



# QUICK START GUIDE

## Preparing Your City Workforce for COVID-19 Vaccines

UPDATED: April 26, 2021

HAA also offers a [Small Business Guide to COVID-19 Vaccines](#).

This Guide was developed by the Health Action Alliance, a unique partnership between leading business, communications and public health organizations to strengthen and accelerate the business community's response to COVID-19 and help rebuild public health. It has been tailored for City Workforce by the National League of Cities, an organization comprised of more than 2,000 cities, towns and villages whose leaders are focused on improving the quality of life for their current and future constituents. NLC's mission is to strengthen local leadership, influence federal policy and drive innovative solutions.

For more information, please visit [healthaction.org](http://healthaction.org) and [nlc.org](http://nlc.org).

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COVID Collaborative, Husch Blackwell LLP, Metropolitan Group, National Safety Council



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# Introduction

The COVID-19 pandemic has exposed deep vulnerabilities in our nation's public health infrastructure. As local leaders, you have seen the devastation of this pandemic firsthand and have played a critical role in keeping your communities afloat through this crisis. Getting back to our lives—back to seeing our loved ones, back to school and back to business—requires that we turn the tide against COVID-19 and create a stronger, healthier future for all of us. Vaccines, highly effective and safe, offer hope and protection that can help our country and our economy safely reopen.

But vaccines alone won't protect us. We must encourage and support the public by:

- sharing the most current, accurate information on the safety and efficacy of the vaccines;
- listening and understanding reasons for hesitancy; and
- informing them on how they can get appointments and get to vaccination sites.

At the same time, employers and city officials can build a sense of community and encourage their employees and city residents to continue to wear face masks, wash hands often and maintain distance to stop the spread. They can also use their public mandate to work towards reducing health inequities and strengthening our public health infrastructure so we can be better prepared for the future.

We're on our way, but serious challenges remain, including inequitable access, misinformation that exacerbates mistrust in the safety of the vaccine and the emergence of new strains of the virus.

The good news is that municipalities can play a key role in communicating information about the virus and vaccine to their residents. They are also major employers in their communities and need to provide guidance about the vaccine to their workforces. Every employer has a role to play in the vaccine response, and this guide is designed to help you, a local leader and employer, get started.

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# Summary of Recommendations

Local governments can help strengthen and accelerate the nation's vaccine response within their workforce by:

- 1. Creating a clear COVID-19 vaccination policy for employees, part-time workers, temporary workers and contractors that encourages vaccination, reduces barriers and makes it easy for them to get vaccinated.** Your policy should be aligned with your city's vaccination policy for residents and should reflect the unique needs, concerns and questions of diverse communities.
- 2. Communicating with employees, workers and residents about the safety and benefits of COVID-19 vaccines and reinforcing the importance of masking and social distancing to prevent the spread.** This includes listening to their concerns and understanding reasons for vaccine hesitancy.
- 3. Creating a safe, supportive workplace culture where all workers feel supported.** Understand that no community shares all of the same beliefs, perceptions and concerns. Every individual is unique, and every employee deserves to have their questions answered before making a decision about vaccines.
- 4. Coordinating with county, state and federal governments** to ensure that your local vaccination response is equitable, clear and robust, and that your employees and residents have access to the information they need to educate themselves and get vaccinated.

As you consider how to educate and encourage your workforce to get vaccinated, you should be guided by :

- **An internal task force that represents relevant organizational teams, agencies, and departments, including legal, human resources, operations, employee relations, communications, external affairs and employee health/wellness, among others.** It's important to assign a clear task force leader with the authority, trust, empathy and capacity to lead the effort. You might also assign a communications lead to help manage and activate your organization's vaccine education and engagement plan. Ensure that there is a representative from the COVID-19 task force organizing the response for your residents.
- **Meaningful input and engagement from populations of workers with unique concerns and questions about vaccines, including Black, Hispanic, American Indian and Alaska Native employee groups.** It's important that people from disproportionately impacted communities participate in developing and leading your organization's COVID-19 response and are engaged as trusted messengers.
- **Specific organizational considerations.** This includes organizational values, risk analysis, liability concerns, labor agreements, resident and employee sentiment and other issues pertinent to your workforce and operations.
- **Community needs.** Every community is different, and you'll be well served to engage with community leaders and community-based organizations, who represent the needs, priorities and challenges of different groups within your municipality.

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## How to Use This Guide

This Quick Start Guide provides employers with recommended actions, key policy considerations and tools you can use to:

1. **Establish** a COVID-19 vaccination policy and plan.
2. **Educate** employees, workers and other stakeholders about the importance, efficacy and safety of COVID-19 vaccination, and encourage them to get vaccinated.

Each section of the toolkit contains:

1. Key questions that organizations should consider, followed by action steps.
2. Supporting resources, including templates for employee, customer and other stakeholder communications

**We've also provided a comprehensive set of Health Action Alliance and NLC resources at the end of this Guide, including links to HAA's full suite of communications tools and guidance. These will be useful in your efforts with your workers, and are tools you can also offer to businesses and chambers of commerce in your city.**

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# PART ONE: Creating or Refining Your COVID-19 Vaccine Policy and Plan

As of April 19, 2021, all adults over age 16 are now eligible for COVID-19 vaccines. As vaccines become more widely available, employers should develop a plan to remove barriers to vaccination and make it easier for employees and workers to get vaccinated at their earliest opportunity, if they have not done so already. Existing plans and policies may need to be updated to reflect the new eligibility rules and the growing availability of vaccines.

## Step 1: Designate a coordinator or task force.

Whether you decide to encourage vaccination by removing barriers, and/or providing paid time off, you should start with a written COVID-19 Vaccine Policy and a Workforce Vaccination Plan to organize your efforts. You'll need a person or a team to create the plan and execute it, working collaboratively with stakeholders across your organization.

### Who's right for the job?

Building organization's COVID-19 Vaccine Policy and Plan will require navigating technical, logistical, organizational and communications challenges. For some employees and workers, choosing whether or not to be vaccinated may be an emotional decision based on past experiences or beliefs; understanding and navigating these with care will be vital. Your coordinator or task force should be able to create a safe space for questions and respond with empathy.

Identify a leader within your organization who is adept at responding to employee, resident, worker and stakeholder questions, and is well-positioned to coordinate with management, human resources, employee resource groups, workers and labor representatives, as appropriate. Leading your organization's COVID-19 vaccine planning is a complex and time-consuming assignment, so be sure to empower a leader who has the authority, trust, empathy, communication skills *and* capacity to serve in this role.

For larger municipalities, you may want to establish a COVID-19 vaccine "task force" with representation from each of the key departments. Input from a racially and ethnically diverse cross section of your organization can help ensure you understand specific needs and questions within communities that have been hit hardest by the virus.

### What should they do?

- Develop the organization plan or policy and coordinate among stakeholders;
- Work with your organization's insurance provider to ensure no-cost coverage for employees and other workers (i.e. part-time staff, contractors, etc.);

- Share updated information with employees and workers about when, how, and where they can be vaccinated (and which vaccines will be covered);
- Coordinate with COVID-19 task force representatives responsible for developing local policy for residents to ensure alignment;
- Identify and minimize any barriers to vaccination, such as time off;
- Gather employee and worker feedback in real time and listen to questions and concerns;
- Engage employees and workers from disproportionately impacted communities, including via employee resource groups and other networks that represent workers at highest risk;
- Stay abreast of employee vaccination trends and concerns to adapt the plan as needed;
- Oversee external vaccination communications.

## **Step 2: Proactively engage employee populations who may have unique needs, concerns or questions.**

As you develop or refine your plan, make sure you proactively engage leaders of your organization's employee resource or affinity groups and other employee populations that may have unique needs, concerns or questions about COVID-19 vaccines. This isn't about convincing workers to trust the vaccine; it's about understanding their perspectives and concerns, and working together to identify solutions. Below are strategies you may consider:

- Black, Hispanic, Asian-American, American Indian and Alaska Native communities have been disproportionately impacted by COVID-19, and have experienced higher rates of hospitalization, severe illness and death. If you're not a member of these population groups, start by [learning more](#) about why these inequities exist and how they might contribute to additional questions about vaccines. You can support employees and workers by acknowledging the deep historical traumas and [structural inequalities](#) that lead to poorer health outcomes and contribute to greater mistrust.
- Invite leaders from your organization's employee resource groups to participate in your company's COVID-19 Vaccine task force and meaningfully contribute to developing your organization's vaccine plan.
- Organize listening sessions with communities of color and other employee networks to make sure all interests are heard, and develop plans that meet the communities' needs.
- Reach out to local community organizations, healthcare provider networks, faith leaders or other trusted influencers within diverse populations to seek their counsel and feedback on your organization's plan.

## **Step 3: Draft your organization's policy.**

Once you've identified a leadership team and meaningfully engaged disproportionately impacted workforce populations, you can begin developing your organization policy and plan.

The Biden Administration has [announced](#) that the United States is “on track” to have enough supply of COVID-19 vaccines for every adult in America by the end of May. At a minimum, every organization can encourage vaccination, but at this time of national crisis, organizations should challenge themselves to do more. Removing barriers to vaccination will help more of your employees and workers get vaccinated at their earliest opportunity.

**We do not encourage public entities to mandate vaccination for their employees, and the legality of doing so is unclear.**

Employers who encourage, incentivize or even mandate vaccination should consider adopting a policy to clarify and organize these efforts. Below are key questions and considerations you’ll want to address in your organization policy:

**1. How can my organization remove barriers to vaccination, making it easier for our employees and workers to get vaccinated?**

- **Relieve any concerns about costs for vaccines.** The federal government is providing vaccines free of charge to all people living in the United States. Vaccination providers can be reimbursed for administration fees by the patient’s public or private insurance company or, for uninsured patients, by the HRSA’s [Provider Relief Fund](#). If you offer an employee health plan and have questions about whether administrative fees are a covered benefit, you should contact your plan administrator. No one can be denied a vaccine if they are unable to pay.
- Offer **internet access** or **language support services** to help employees and workers schedule appointments.
- Offer **paid leave** for employees to go to their vaccination appointments and as needed if they experience side effects.
- Help **identify when and where workers can get vaccinated** at their earliest opportunity. The CDC has co-developed a [Vaccine Finder](#) that can help you locate a vaccine site near you, as well as [downloadable posters](#) that can be customized for your workplace.
- **Arrange on-site or off-site vaccination** with a third party if your state plan allows it. (See below for more detail.)
- **Extend benefits and support to your entire workforce, including temporary, part-time, seasonal, contract and contingent workers.** These workers are concentrated in essential industries and are disproportionately impacted by COVID-19, but their needs aren’t always considered by the host employer or the staffing agency. While they may not receive benefits from your organization, including them in any vaccination plans will be helpful to boosting overall rates of vaccination and improving the long term health of your entire workforce.

**2. Should my organization offer on-site vaccinations to employees and workers?**

Vaccine distribution is guided by each state’s unique distribution plan. Some states may ask or incentivize employers to assist in vaccinations; other states may handle vaccination centrally. Many local governments are offering on-site vaccinations through public vaccination sites at local health clinics or libraries. As more supply becomes



available, a larger number of employers may be able to provide vaccines onsite for their employees and workers.

Most employers that choose this option will opt to contract with a third-party, licensed medical provider to administer vaccines. As you explore this option, you should consider:

- Convenience for employees and workers
- Boost to morale
- Cost
- Acquisition requirements
- Physical location/space requirements
- Transport and deep-freeze storage requirements
- Consent forms and pre-screening questionnaires
- Privacy and confidentiality
- PPE requirements
- Tracking and administering multiple doses per person
- Data management and security
- Insurance and liability concerns
- Perceived pressure/judgement by the employer or from fellow employees and workers
- Political perception

The CDC offers further guidance on [Vaccination Onsite at the Workplace](#) you should follow.

**CAUTION:** Some workers may be reluctant to get vaccinated at their earliest opportunity if they think it will be more convenient to get vaccinated on-site at their worksite at a later date. Make sure you emphasize to employees and workers that they should get vaccinated at their first available opportunity.

### **3. Will my organization continue to require masks, social distancing and other prevention measures?**

Even as local and state government officials remove or ease mask and distancing mandates, many businesses are choosing to require masks and distancing until public health officials at CDC advise otherwise.

Requirements for wearing masks and other preventive measures are being updated as more people are vaccinated. Please refer to your company's policy as well and the CDC for the latest information. Over the coming months, you should monitor CDC's latest [COVID-19 prevention and vaccine guidance](#), [workplace guidance](#), and [reopening recommendations](#).

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## PART TWO: Educating and Encouraging your Workforce

According to the [latest public opinion surveys](#), a growing majority of Americans have already begun the process of vaccination or are ready to get vaccinated now that vaccines are widely available. Some people, however, may have additional questions or need extra support before making their decision about vaccines.

**The most important thing you can do is to communicate with your employees, workers and residents about the benefits and safety of COVID-19 vaccines.** Your communications can serve to educate employees about vaccines *and* encourage them to get vaccinated at their earliest opportunity.

Vaccines save lives. They also require trust, transparency and accountability. The factors that influence a person's decision to take vaccines are nuanced and affected by how they see and experience the world. Science and facts aren't the only predictors of human behavior. People make vaccine decisions based on social norms, their perceptions of how others will view their decision, feedback from people they trust, their perceptions of risk, the consistency of messages and the convenience of getting vaccinated.

### **It all starts with trust.**

As COVID-19 vaccines become available to more Americans, you can share trusted information from the CDC, FDA and other public health experts, as well as perspectives and encouragement from trusted community leaders to help your employees, workers, residents and other stakeholders make the best decisions for themselves and their families. And, you can listen and respond to their questions and needs, as well as dispel misinformation about policies or vaccination issues that may arise.

In addition to your vaccination policy, you should also develop a COVID-19 Vaccine Communications Plan to help guide your outreach.

### **Step 1: Designate a communications lead or team.**

For larger municipalities, this assignment may be an obvious one; be sure to consider including someone who is a trusted and designated source of information on health-related issues such as your local public health department lead.

Smaller municipalities can still designate a communications lead to roll out some of the resources listed below. Another option is to partner with your county or nearby municipalities to coordinate or collaborate on outreach efforts.

### **Step 2: Develop a communications plan.**

Having a written plan along with a timeline ensures there is a rational and steady cadence of communication to employees and workers. Most people need to hear messages several times and in different formats for the information to fully sink in. HAA has created [Communications Guidance](#), [Key Messages](#) and a [Sample Communications Plan](#) to help business leaders engage employees; these resources will also be helpful for local government employers—feel free to modify to meet the needs of your workforce and community.

## Ten Tips for Communications Planning

Here are 10 key considerations you'll want to address in your vaccine communications plan:

### 1. Identify your audience(s), and plan to communicate as broadly as possible across your workforce.

Think about everyone you are trying to reach within the organization, as well as their varying levels of understanding (and enthusiasm for or concerns about) COVID-19 vaccines. Do not assume high levels of general health literacy and avoid scientific jargon. Instead, use plain language so the information is clear and easy-to-understand. Graphics plus text works better than text alone.

### 2. Consider how employees and workers get their information, and plan to deliver messages across multiple communications platforms (and do so multiple times).

Organizational(email) communications are key, but don't forget to consider employees and workers who might not have regular access to email, like , janitorial staff, third-party contractors, temporary/contingent workers, or delivery drivers. Consider the universe of tools and strategies you have to reach everyone. And consider that most people need to hear a message several times for it to fully resonate.

### 3. Choose tactics that will educate and encourage.

There are a wide range of tactics you can use to educate your workforce about the safety and efficacy of vaccines. You might also consider communications strategies that encourage vaccination. Work to create a "surround sound" of messages. All resources listed here were developed for employers in general (public and private sector)—they can easily be adapted to meet your specific needs.

#### Educational Tactics

- Distribute a **Mayor or City Manager letter to employees and workers** sharing basic vaccine facts.
- Use your **employee intranet** to share vaccine information and answers to frequently asked questions. (Share our COVID-19 Vaccine [One Pager](#), [FAQ](#) and [Myths & Facts](#). Also available in [Spanish](#).)
- Organize **vaccine education and listening sessions** with employee resource group (ERG) leaders to better understand their unique needs and concerns. HAA's [resources and workshops](#) can help.

- Use **social media** to share facts and links to trusted sources. (See HAA's [Social Media Toolkit](#).)
- Send **text messages** to employees with vaccine info and updates. (See HAA's [Sample Text Messages to Employees](#).)
- Host **staff meetings** to share facts from trusted sources and to surface questions. (See HAA's [Conversation Guide for Managers](#).)

### Encouragement Tactics

- Organize **employee town halls** and **“Ask Me Anything” (AMA) sessions** with public health experts and organization leaders that can be used to both share information and offer encouragement. (See HAA's Tip Sheet for [Finding and Preparing COVID-19 Expert Speakers](#), and our guidance for [Responding to Sensitive Questions](#).)
- **Blog Posts and Newsletters** can both share information and offer encouragement, especially when sharing personal testimonials from vaccinated employees and workers. (See HAA's [Communications Guidance](#) and [Key Messages for Employees](#).)
- **Word of Mouth** Inviting vaccinated employees and workers to share their positive experience can be a powerful influence. Lead the way as an elected leader by sharing pictures of you getting vaccinated when it is your turn.
- **Workplace Flyers and Posters** ([Download](#) from CDC, or borrow ideas for messages, images and taglines from the Ad Council COVID-19 [Vaccine Education Initiative Playbook](#).)
- Integrate **public service ads (PSAs)** into your organization's virtual events or other employee video communications. (Download video PSAs from [CDC](#) and [Ad Council](#).)

## 4. Lead with empathy, and ground your communication in company values.

It's important to acknowledge that employees and workers may have questions about vaccines, and that's ok. Acknowledge concerns and questions without trying to invalidate or challenge them. Answer questions with science-based facts as relevant. Avoid condescension, lecturing, negativity and guilt-mongering.

It's also helpful to make a direct connection between your position as a public entity and your motives for sharing vaccine information. Be direct and transparent. Will COVID-19 vaccines help you work better together? Allow your employees/workers to get back out into the community? Ensure that the services you provide are safe? Let your people do the work they love? Provide better services to your residents? Making a connection between your public mission and vaccines helps encourage employees to get vaccinated.

## 5. Facts about safety are key, but emotional triggers are equally important.

Don't just say “the science is solid.” Explain that vaccines were authorized by the FDA. This means they met the agency's strict rules for being safe and working well, as shown in clinical testing. These vaccines have been studied in clinical trials with large and diverse groups of people, of various ages, races and ethnicities. Systems that allow CDC to watch for safety issues are in place across the entire country, and as the recent pause in administration of Johnson & Johnson's vaccine has shown, these systems can detect potential problems.

At the same time, highlight how vaccinations are a pathway to helping us get back to the moments of human connection that we are all yearning for. They also protect the ones we love

and those most vulnerable in our community, reduce hospitalizations and save lives. These messages go beyond education and serve to encourage people to get vaccinated.

## **6. Manage expectations.**

COVID-19 vaccines are one of many important tools to help us end the pandemic. At the same time, we need to continue wearing our masks, keeping our social distance, staying home when we're sick and frequently washing our hands to keep everyone safe.

Vaccinated employees and workers should be reminded that they may still be able to transmit the virus to co-workers, customers, friends or family members. Therefore, it's important that everyone continue to follow CDC public health [guidelines](#) to prevent the spread.

## **7. Don't ignore that there are side effects or diminish/exaggerate them.**

It's normal to experience some mild discomfort following vaccination. This is a sign that your body is building protection. The side effects from COVID-19 vaccination may feel like flu and might even affect your ability to do daily activities, but they should go away in a few days.

Being open and honest about side effects helps build trust with employees, workers and other stakeholders. CDC offers [comprehensive information](#) about what to expect after getting a COVID-19 vaccine, including common side effects, helpful tips and guidance on when to call your doctor.

## **8. Expect questions, listen and provide a mechanism for employee feedback.**

It is normal (and expected) for your employees and workers to have questions about vaccines. You can provide reliable information about COVID-19 and vaccines from trusted sources, and encourage employees and workers to talk to their doctor or healthcare provider.

Employees and workers may also have questions about organization policy and their healthcare benefits. Make sure you have mechanisms in place to field questions and feedback directly from employees and workers so you can quickly address concerns.

## **9. Be thoughtful about your messengers.**

While hearing from the Mayor and City Manager is important in setting organizational culture, the message can't come only from the top. You should work to cultivate trusted messengers who reflect diverse communities and can speak to the unique concerns of different groups. Think about which messengers will strictly educate (e.g. public health experts) versus those that may encourage vaccination (e.g. opinion leaders). Trusted messengers might include any existing employee resource groups or informal networks, and other formal and informal leaders in your organization—as well as health professionals, community organizations, faith community leaders and others outside your workplace. Work to ensure these messengers do as much listening as they do speaking.




Within your organization, you might identify trusted leaders who reach different groups within your workforce and invite them to learn about vaccination, get comfortable with information from public health experts and engage other employees in conversations. You might even ask these "ambassadors" to write a social media or blog post, or feature them in a newsletter or other communication. This not only serves to further educate your workforce, but also to encourage them to get vaccinated. The more your messages can come from across the organization—authentically—the more widespread the conversation will be. It's important to

make sure your educational messengers are equipped to deliver information from CDC, FDA, your state / local health department and other trusted health sources.

## 10. Celebrate and “normalize” getting vaccinated.

Invite employees and workers who are comfortable to share their vaccination experience, informally among their networks or through an internal communication platform (i.e. company newsletter or virtual event). It’s often helpful and encouraging for people to hear from their friends and peers about what an experience is like. In fact, [surveys](#) have shown that many people are waiting to see how vaccination goes for others before making up their own minds. Be sure to keep it voluntary and protect confidential information.

### Primary Drivers of Hesitancy

-  Concerns about **safety and side effects** from COVID-19 vaccination, driven by the speed of the clinical development process and the vaccines’ novelty.
-  Lack of **knowledge**.
-  **Distrust** in the **political and economic motives** of the government and corporations.

Source: [Ad Council](#)

## Step 3: Customize communications for workforce populations who may have unique needs, concerns or questions.

Some of your employees and workers may have different experiences with COVID-19 and unique concerns or questions about vaccines. [Polling data](#) shows higher concern about vaccination among conservative/Republican or Trump voters:

- The good news is that a full 78% of all respondents said they may eventually get vaccinated. (This has risen rapidly.) When asked if they would wait days, weeks, months, a year, or more than a year after it was available to them, 50% said they would wait months, and only 21% said more than a year.
- Trump voters said they’re most concerned about safety, the speed at which the vaccines were developed, and the unknown long-term side effects.
- The partisan gap is narrowing. [Polling data](#) show that 60% of Trump voters, versus 66% of Biden voters, say the vaccine is “safe and effective.”

[HAA’s Audience Insights & Messaging Guidance for Rural Areas and Small Cities](#) includes insights and messages on reaching conservative audiences.

In addition, [research](#) from the Ad Council and the COVID Collaborative has shown that lack of access is a key barrier among Black and Hispanic communities. Some concerns may persist among these communities, too:

- Black Americans report higher levels of concern about COVID-19 vaccines, in part due to experiences of discrimination in health care, a long history of oppression and medical exploitation like the Tuskegee experiments.
- Hispanics who are unsure about getting vaccinated report that it's primarily due to a lack of confidence in the information they've received about COVID-19 vaccines.
- Lack of trust in vaccines and the government has historical roots for American Indians and Alaska Natives, from failure to deliver on treaties and other agreements, to the weaponization of disease.

HAA has prepared [audience insights and guidance](#) to help you better understand the access concerns and unique questions among Black, Hispanic, American Indian and Alaska Native populations. You should also engage employee resource groups—or even supervisors or informal leaders from the population groups within your workforce—to better share facts, build trust and support colleagues who may have questions or need extra support accessing vaccinations.

Here are some strategies you might also consider:

- Identify organization leaders, as well as advocates and opinion leaders, who represent disproportionately impacted communities and may be willing to discuss the importance of vaccinations or share their personal experience with the vaccine. Make sure these leaders and individuals can truly listen as much as they speak.
- Pay attention to discussions on message boards and other communication channels, and in interpersonal communications between managers and their teams. Listen for questions, concerns and rumors, and quickly provide facts.
- Reach out to local community organizations, healthcare provider networks, faith leaders or other trusted influencers within diverse populations to seek their counsel and feedback on your organization's plan. Invite them to speak to your employees/workers, or participate in other educational activities. If possible, compensate them for their time and expertise—or make a contribution to their organization—and learn how you can support their mission and stay involved. Your employee resource groups are a good place to explore existing relationships and plan this approach together.
- Invite your local public health department to send a representative who can speak with employees and workers, help answer questions and provide clarity around COVID-19 vaccines.
- Outside your organization, many community organizations, are hosting events and launching initiatives to reach Black, Hispanic and American Indian and Alaska Native people. Share information about these events with your employees—and participate as a partner if you can.

**NOTE:** The terms “vaccine hesitancy” or “vaccine hesitant” are frequently used by researchers, but not terms you'll want to use in your employee-facing communications. Descriptions such as “employees who have questions about COVID-19 vaccines” or “employees who are still deciding about COVID-19 vaccination” set a more inviting tone.

**NOW AVAILABLE!** HAA offers a Vaccine Champions Workshop to help leaders and teams share facts, build trust and support colleagues who may have questions or need extra support accessing vaccinations. Ideal for Employee Resource Groups (ERGs), Diversity,

Equity and Inclusion (DEI) leaders and other trusted leaders working with teams, this interactive workshop will prepare you to powerfully engage members of your community. You can register for an upcoming workshop for free at: <http://healthaction.org/events>

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# HAA Tools and Resources

HAA has prepared tools, templates and communications resources to help businesses engage employees, workers, customers and other stakeholders, including:

- [Communications Guidance for Businesses](#)
- [Sample Employee Communications Plan](#)
- [Key Messages for Employees](#)
- [Sample CEO Email to Employees and Workers](#)
- [Conversation Guide for Managers](#)
- [Audience Insights & Messaging Guidance for Black, Hispanic, American Indian and Alaska Native Communities](#)
- [Audience Insights and Messaging Guidance for Rural Areas and Small Cities](#)
- [Responding to Sensitive Issues and Questions](#)
- [Social Media Toolkit](#)
- [Sample Text Messages for Employees and Workers](#)
- [Tips for Finding and Preparing a COVID-19 Expert Speaker](#)
- [Resources for Dealing with Pandemic-Related Stress & Anxiety](#)
- [Sample Donation / Support Email to Local Health Department](#)
- [COVID-19 Storylines Toolkit for Content Creators](#)
- **Handout:** [Vaccine One-Pager for Employees](#)
- **Handout:** [Vaccine FAQs for Employees](#)
- **Handout:** [COVID-19 Vaccines: Myths & Facts](#)

## Resources for Small Businesses

- [Small Business Guide to COVID-19 Vaccines](#) (Also in [Spanish](#).)
- [Sample Email to Staff](#) (Also in [Spanish](#).)
- [Conversation Guide for Small Business Owners](#) (Also in [Spanish](#).)

## Resources in Spanish

- [Vacunas contra el COVID-19: Lo que debe saber](#)

- [Vacunas contra el COVID-19: Respuestas a preguntas frecuentes](#)
- [Vacunas contra el COVID-19: mitos y hechos](#)
- [Guía de Inicio Rápido - Cómo preparar a su empresa para las vacunas contra el COVID-19](#)
- [Mensajes principales para empleados](#)
- [Entendimiento de la audiencia y recomendaciones sobre mensajes para las comunidades hispanas](#)

Health Action Alliance's [digital resource hub](#) contains our full suite of tools, resources, case studies, training opportunities and information about upcoming events. **You can also [SIGN UP](#) to receive our latest resources, updates and event invitations!**

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## NLC's Tools and Resources

NLC is committed to assisting local governments in responding to the COVID-19 pandemic and rebuilding for a better future. The below resources focus on principles for local response, vaccine equity and distribution, and ways that local governments can tap into the historic American Rescue Plan Act bill to respond to COVID-19.

- [COVID-19 Local Action Tracker](#)
- [COVID-19 Local Response Principles](#)
- [Partners for Local Governments in Distribution of the COVID-19 Vaccine](#)
- [Cities and Health Departments: Partnership on COVID-19 Vaccines](#)
- [Why Equity in Vaccine Distribution is Critical: Four Areas to Prioritize](#)
- [Five Innovative Ways Cities are Working with Corporate Partners for Vaccine Distribution](#)
- [Local Leaders Partnering on COVID Vaccinations: Cities and Health Departments](#)
- [Mayors on Equity and COVID Vaccines: Messaging, Partnership and Confidence](#)
- [Local Recovery: Five Principles For ARP Implementation](#)
- [American Rescue Plan Act of 2021 Summary of Provisions](#)
- [ARP Local Relief Frequently Asked Questions](#)

NLC's latest resources on the COVID-19 vaccine can be found on our [website](#). If you are interested in joining NLC as a member or corporate partner, please [get in touch!](#)

# Additional Resources

## CDC Resources

- [COVID-19 Dashboard](#) (also available in [Spanish](#))
- [Data Tracker](#)
- [Science and Research](#)
- [Vaccines](#)
- [Workplace Guidance and Strategies](#)
- [Communication Resources](#)
- [Public Service Announcements](#)
- [Stress and Coping](#)
- [What to Expect After Getting a COVID-19 Vaccine](#)
- [Newsletter/Blog Content](#)
- [“I Got My COVID Vaccine” Stickers](#)

## Health Equity

- NAACP Report: [Ten Equity Implications of the Coronavirus COVID-19 Outbreak In the United States](#)
- National Academies of Sciences, Engineering, and Medicine [Framework for Equitable Allocation of COVID-19 Vaccine](#)
- American Medical Association’s [COVID-19 Health Equity Resources](#)
- The COVID Tracking Project: [The COVID Racial Data Tracker](#)
- Emory University’s [COVID-19 Health Equity Interactive Dashboard](#)
- Kaiser Permanente’s [Vaccine Equity Toolkit](#)
- Trust for America’s Health: [Building Trust in and Access to a COVID-19 Vaccine Within Communities of Color and Tribal Nations](#)
- Center for Black Health and Equity and American Lung Association: [Power and Immunity—Information for Protecting Our Bodies and Our Communities](#)
- IllumiNatives and Indigenous Futures Project: [The Impact of COVID-19 on Indigenous People](#)
- UnidosUS: [bilingual digital toolkit](#)

- Asian and Pacific Islander American Health Forum: [In-language COVID-19 resources](#)
- Morehouse School of Medicine: [National COVID-19 Resiliency Network](#)
- **Video:** [COVID 19 Vaccines-Get the Facts](#) (aimed at employees of color, available from the National Alliance of Healthcare Purchaser Coalitions, a nonprofit organization dedicated to driving health and healthcare value for people, organizations and communities.)

## Data and Tracking

- New York Times Resources
  - [Global Tracker](#) (interactive map)
  - [U.S. Tracker](#) (interactive map)
  - [Drug & Treatment Tracker](#)
  - [Vaccine Tracker](#)
- World Health Organization [COVID-19 Dashboard](#)
- Johns Hopkins University [COVID-19 Dashboard](#)
- Kaiser Family Foundation's [COVID-19 Resources](#)
- [The COVID Tracking Project](#)
- [COVIDExitStrategy.org](#): Tracking Each State's COVID-19 Response

## Public Opinion

- Kaiser Family Foundation's [Coronavirus \(COVID-19\) Resource Page](#)
- Gallup's [COVID-19 Public Opinion Research Hub](#)
- COVID Collaborative Report: [Coronavirus Vaccine Hesitancy in Black and Latinx Communities](#) (November 2020)
- ["Changing the COVID Conversation"](#), poll conducted by Frank Luntz in partnership with the de Beaumont Foundation (November 21-22, 2020)

## Mental Health

- [How Right Now](#) is an initiative to address people's feelings of grief, loss, and worry during COVID-19.
- [Coping-19](#) addresses mental health, stressors, and personal experiences onset by COVID-19.
- [Solutions for Local Leaders to Improve Mental Health During and Post COVID-19](#)

## Media & Entertainment

- Ad Council: [COVID-19 Vaccine Education Initiative Playbook](#)
- Ad Council: [Coronavirus Response Toolkit](#)
- [COVID-19 Storylines and Webinars](#), curated by USC Annenberg Norman Lear Center's Hollywood, Health & Society (HH&S) and the Writers Guild of America. This series features more than a dozen online conversations on topics related to the pandemic, bringing together storytellers and experts.
- Download video PSAs from [CDC](#) and [Ad Council](#)
- Download radio PSAs from [CDC](#) and [Ad Council](#)

## Communications

- Public Health Communications Collaborative offers resources for [communicating about COVID-19 vaccines](#) and [responding to misinformation](#).
- Safe Action for Employee Returns (SAFER) offers [Communications Considerations Return to Work Guidance](#)
- The Institute for Public Relations' [Vaccine Communication Resource Center](#) offers research, webinars and guidebooks for communications professionals.

## Employer Resources

- ICMA: [Addressing Vaccination Hesitancy in Public Employees](#)
- McKinsey & Company: [COVID Vaccines Are Here: What Does it Mean for Your Organization \(Webinar\)](#)
- Mercer: [A Survey of 776 Organizations' Perspectives on COVID-19 Vaccines and What it Means for Their Employees](#)
- De Beaumont Foundation / Johns Hopkins University: [Seven Ways Business Can Align with Public Health for Bold Action and Innovation](#)

## Small Business Resources

- CDC: [COVID-19 Vaccine Resources](#) and [Communications Resources](#)
- National Small Business Association: [COVID-19 Small Business Resources](#)
- Reimagine Main Street: [Reopening Resources](#) and [Vaccine Resources](#)
- U.S. Chamber of Commerce
  - [Vaccine Resources Center](#)
  - [On-Demand Videos](#)
- U.S. Department of Labor Occupational Safety and Health Administration [COVID-19 Guidance by Industry](#)

- U.S. Small Business Administration: [COVID-19 Guidance and Loan Resources](#)

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**DISCLAIMER:** Health Action Alliance is committed to the health and safety of employees and communities. You should speak with your doctor or healthcare provider about whether COVID-19 vaccines are right for you.

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