

GROUP CRISIS MANAGEMENT BRIEFING

BRIEFINGS BY WHO

1st to 12th of October 2020



- Every week we're adding approximately two million COVID-19 cases ...with good leadership and quick action, it's never too late to turn the tide.
- Each of the last four days has been the highest number of cases reported so far. Many cities and countries are also reporting an increase in hospitalizations and intensive care bed occupancy.
- Never in the history of public health has herd immunity been used as a strategy for responding to an outbreak, let alone a pandemic. Herd immunity is achieved by protecting people from a virus, not by exposing them to it.
- The COVID-19 pandemic has also taken a heavy toll on the mental health of millions of people, and highlighted the urgency of increasing investment in this neglected area of health. In low- and middle-income countries, more than 75% of people with mental, neurological and substance use disorders receive no treatment for their condition at all.
 - Around the world, we're now seeing an increase in the number of reported cases of COVID-19, especially in Europe and the Americas. Almost 70% of all cases reported globally last week were from 10 countries, and almost half of all cases were from just three countries.
 - There has been some discussion recently about the concept of reaching so-called "herd immunity" by letting the virus spread. Never in the history of public health has herd immunity been used as a strategy for responding to an outbreak, let alone a pandemic. Herd immunity is a concept used for vaccination, in which a population can be protected from a certain virus if a threshold of vaccination is reached. For example, herd immunity against measles requires about 95% of a population to be vaccinated. The remaining 5% will be protected by the fact that measles will not spread among those who are vaccinated. For polio, the threshold is about 80%.
 - WHO is hopeful that countries will use targeted interventions where and when needed, based on the local situation. We well understand the frustration that many people, communities and governments are feeling as the pandemic drags on, and as cases rise again.
 - Most people who are infected with the virus that causes COVID-19 develop an immune response within the first few weeks, but we don't know how strong or lasting that immune response is, or how it differs for different people. We have some clues, but we don't have the complete picture.
 - Close to US\$ one billion - to be specific US\$994 million - was committed to bolster access to lifesaving tests, treatments and vaccines to end COVID-19.
 - We have finalized approval for a second rapid test to be granted Emergency Use Listing.
 - We have published a call for expressions of interest for manufacturers of COVID-19 Vaccines – to apply for approval for prequalification and/or Emergency Use Listing.
 - This week, China, the Republic of Korea and Nauru joined the COVAX Facility, bringing the total number of countries to 171.
 - The Pan American Health Organization are teaming up with the International Olympic Committee and National Olympic Committees in Brazil, Colombia, Argentina and Mexico to send out health messaging on COVID-19 through the #HealthyTogether campaign. Over 45 Olympic athletes are supporting WHO to protect people from COVID-19.
 - With strong leadership, clear and comprehensive strategies, consistent communication, and an engaged, empowered population, it's never too late...
 - There are three key priorities for the next 3 months; realize the full potential of the ACT Accelerator; continue to make the most of the tools we have; and unite in solidarity.
 - Through the UHC Partnership, we're supporting 115 countries with planning, governance, health financing and effective development cooperation
 - We've established the WHO Academy, to revolutionize health learning globally and address the expected shortfall of 18 million health workers the world needs by 2030.
 - Millions of children globally are missing out on life-saving vaccines. Rapidly restoring immunization clinics, campaigns and outreach activities is the only way to prevent predictable outbreaks and deaths from diseases like measles and polio.

GLOBAL STATUS REPORT

13 October 2020

Statistics

Confirmed Cases

38,042,465

+3,883,233 since 1 October

Deaths

1,085,373

=2.9% of all confirmed cases

Critical Condition

69,119

Mild Condition

8,285,116

Recovered & Discharged

28,602,857

Top 20 (out of 214 countries & territories affected)

Country	Confirmed	Deaths	Recovered	Critical
USA	8,037,789	220,011	5,184,615	14,914
India	7,175,880	109,894	6,227,295	8,944
Brazil	5,103,408	150,709	4,495,269	8,318
Russia	1,312,310	22,722	1,024,235	2,300
Colombia	919,083	27,985	798,396	2,200
Spain	918,223	33,124	-	1,546
Argentina	903,730	24,186	732,582	4,287
Peru	851,171	33,357	748,097	1,182
Mexico	821,045	83,945	597,991	2,379
France	743,479	32,779	100,828	1,448
South Africa	693,359	17,863	624,659	546
United Kingdom	617,688	42,875	-	442
Iran	504,281	28,816	409,121	4,533
Chile	482,888	13,379	454,484	785
Iraq	405,437	9,912	340,050	489
Bangladesh	379,738	5,555	294,391	-
Italy	359,569	36,205	240,600	452
Philippines	342,816	6,332	293,152	1,758
Saudi Arabia	339,615	5,068	325,839	842
Turkey	337,147	8,895	295,658	1,417



Coronavirus COVID-19
Group CMT Briefing

IN THE NEWS...

- There is a surge in coronavirus cases worldwide. France, Russia, Nepal and several American states set records for highest daily number of new infections.
- The World Health Organization reported a global daily record of more than 350,000 new coronavirus cases on Friday
- COVID-19 vaccine timeframe still an 'educated gamble'.
- The F.D.A. released stricter coronavirus vaccine guidelines. They make a vaccine by Election Day highly unlikely.
- "Citizens have made huge sacrifices to contain Covid-19," Dr. Hans Henri P. Kluge, the W.H.O.'s regional director for Europe, said in a statement to the news media. "It has come at an extraordinary cost, which has exhausted all of us.... In such circumstances it is easy and natural to feel apathetic and demotivated."
- Data gathered by experts, repeatedly states that the coronavirus poses a far more serious threat than influenza viruses.
- World Health Organization official said Monday that about 10 percent of the world's population may have already contracted the coronavirus.
- The Centers for Disease Control and Prevention cited new evidence that the virus can spread beyond six feet indoors, adrift in the air.
- With flu season approaching, here's a guide to identifying the different symptoms of the flu and Covid-19.
- A new study published in the journal Annals of Clinical and Translational Neurology said more than four-fifths of Covid-19 patients hospitalized across nine hospitals in the Chicago area earlier this year have shown neurological symptoms.
- The World Bank warned that the pandemic could push >100 million people into extreme poverty this year, elevating the rate for the first time in >2 decades.

Americas

- The number of new cases reported each day across the United States is on the rise.
- More than 804,000 Americans filed new unemployment benefit claims last week, up from 799,000 the week before
- New York City's seven-day average of positive test results ticked up slightly, to 1.46 percent. In a bid to contain coronavirus clusters in parts of New York City and its northern suburbs, announced new restrictions in those areas, temporarily closing nonessential businesses and schools.
- Wisconsin, Gov. Tony Evers announced tight new limits on Tuesday on the size of public indoor gatherings in the state.
- In one of the first cases of its kind in New York State, prosecutors have filed negligent homicide charges over a fatal confrontation in suburban Buffalo over someone who was not wearing a face mask.
- Miami-Dade Public Schools welcomed its youngest students back to classrooms on Monday, beginning a phased process that by the end of the week will make it the largest district in the country to reopen for five-day-a-week in-person instruction for all students who want it.
- Nicolas Maduro, the leader of Venezuela, has said his son and sister plan to take part in clinical trials of a coronavirus vaccine developed in Russia.
- The virus tore through native communities, claiming lives at disproportionate rates.
- In a new survey, more than 60 percent of U.S. households with children reported serious money problems, but Black and Latino people bore the brunt of the pain.
- Disney laid off 28,000 employees at its theme parks in the U.S., or about 25 percent of its domestic resort work force.
- The coronavirus has torn through the Mississippi Band of Choctaw Indians, sickening more than 10 percent of the tribe's 10,000 residents and killing at least 81.
- Broadway shutdown due to virus extended again until May 30

IN THE NEWS...

UK & Europe

- In the UK, Cases are rising rapidly across the country, particularly in the North East and North West, and this is resulting in increased hospitalisations and deaths. UK PM set out how the government will further simplify and standardise local rules by introducing a three tiered system of local COVID Alert Levels in England. United Kingdom has also rolled out a new version of its NHS COVID-19 app, which had more than 10 million downloads within the first week.
- France is weighing local lockdowns in a second wave of the epidemic, Prime Minister Jean Castex said on Monday. Describing an unprecedented surge in new cases, Mr. Castex blamed residents for relaxing too quickly.
- Italy's government is considering making face masks mandatory outdoors all over the country to curb a steady increase in coronavirus cases.
- Scotland's government said the country was facing "the most difficult decision point yet" as cases rise, but she ruled out another national lockdown.
- In the Netherlands there's a shortage of Remdesivir, the anti-viral drug that is being used to treat the virus,.
- Spain is heading for a deeper recession than initially predicted. Two midsize Spanish cities, León and Palencia, were ordered to apply lockdown restrictions.
- Ireland will enact more restrictive coronavirus measures but will not impose the full lockdown recommended by some of its public health officials.
- Germany's Parliament, the Bundestag, required masks to be worn inside its building starting Tuesday, as the number of virus cases continues to rise.
- Bars in Paris close for two weeks, as France tries to stem a surge of coronavirus cases in its capital.
- Russia moves closer to approving its second vaccine.
- In Ukraine, the country's Parliament canceled plenary sessions until Oct. 20 because of rising infections..
- The Czech Republic and Slovakia have declared states of emergency to deal with rising case numbers..
- Pope Francis criticized the failures of global cooperation; argued that weakened health care systems had cost lives among older people
- Nearly 180 European Commission staff members have tested positive, and its president is in quarantine.
- Poland will make face masks mandatory in public spaces starting Saturday in response to a second day of record-high case numbers
- Germany's Corona-Warn app has been used to transmit 1.2 million test results from labs to users in its first 100 days.
- In Denmark, more than 2700 people have been tested for COVID-19 as a result of notifications received through a mobile application.

Australia & New Zealand

- The Government said a "population-wide Australian COVID-19 vaccination program" is assumed to be fully in place by late 2021, with "general social distancing restrictions" assumed to continue until a vaccine is fully available. Australian Medical Association president said the "optimistic" conclusion of getting a safe and effective vaccine by the middle of next year was at the heart of the Budget.
- New Zealand will lift restrictions on Auckland, its most populous city, from midnight on Wednesday, joining the rest of the nation. The easing of measures means no more limit on gatherings and no physical distancing rules

IN THE NEWS...

Asia

- Singapore has been trying for years to bolster its low birthrate by offering new parents a “baby bonus” of more than \$6,000 for each child. Now the country of 5.7 million people says it plans to further sweeten the incentive with a one-time payment to help couples “have more babies” during the pandemic.
- India's health minister urged people to stay home during festivals after the country's number of reported cases topped 7 million.
- In India a recent study finds that:
 - Children of all ages can become infected with the virus and can spread it to others
 - A small number of people were responsible for seeding a majority of new infections, confirming past research. Overall, 5 percent of people were responsible for 80 percent of infections detected by contact tracing.
 - Initial infections — known as index cases — were more likely to be among men who were older than their contacts.
 - Deaths increased with age but seemed to drop off after age 65
 - The median stay for Covid-19 patients who died in the hospital was only five days, compared with two weeks in the United States.
- South Korea said on Sunday that it was easing social-distancing restrictions, lifting a ban on gatherings of >50 people indoors and more than 100 outdoors.
- South Korea will impose a fine of up to \$85 on anyone caught without a mask in high-risk areas like outdoor gatherings and public transportation.
- With virus cases surging in Malaysia to their highest levels since the pandemic began, the prime minister has placed himself in quarantine and acknowledged that a recent election campaign was one of the causes of the spike.
- Health authorities in Sri Lanka, faced with a growing cluster of new cases, have ordered the closure of bars, restaurants, casinos, nightclubs and spas.
- Cases in Nepal are sharply increasing, overwhelming hospitals.
- The Chinese city of Qingdao is testing all of its 9.5 million residents after it recorded the country's first locally transmitted cases in almost two months.

Middle East

- In Israel, curbs on protests under a new lockdown have backfired, prompting hundreds of demonstrations calling for the resignation of Prime Minister
- Oman will reintroduce a nighttime curfew and enforce the overnight closure of shops and public places for two weeks to help contain the virus.
- Iran's coronavirus crisis worsened on Monday, with a record numbers of deaths and new infections, as the capital, Tehran, went into partial shutdown for a week. Iran announced its highest single-day death toll from the virus for the second day in a row, with 272 new victims.
- In the UAE, flu tends to peak between December and February, with authorities recommending people get vaccinated by October.
- Dubai's non-oil economic private sector saw a modest improvement in business conditions for the third straight month in September amid efforts by the authorities to revive the economy that was impacted by COVID-19-induced lockdown measures.

CONFIRMING COLLEAGUES' RECOVERY BEFORE RESUMING WORK

- Most people who test positive will go through their isolation periods, many at home, before they're declared "recovered" by public health authorities and can return to the community.
- Being cleared doesn't always mean returning a negative test, this does depend on individual circumstances and where they are.
- In some jurisdictions when someone tests positive, the authorities say most people won't need to be tested again once they've been cleared by authorities. However if they've been severely ill with persistent symptoms, hospitalised or are immunocompromised, it's likely they'd be advised to get a retest.
- Other jurisdictions say if confirmed cases wait out their isolation at home, they'll likely be cleared by a designated health practitioner if it's been at least **10 days since symptoms started, and at least 72 hours since last had any fever or respiratory illness symptoms**. But if they've been in hospital or symptoms haven't gone away after 14 days, other criteria may apply before they're released from isolation — that could include returning a negative test.
- Many jurisdictions have additional criteria for healthcare and aged care workers before they're released from isolation if they're a confirmed case.
- In most jurisdictions rules are in place that you will only be released from self-isolation if it's been 72 hours since you were last symptomatic, even if it's been more than two weeks, so people who do experience longer infections aren't released while still contagious. "What we do know is in people who keep coughing, there can be some virus in the mucus they cough up". "That's why you can't have any respiratory symptoms in the three days before leaving isolation."
- Epidemiologist Ivo Mueller says the two-week isolation period covers the vast majority of infectious periods. Professor Mueller says if people haven't had any symptoms for **72 hours and it's been seven days** or more since the first onset of symptoms, they're most likely past their infection.

'From a clinical point of view, those rules that are in place are based on the available evidence of when people are infectious'.
- *"It doesn't identify from an individual person that they are non-contagious, but based on the evidence we have, all the studies that we've done show that people are no longer infectious if they have no symptoms and it's longer than 10 days."*
- CDC research has shown that people aren't likely to be infectious 10 to 20 days after symptoms first began, regardless of test results.
- **But** the director of the Menzies Health Institute's Infectious Diseases and Immunology Program says while most people will have recovered by the end of their isolation period, **it would still be safer to test everyone to make sure**.
- Some people can return a positive test based on residual virus when they have no symptoms and aren't infectious.
- **"The gold standard is everyone needs a negative test before they're let out..."**
- *"While I think the likelihood of someone who has had that 14 days is very small, of still being infectious, one in 20 people will still be that way if we're talking 5 per cent.'*

HKA's Policy Position:

1. Jurisdictions that a second test is available EITHER through the public health system or private 3rd party testing:

- All confirmed cases must have a second test and confirmed as NEGATIVE before resuming business activities.
- The cost of a second test should be either claimed through the private health insurance provided by HKA, or if not covered, **expensed** back to the company.

2. In jurisdictions that a second test is not available AND a private testing provider cannot be used:

- A letter from a health practitioner confirming that the colleague is healthy and fit to resume business activities.

3. Any other scenarios not covered above:

- Scenarios not covered above must be escalated to Group CMT for assessment and decision.

COVID-19 AND THE FLU SEASON SCIENTISTS STRUGGLE FOR CLUES

Lessons from the southern hemisphere:

- As countries in the Northern Hemisphere enter a new flu season, experts are looking to patterns from Southern Hemisphere nations.

The flu season in northern hemisphere:

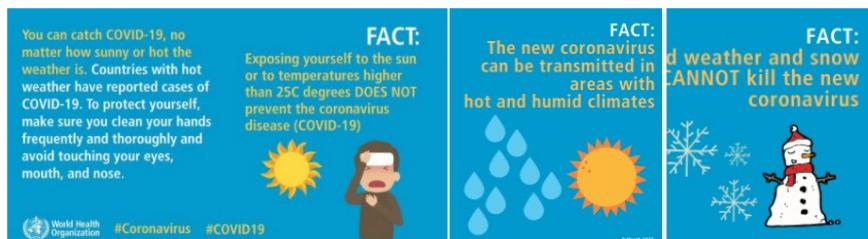
- There's no way to know for sure which strains will dominate this year, but if an H3N2 resurgence occurs, coupled with Covid-19, the strain on medical resources could be overwhelming.

Potential impact of cold weather:

- Emerging evidence appears to suggest that weather conditions may influence the transmission of SARS-CoV-2, with cold and dry conditions appearing to boost the spread. This phenomenon may manifest itself through two mechanisms: the stability of the virus and the effect of the weather on the host. The weather effect is minimal, and all estimates are subject to significant biases reinforcing the need for robust public health measures.

Recent studies

- There are many studies that point to a possible increase in the spread of C-19 during colder seasons, however the science is still evolving around this subject.



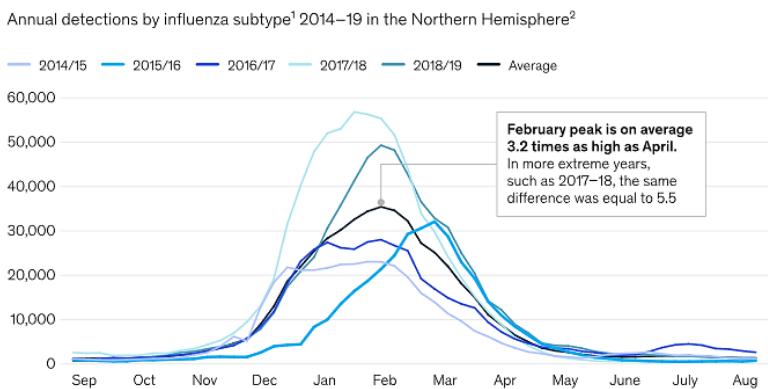
What's the Risk of Coinfection?

Wuhan, China, experienced its flu season at the same time as its first major coronavirus outbreak. In January, a small study of 99 Covid-19 patients at a major hospital in Wuhan found no co-infections of influenza. Later studies in the U.S. also demonstrate low rates of co-infection. A study of 1,996 Covid-19 patients in New York City in April found that only one patient was coinfected with influenza. Scientists in Chicago reported in July that fewer than 1 percent of Covid-19 positive patients with flu-like symptoms were also infected with the influenza A virus. Still, the possibility of co-infection cannot be ruled out.

Getting the right diagnosis is critical...

Gaining an exact diagnosis is important. For example the drug corticosteroid dexamethasone has been found to be harmful when used as an influenza treatment. But the same drug may effectively decrease the mortality rate of seriously ill Covid-19 patients.

The height, curve, and peak of influenza rates can vary each year.



What can we all do as individuals...

The CDC currently recommends everyone older than six months receive a flu shot, with few exceptions.

The influenza vaccine offers a tried-and-true method for flu prevention. Each year, scientists determine the new vaccine composition in September for the Southern Hemisphere flu season and in February for the Northern Hemisphere. New influenza vaccines are comprised of antigens—substances that cause the immune system to produce antibodies—to protect against the most prominent flu strains known to be circulating at the time of development.

Most flu vaccines protect against a combination of four strains of the virus that circulate most widely each year. These strains mutate and change over time, so scientists swap out the antigens accordingly. Typically, the formula only includes one or two new antigens. This year, however, the vaccine protects against three strains expected to arise during flu season. Because most people's immune systems haven't recently been exposed to these three strains, the vaccine is needed to have a successful immune response.

Wear face masks, self-isolate when experiencing flu-like symptoms and avoid large social gatherings to limit the transmission of Covid-19. Because the influenza virus and SARS-CoV-2, the virus responsible for Covid-19, spread similarly—through respiratory droplets—these measures can be effective at quelling influenza, too.

[how to tell if you have a common cold, flu or Covid](#)

BECOMING AN ALL-WEATHER COMPANY

At its core, resilience is a company's capacity to absorb stress, recover critical functionality, and thrive in altered circumstances.

In a shock-recovery trajectory, resilient companies enjoy better outcomes than their peers on one or more of three dimensions:

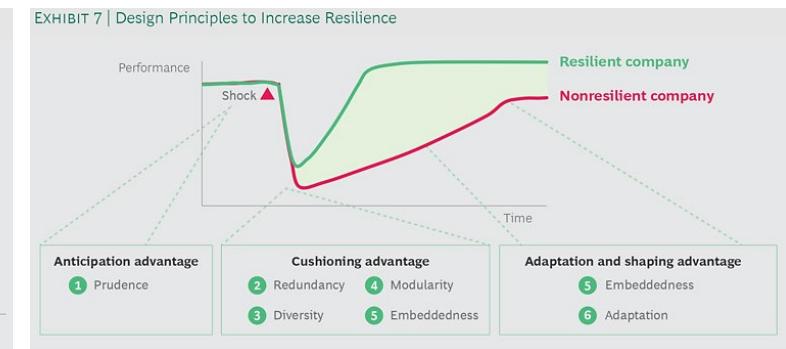
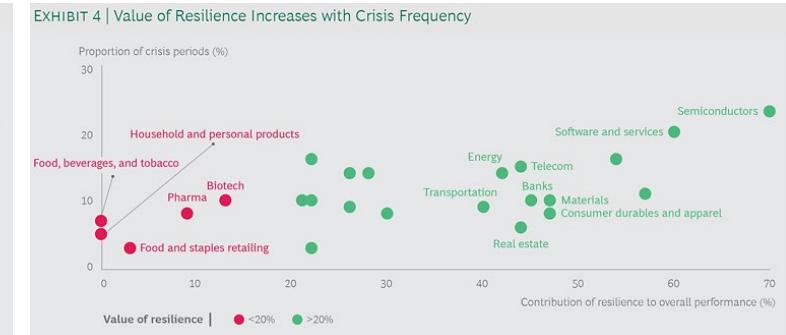
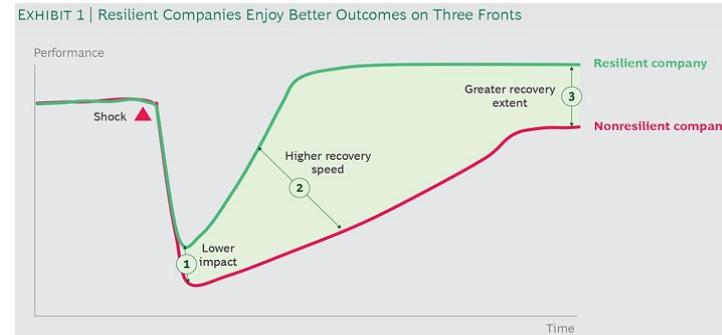
1. The immediate impact of an external shock on their performance can be lower than their peers.
2. The speed of their recovery can be higher than peers.
3. The extent of their recovery can be higher than peers.

Resilient companies create four types of advantage that help them achieve superior performance in crises:

- 1. Anticipation advantage:** the ability to recognize threats and prepare for them in advance, which helps cushion the immediate impact and improve recovery speed.
- 2. Cushioning advantage:** the ability to withstand the initial shock, which helps in cushioning the immediate impact.
- 3. Adaptation advantage:** the ability to quickly identify the actions needed to restore operations and implement them swiftly, which helps improve recovery speed and achieve a greater extent of recovery.
- 4. Shaping advantage:** the ability to shape the dynamics of the industry in the post-shock environment, which helps in achieving a greater extent of recovery.

The coronavirus crisis has brought renewed attention to the need for resilience. Given that resilience is a critical capability to deliver long-term outperformance, companies need to start the process of operationalizing resilience today to ensure that they are best prepared to navigate the future.

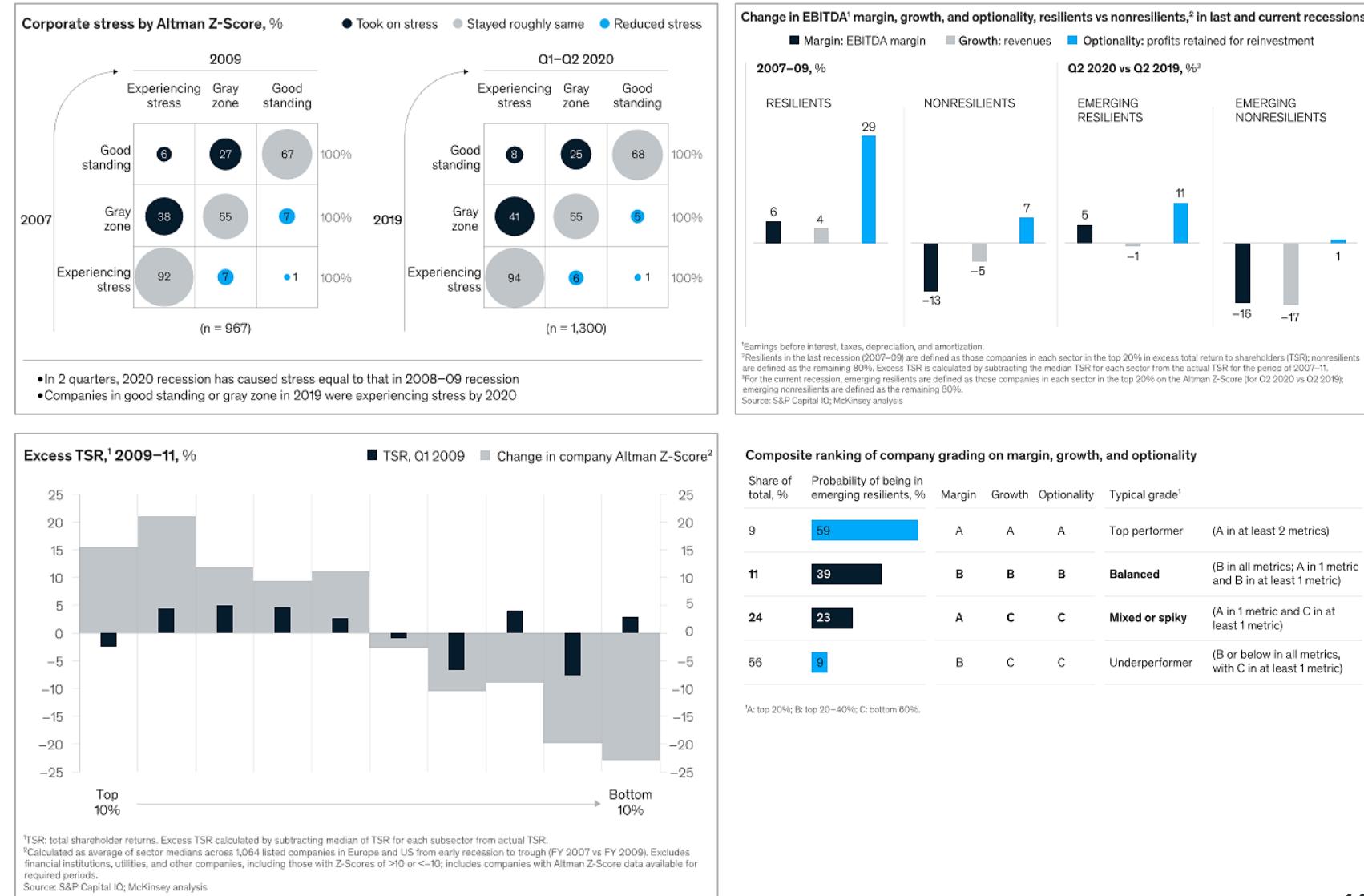
[Link to the article](#)



THE EMERGING RESILIENTS: ACHIEVING ‘ESCAPE VELOCITY’

The experience of the fast movers out of the last recession teaches leaders emerging from this one to take thoughtful actions to balance growth, margins, and optionality.

- Corporate stress is now at the same time point as it was in the 2009 though, arriving in only months versus 2 years
- The Altman Z-Score is a directional indicator of post-downturn market performance than does the market itself. The Z-Score helps highlight three outstanding attributes of resilience: margin improvement, revenue growth, and optionality (retained additional optional investment opportunities).
- Companies' experiments with creating new post-pandemic operations models are yielding some interesting results.
- Digital platforms are allowing some companies to share skills across operations, providing support in ways that were very difficult before.
- The same approach is also allowing workers to enjoy more opportunities while creating an effective post-pandemic operating model that solves for speed and rapid decision making.
- These are the next-horizon powers that will drive productivity and propel the emerging resilients into the next wave of growth.



ADDITIONAL READING...

The following additional reading may be of interest:

1. [The pandemic has caused the world's economies to diverge](#)
2. [One in three people want preferential access to a covid-19 vaccine](#)
3. [Shaping the Consumer of the Future](#)
4. [How COVID-19 is accelerating transformation and the five-year plan](#)
5. [Pandemic fatigue may be setting in across much of the world](#)
6. [The committed innovator: An interview with Kellogg's Nigel Hughes](#)
7. [How European marketing-and-sales leaders handle COVID-19's effects](#)
8. [Ten things to know about gender equality](#)
9. [Women in the Workplace 2020](#)
10. [What will \(and won't\) change in the future of Asia: An interview with the CEO of DBS](#)
11. [Analytics helps global business services fuel resilience and return](#)
12. [America's economy is recovering faster than expected](#)
13. [An optimistic scenario for the US response to COVID-19](#)
14. [The future of liquefied natural gas: Opportunities for growth](#)



Our IT team collaborating at their weekly global departmental meeting to make sure we are able to use our technology well.



Europe colleagues collaborating in the Corporate Social Responsibility "Escape Room" event raising funds for Save The Children...Team Captain Toby led Lynn, Felipe and Kate



Our Sydney office was made available for use for volunteers last week. Super to see our colleagues enjoying our office space and being together. Thanks to all who ensured our Sydney office is a safe space to work – thanks especially to our Australian Crisis Management Team. (Please note due to the very low infection rates in this State we are encouraging the wearing of face coverings and not mandating them.)



Our colleagues in South Africa gathering to discuss World Mental Health Day, Saturday October 10 2020.

IF YOU WOULD LIKE TO KNOW MORE ABOUT HOW WE ARE MANAGING THE COVID-19 CRISIS
VISIT HKA.COM