based on ever-shifting data and information.

**2**

### Daily Staff Updates

It was imperative that all employees, especially front-line healthcare providers, were up to date on new clinical processes and procedures. Our leadership team conducted daily staff updates through email, phone, and intranet resources.

**3**

### Secure Personal Protective Equipment (PPE)

PPE supply was one of the biggest worries our care team faced, so sourcing an adequate supply of N95 masks, face shields, surgical masks, and gloves was critical. Supply chain shortages made this difficult as prices increased nearly four-fold. We built a supply model assuming various levels of burn rates and a baseline supply of two months, then began sourcing from every legitimate channel available to secure the necessary volume.

**4**

### Health Department Collaboration

With more than 200 health centers across the country, collaborating directly with local health departments was critical. Exposure risk, hospital system capacity, testing capabilities, and government directives varied by state and these relationships proved vital to our navigating the ever-changing landscape and remaining a well-informed resource for our customers and patients.

**5**

### Contact Tracing

By March 16, our occupational health leader began contract tracing for our own employees and creating an internal process for triage, testing, and notification. This proved an invaluable resource both internally and as a test case to share with employers as they began returning to the workplace.

## Transition Care Model to Telehealth-First

In **less than 10 days** we transitioned our care model from one that relied on in-person visits to one with a variety of access options. Today, patients can see all providers, behavioral specialists, or health coaches nationwide via a video or telephone visit. Patients can schedule these visits online or via our member relations team. Since the launch of these additional channels in March, we've achieved a patient satisfaction score of 90%+.



### Virtual Care

Our virtual care visits grew more than 700% since the first month of launch. We are excited to continue offering this service across our network.



### Telephonic Visits

Since the pandemic began, telephonic appointments have grown to represent more than half of our overall visit volume.



### Expanded Hours

In addition to scaling virtual and telephonic care nationwide, we also expanded our hours to 24/7 so that a provider was never out of reach.

Read more about our digital transition in this case study published by athenahealth:

<https://bit.ly/agilityondisplay>

*"When I'm sick, the last thing I want to do is get dressed and head to the doctor's office. Now I can roll over and video from bed!"*

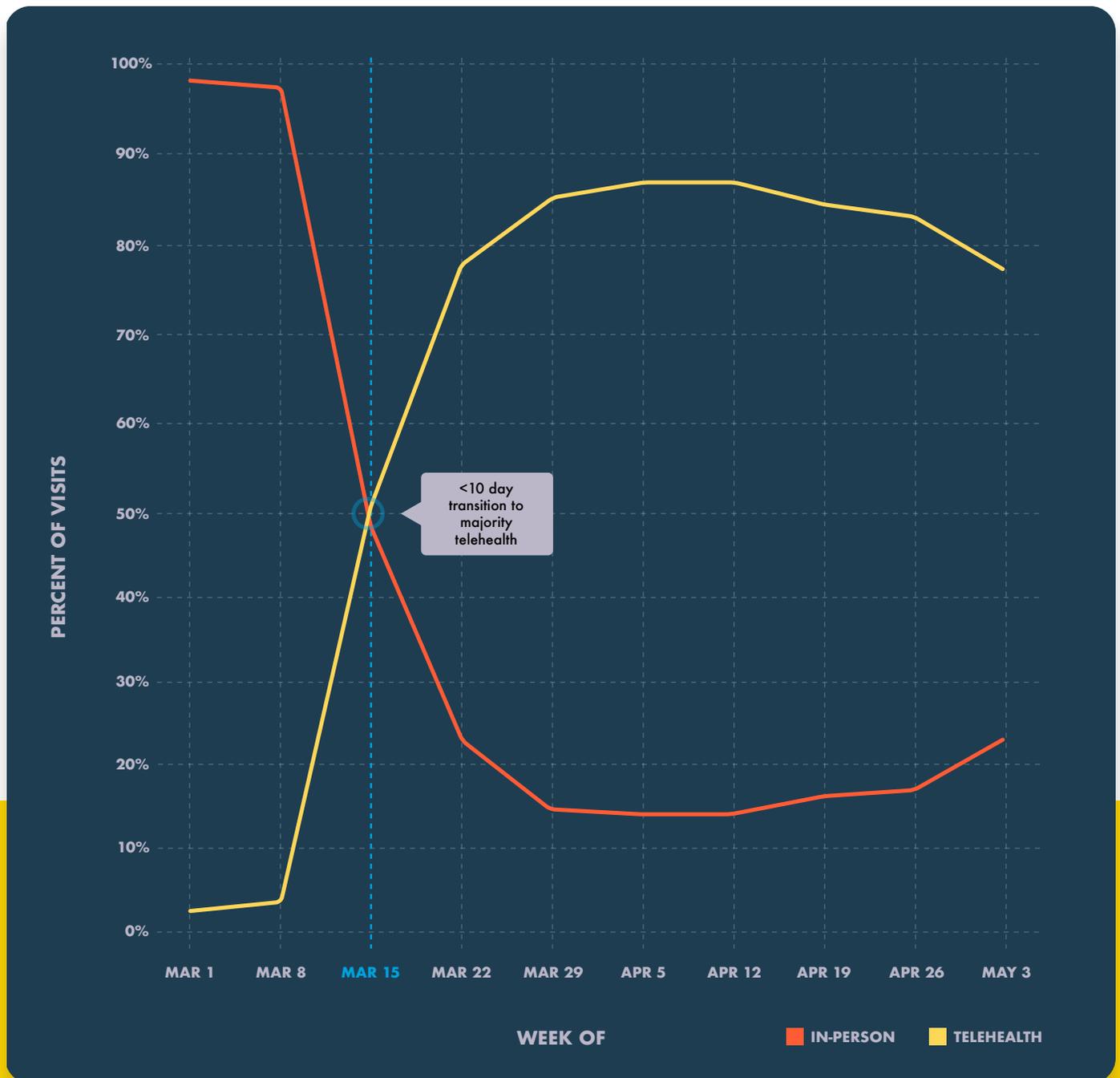
CHRISTI S., OHIO

*"Very punctual and great bedside manner...even though we were on the phone!"*

ALLISON L., NORTH CAROLINA

## Agility on Display

Our commitment to our patients has always been to be accessible when they need care, regardless of the circumstance. To continue this promise, we expanded our telehealth delivery services to all eligible patients while also **maintaining onsite operations in over 80% of our health centers.**



## Staying Top-of-Mind for Patients

Having access to high-quality health care in a safe environment during COVID-19 was a huge asset for our patients. We wanted them to remember us when a need arose instead of heading to an ER or urgent care where risk of exposure was greater. We created a multi-channel communication strategy to stay top-of-mind and educate them on the new ways to engage with us, including virtual visits and after-hours care.

### Our multi-channel strategy to engage patients:



#### Timely Communications

Our communication strategy included informative and timely emails and home mailers designed to promote virtual care, expanded hours, and COVID-19 triage.



#### Mental Health Webinar Series

Our Health Coaches created a weekly webinar series designed to reduce stress and empower our patients to find a healthy balance amidst the chaos of changes to their daily routines.



#### Patient Outreach

Our care team conducted over 200,000 patient outreach calls to check in, answer questions, refill medications, and provide social service support.

*“During this stressful time, I received a call to see how I was doing. The care in the nurse’s voice was so welcomed. It also triggered a reminder that I was almost out of medicine. The nurse scheduled a virtual visit with the provider that afternoon and my refills were called in. Her contacting me showed how much you truly care for your patients. Thank YOU for going above and beyond.”*

WENDI L., INDIANA

## Patient Outreach Campaign - “Virtual Hugs”

We are so proud of the impact made by our patient outreach initiative. In many cases, our care team member was the first person the patient had interacted with in weeks. The gratitude was overwhelming and the outcomes we drove immeasurable.

Among the thousands of calls made, we heard hundreds of stories – many that made a lasting impression on our care teams. Like the recent retiree who had plans to travel the world with her husband but now had to put those plans on hold because of a cancer diagnosis. Or one of our favorite patients, who is in kidney failure and was battling an eye infection. He was too scared to leave his house for treatment, so our nurse arranged for safe transport and offered suggestions for how they could travel as safely as possible. Or the young lovebirds who had just recently started dating and were now afraid to be in contact due to COVID-19.

### Proactive patient engagement led to measurable outcomes:

# 210k+

patient outreach calls conducted

#### How We Prioritized:

- Patients with medication refills needed
- Patients with high-risk chronic conditions
- Patients with employer-sponsored incentives
- Patients with a scheduled in-person physical

# 12k+

visits scheduled from outreach calls

#### Outcomes We Drove:

- Medication Refill Made
- Appointment scheduled
- Appointment rescheduled or moved to virtual
- Supportive check-in (no medical advice)
- Consult (medical advice given)
- Awareness of health center services and how to access

## Bringing Patients Back to the Health Center

As state and local restrictions started to lift, we implemented a phased approach to restarting standard in-person services. In order to accomplish this safely, we considered the following criteria: disease/viral prevalence by region, PPE availability, ongoing state and local restrictions, and the patient's underlying condition. These phases were introduced at a local level as regional variations dictated. We will use a continuous improvement model to refine these phases as we learn and can revert back to Red or Yellow if/when we see COVID-19 cases spike again.

### Red Zone

One of our guiding principles was to be a good steward of the public health response and lessen the impact on our hospital systems. During the "shelter in place" orders, we confined our in-person visits to only those that had a critical underlying condition. It was safer for those patients to visit our health centers versus an ER or urgent care. During this zone, in-person services were limited to:

- Those who had been pre-screened by our triage process and deemed necessary for in-person followup
- Ill patients who required in-person visits
- Unstable chronic diseases
- Chronic disease management labs
- Drug screens

### Yellow Zone

In the Yellow Zone phase, all services from the Red Zone are available with the addition of the following services:

- Biometrics
- Stable chronic diseases
- Pre-physical labs
- Immunizations
- Firefighter and public safety physicals
- DOT exams
- Occupation health First Treatment of Injuries
- Annual physicals
- Non-respiratory, non-urgent ill visits

### Green Zone

In the Green Zone phase, our health centers are available for all patients and are offering all normal services, including:

- Respiratory ill visits
- All chronic disease
- Pulmonary Function tests
- Health Coaching
- Registered Dietitian services
- Behavioral Health services



6FT

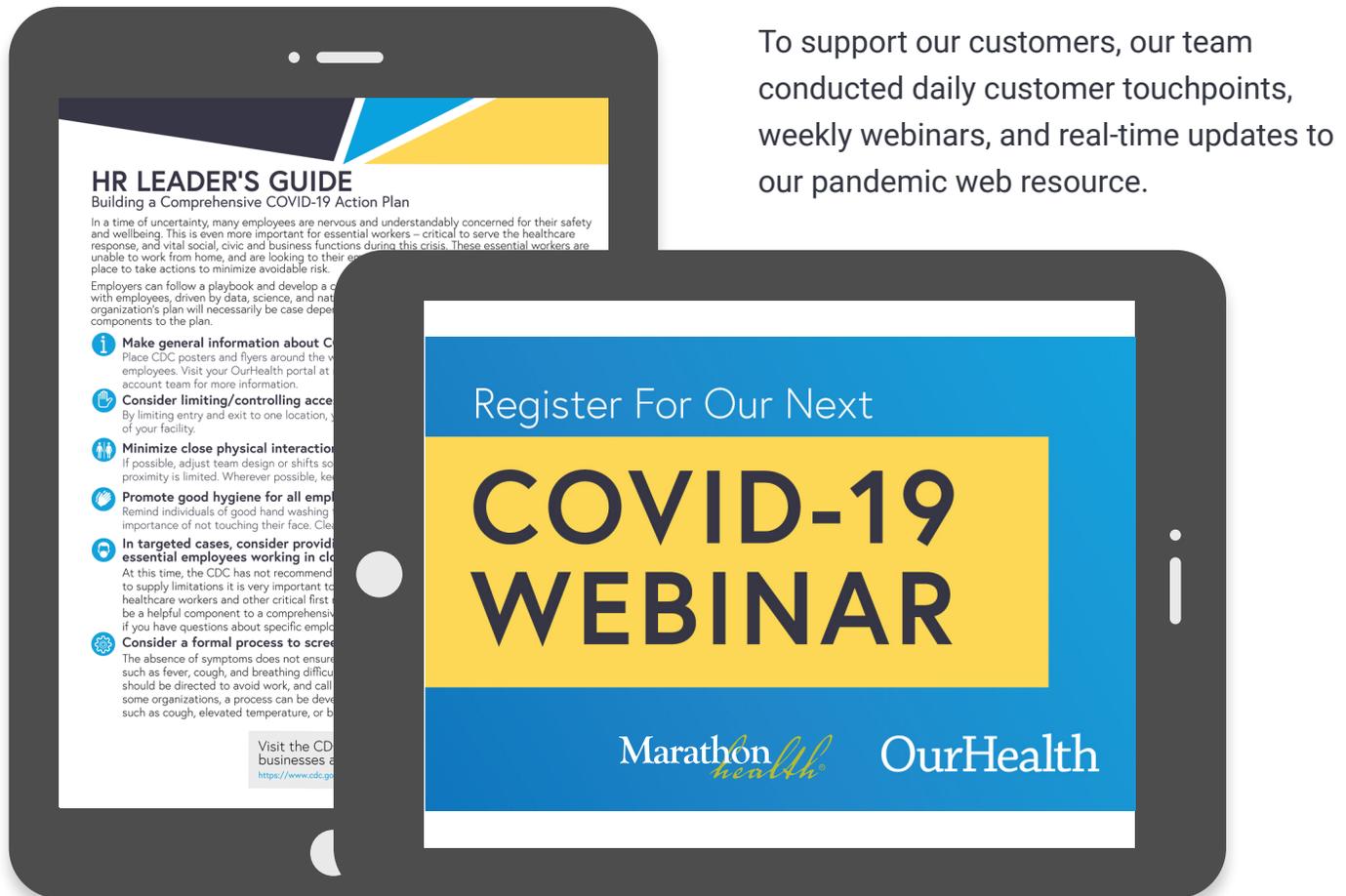
STAND  
WITH  
CARE.

PLEASE REMAIN 6 FT APART AT ALL TIMES

*Health center staff follow rigid PPE strategies, patient spacing policies to limit overall volume, and rigorous cleaning schedules to ensure the safety of our patients. Advanced safety measures have always, and will continue to be, standard practice in all of our health centers.*

## Our Customer's Best Resource

Marathon Health is a trusted healthcare advisor for our employer customers, not just a health center operator. We take that relationship very seriously and were committed to providing consistent and transparent updates.



**Our customers rely on our expertise to guide them during difficult times.**

*"The outreach numbers are wonderful. Thank you for continuing to provide essential services."*

**BENEFITS LEADER AT LARGE MUNICIPALITY**

*"It was great to hear a familiar voice whose only question was 'What can I do for you?'"*

**HR LEADER AT GLOBAL TECH COMPANY**

## Returning to the Workplace

As government and business leaders balanced economic and public health concerns, our team developed a safe and thoughtful approach for returning employees to the workplace.



### Workforce Planning

A comprehensive, tailored roadmap for our customers to ensure a safe and healthy workplace, including employee support, communications, education, protection, and testing. The plan provides clinical considerations for all aspects of returning operations safely.



### Active Monitoring

Delivery of services that include biomarker monitoring (temperature and other symptoms), self-attestation process, reporting, and virtual visits with employees with elevated biomarkers. Active monitoring is tailored to each customer population.



### Physical Environment

Healthcare consulting services to augment our customer's environmental health and safety program, evaluation of physical space, and identification of risks and opportunities to reduce the spread of infectious disease.



### Prevention & Sustainability

Our commitment is long-term and thus our approach to maintaining a safe work environment will be guided by the introduction of preventive measures, effective treatments, and ongoing learnings.

# Leading With Our Hearts

Our organization is filled with great talent at every level. Our greatest privilege is the opportunity to care for our customers and patients across the country. We were humbled by the selfless acts of so many and their dedication to providing exceptional health care.



## The New Way Forward

It is unlikely that any of us will experience a situation like this again in our lifetimes. The resilience, agility, and thoughtfulness demonstrated by our ambassadors, clinicians, and customers was inspiring. Projects that would have otherwise taken months or years took only days. Asks that would have otherwise been questioned were executed with grace. A pace of operations that would have otherwise been overwhelming was welcomed.

We will harness all of those as we forge a new normal. This pandemic will have an impact for years to come, much of which we are only now beginning to wrap our minds around. While much of that impact will be devastating for individuals, businesses, and entire regions, there will also be positive outcomes that will reveal themselves.

We believe one of those silver linings will be the resurgence of primary care as the foundation of the U.S. healthcare system. That aspiration is the reason we founded this business 15 years ago and we will be a major driver of that transition. For those of you already on the journey with us, thank you. We are grateful for your support and for the opportunity to care for your greatest asset. For those of you on the sidelines but looking for a better solution, we would love to connect.





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Health™



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