



# QUICK START GUIDE

## Preparing Your Company for COVID-19 Vaccines

UPDATED June 10, 2021

Available in [Spanish](#).

We also offer 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.

For more information, please visit [healthaction.org](https://healthaction.org).

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Special thanks to the following organizations that provided additional content for this resource:  
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. We've lost lives, intensified inequities and eroded years of progress across our economy. 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 a large majority of the public to get vaccinated, continue to wear masks as needed/when required and maintain distance to stop the spread, reduce health inequities, and strengthen our public health infrastructure so we can be better prepared for the future.

We're on our way, but challenges remain, including an inequitable start to vaccine rollout, the emergence of new virus strains, a "pause" in the administration of one of the authorized vaccines, manufacturing delays, and lingering public mistrust of government and public health institutions.

The good news is that there is a resource that a large majority of Americans trust—you. [New research shows](#) 72% of Americans trust their employer as the most believable source of information on a range of issues, including the pandemic. According to the 2021 Edelman Trust Barometer, Americans are looking to employers and brands to help them make sense of the pandemic and what comes next.

On February 26, the White House [called on America's businesses](#) to help end the pandemic and improve the safety of everyone in America by:

- Continuing to require masking and social distancing to protect workers, customers, and others on their premises.
- Reducing barriers to vaccinations and making it easier for employees and workers to get vaccinated by providing incentives, like paid time off or compensation for employees to get vaccinated.
- Communicating with customers and educating the public about the benefits of masking and vaccinations.

Every company has a role to play in the vaccine response, and this guide is designed to help you get started.

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# Summary of Recommendations

Businesses can help strengthen and accelerate the nation's vaccine response 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 company's values and reflect the unique needs, concerns and questions of diverse communities.
2. **Communicating with employees, workers and customers about the safety and benefits of COVID-19 vaccines, and reinforcing the importance of masking (as needed/required) and social distancing to prevent the spread.**
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. **Strengthening vaccination efforts in your community** by offering help to public health departments, nonprofit organizations and others involved in the vaccine response.

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

- **An internal task force that represents relevant company teams 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 company's vaccine education and engagement plan.
  - **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 company's COVID-19 response and are engaged as trusted messengers.
  - **Specific company considerations.** This includes company values, risk analysis, liability concerns, labor agreements, customer 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 local public health departments, community-based organizations, and local leaders who understand the current needs, priorities and challenges where you operate.
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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.
3. **Encourage** and accelerate the distribution of COVID-19 vaccines and vaccination efforts in the communities you serve, and **engage** with local public health departments to support vaccination efforts.

Each section of the toolkit contains:

1. Key questions that businesses should consider, followed by action steps.
2. Supporting resources, including templates for employee, customer and other stakeholder communications.
3. Business case studies to provide ideas and inspiration.

We've also provided a comprehensive set of resources at the end of this Guide, including links to our full suite of communications tools and guidance.

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

All adults over age 16 are now eligible for COVID-19 vaccines, and children ages 12-15 are now eligible for the Pfizer vaccine. 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, providing paid time off or offering special incentives, 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 enterprise.

### Who's right for the job?

Building your company'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 company who's adept at responding to employee, 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 company'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 companies, 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 company 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 company plan or policy and coordinate among stakeholders;
- Work with your company'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);
- Identify and minimize any barriers to vaccination, such as time off, daycare or transportation;
- 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 internal and external vaccination communications; and
- Identify opportunities for your company to partner with state and local public health agencies and community-based organizations to support vaccine distribution in your area.

## 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 company'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 company's employee resource groups to participate in your company's COVID-19 Vaccine task force and meaningfully contribute to developing your company'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 company's plan.

### Step 3: Draft your company policy.

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

At a minimum, every employer can encourage vaccination, but at this time of national crisis, companies should challenge themselves to do more. Removing barriers to vaccination and even providing appropriate incentives will help more of your employees and workers get vaccinated at their earliest opportunity.

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 company policy:

1. **How can my company 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.
  - Cover **out-of-pocket expenses** associated with vaccination. This could include offering an Uber or Lyft gift card for transportation, a small stipend for lunch or reimbursement for child care.
  - Offer **internet access** or **language support services** to help employees and workers schedule appointments.
  - Offer **paid leave** or other support to employees and workers who experience side effects. President Biden announced a new [paid leave tax credit](#) that will offset the cost for small- and medium-sized businesses to provide full pay for any time their employees need to get a COVID-19 vaccination or recover from side effects.
  - Help **identify when and where workers can get vaccinated** at their earliest opportunity. The CDC has co-developed a [Vaccines.gov](#) website 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 company incentivize employees to get vaccinated?**

Many employers are offering modest incentives to encourage their employees and workers to get vaccinated. Here are a few strategies you might consider:

- Provide **paid time off** to employees and workers who get vaccinated. Many employers are offering between 4-6 paid hours for each dose of a vaccine an employee or worker receives. (Note: Some COVID-19 vaccines require two doses.) President Biden announced a new [paid leave tax credit](#) that will offset the cost for small- and medium-sized businesses to provide full pay for any time their employees need to get a COVID-19 vaccination or recover from side effects.
- Provide prizes, rewards or other **financial incentives** (i.e., gift cards, coupons, tokens, etc.) to employees and workers who get vaccinated (see more detail on incentives below).
- Plan a celebration for employees and workers, once everyone who can get vaccinated does.

### **EEOC Guidance on Incentives**

The EEOC's new guidance clarifies that employers who are administering vaccines directly to their employees may offer vaccine incentives as long as the incentives are not coercive. Because an entity administering vaccines must ask certain disability-related screening questions, there is a concern that very large incentives could make employees feel pressured to disclose protected medical information.

However, employers who provide incentives to employees for showing proof of vaccination by a third party, but who do not administer the vaccines themselves, may offer larger incentives because they are not receiving any disability-related information from their employees. Employers offering incentives may require employees to provide proof of vaccination by a third party, either by providing documentation or certifying that they have been vaccinated.

Employers should keep in mind that the EEOC's guidance only covers federal EEO laws and that some state and local laws may place greater restrictions on an employer's ability to mandate vaccinations in the workplace or provide vaccine incentives.

As a reminder, any employer considering vaccine mandates or incentives should consult legal counsel before implementing such policies.

## 3. **Should my company 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. 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

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.

#### 4. **Will my company require all or some of our workforce to get vaccinated?**

The **EEOC** has issued [updated guidance](#) clarifying that employers *can* require COVID-19 vaccinations and offer incentives to vaccinated employees. This long-awaited guidance helps employers navigate vaccine-related legal issues, offering the EEOC's perspective on how it will view these issues under applicable federal laws, including the Americans with Disabilities Act (ADA) and Title VII of the Civil Rights Act of 1964.

The new guidance confirms that an employer may require all of its employees physically entering the workplace to be vaccinated for COVID-19. However, employers must still comply with their reasonable accommodation obligations under the ADA and Title VII for employees seeking an exemption from a mandatory vaccination program.

As with any employment policy, employers that have a vaccine requirement may need to respond to allegations that the requirement has a disparate impact on—or disproportionately excludes—employees based on their race, color, religion, sex, or national origin under Title VII (or age under the Age Discrimination in Employment Act). Employers should keep in mind that because some individuals or demographic groups

may face greater barriers to receiving COVID-19 vaccines, some employees may be more likely to be negatively impacted by a vaccination requirement.

Employers mandating vaccinations for their workforce may be required to provide reasonable accommodations to some employees, exempting them from the policy either because of a disability or a sincerely held religious belief unless doing so would pose an undue hardship on the operation of the employer's business or create a direct threat to the health of others. EEOC suggests that reasonable accommodations could include masking, working at a social distance from coworkers or non-employees, working modified shifts, getting periodic tests for COVID-19, teleworking, or reassigning the employee.

If your company is considering a vaccine mandate for all or some of your workforce, you should engage your legal counsel, human resources teams, health insurance providers, employee representatives and other stakeholders to address key questions and issues, including:

- a. **Values.** Start with values. How does a vaccine mandate align with your company's values? If your company has had a policy regarding flu vaccines in the past, this can offer a starting point.
- b. **Legal Considerations.** What are the relevant federal, state and local laws?
- c. **Eligibility.** Who would you include in the "required" group? Consider what guidelines you might need to establish in order to justify a requirement that will only apply to some of your workforce.
- d. **Risk Analysis.** How high-risk is your workplace in terms of close contact between employees and workers and/or customers? Would you limit close contact (for work) with unvaccinated people off-site? What about part-time workers, contractors and customers on site? What are the potential risks and benefits in terms of public perception or customer relations?
- e. **Equity.** Does everyone in your workforce have equitable access to vaccination, including internet access to schedule appointments, complete no-cost coverage, a safe and accessible vaccination site that is open when they can go, safe transportation, etc.?
- f. **Workforce Tracking and Compliance.** How would you manage tracking and compliance? How will employees/workers prove vaccination? How will you track who's had each dose, in the case of the vaccines that require two?
- g. **Follow-Up and Enforcement.** How will you follow up with reminders? What will you do if an employee/worker ultimately refuses but has no recognized exemption (see below)?
- h. **Privacy and Data.** How will you protect privacy and data? What data retention and security protocols does your company have in place?
- i. **Union and CBA Issues.** How do union(s) or collective bargaining agreement (CBA) provisions fit in? What has been your past practice under the CBA with flu or other vaccines?
- j. **Post-vaccination Protocols.** Once employees/workers get vaccinated, they'll naturally wonder what this means about returning to the workplace (if they have been working

remotely), new remote work protocols and how to manage challenging at-home situations (e.g. if children are not back at school). You'll want to prepare to address all these questions and issues.

- k. **Exemptions.** How will your company handle exemptions? What information will you request and in what form? Who will handle requests, and what criteria will they apply to ensure consistent and equitable decision-making? What kind of reasonable accommodations can you offer in lieu of vaccination for those who seek exemption (such as isolated work, telework, masked work and social distancing and/or masked work and routine testing)? What mechanisms will you put in place to ensure no retaliation against employees or workers who refuse vaccination for reasons protected by law?

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

The CDC issued new guidance on mask wearing on May 13. In short, CDC's announcement indicates that fully vaccinated people can now resume activities without wearing masks or physically distancing. While the CDC has revised its guidance for fully vaccinated individuals, it does not remove the complexity of managing the safety of a partially vaccinated workforce.

The announcement also included an important caveat – that the guidance did not overrule federal, state, local, tribal, or territorial laws, rules, and regulations, including local business and workplace guidance. In addition, businesses operating in healthcare, congregate living and public transportation settings must continue to follow previous guidance regarding masks and social distancing regardless of vaccination status.

Employers should still take a risk-based approach based on their specific work environment to ensure the safety of all workers. Further, employers should continue to create a safe, inclusive workplace culture where all workers, no matter their vaccination status, feel safe and supported.

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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## Case Studies / Business Best Practices

### **Chobani**

**Chobani is offering [6 paid hours](#) of time off to employees to get COVID-19 vaccines, and is also working with local public health officials to host on-site vaccination clinics as soon as food processing workers are eligible.**

**Why It Matters:** Keeping food processing workers safe is a high priority to ensure the safety of our food supply and the health of those who make our food.

**The Bottom Line:** It's uncertain whether moves like this factor into a consumer's decision to purchase a product, but for Chobani's workers it could stand out. The fact that their employer is taking an interest in their well-being during this health crisis could lead to a more dedicated, motivated workforce likely to remain at the company. For Chobani, that means less time and expense finding new skilled workers and training them.

## DOLLAR GENERAL®

Dollar General is offering [4 hours of paid time off](#) to workers who get vaccinated for COVID-19.

**Why It Matters:** By removing financial barriers, Dollar General is working to ensure its 157,000 employees across 17,000 retail locations don't have to choose between their paycheck and their health.

**The Bottom Line:** Dollar General stores serve as crucial lifelines in rural communities, where 70% of their stores are located. Providing financial incentives for employees to get vaccinated improves employee health, reduces community spread and creates safer retail spaces for consumers.



Instacart is giving a [\\$25 stipend](#) to in-store shoppers and contractors who get vaccinated for COVID-19. (To be eligible, in-store shoppers and contractors must have completed at least 5 deliveries in the last 30 days). Additionally, Instacart is providing free PPE to any in-store shopper in need.

**Why It Matters:** The CDC recommends that food service workers be prioritized for vaccination, after health care personnel and nursing home residents. Incentivizing Instacart shoppers contributes to keeping these essential workers, and Instacart's customers, safe.

**The Bottom Line:** Those delivering food to Americans are part of our essential workforce, and with each additional dose of the vaccine administered, we get one step closer to safer public spaces.

## TRADER JOE'S

Trader Joe's is giving [4 hours of paid time off](#) to employees who receive COVID-19 vaccines, and offering flexible scheduling so workers have time to get vaccinated.

**Why It Matters:** Paid time off to get vaccinated eliminates employees' need to choose between earning a wage and protecting their health and wellbeing. Since the pandemic began, 134 grocery store workers have died in the U.S. and tens of thousands have tested positive, so affording them time and financial relief to get vaccinated builds safer communities.

**The Bottom Line:** Retailers understand the benefits of having a healthy, protected workforce to keep their operations running and customers feeling safe.

# ZIPPY'S

**Zippy's restaurants, a Hawaii-based chain, will give its workers [digital tokens](#) that can be redeemed for paid time off if they choose to get vaccinated for COVID-19.**

**Why It Matters:** The move is a creative and fun way to incentivize employees to get vaccinated, especially in the restaurant industry with so many essential workers.

**The Bottom Line:** An increasing number of businesses are coming up with creative ways to incentivize employees to get vaccinated. Every business, including mid-sized and smaller businesses, can take part.

## 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 customers 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.**

Fortunately, [new research suggests](#) that Americans trust their employers more than they trust government leaders, community leaders and even religious leaders. Employer messages are among the most trusted sources of information, above government communications and news media.

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, customers 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 company policies or vaccination issues that may arise.

Whether you plan to encourage, incentivize and/or mandate vaccination, you should develop a COVID-19 Vaccine Communications Plan to help guide your outreach.

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

For larger corporations, 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 a Chief Health Officer in your company, or a local public health department partner external to your organization.

Smaller organizations can still designate a communications lead to roll out some of the resources listed below. Another option is to partner with other like-minded businesses in your area 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. We've created [Communications Guidance](#), [Key Messages](#) and a [Sample Communications Plan](#) to help you get started, along with a suite of trusted resources to support your employee outreach.

## 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).

Company (email) communications are key, but don't forget to consider employees and workers who might not have regular access to email, like sales associates, 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. This might include:

#### Educational Tactics

- Distribute a **CEO letter to employees and workers** sharing basic vaccine facts. (See our [sample CEO email](#).)
- 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. [Our resources and workshops](#) can help.
- Use **social media** to share facts and links to trusted sources. (See our [Social Media Toolkit](#).)
- Send **text messages** to employees with vaccine info and updates. (See our [Sample Text Messages to Employees](#).)
- Host **staff meetings** to share facts from trusted sources and to surface questions. (See our [Conversation Guide for Managers](#).)

### Encouragement Tactics

- **Ask employees and workers to “take a pledge” to get vaccinated.** Research shows a strong correlation between signaling intention and follow-through.
- Organize **employee town halls** and **“Ask Me Anything” (AMA) sessions** with public health experts and company leaders that can be used to both share information and offer encouragement. (See our 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 our [Communications Guidance](#) and [Key Messages for Employees](#).)
- **Word of Mouth**, potentially formalized as an “Ambassadors” Program. Inviting vaccinated employees and workers to share their positive experience can be a powerful influence.
- **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 company’s virtual events or other employee video communications. (Download video PSAs from [CDC](#) and [Ad Council](#).)
- Utilize **in-store radio announcements** to encourage vaccination and prevention. (Download radio 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. Avoid condescension, lecturing, negativity and guilt-mongering.

It’s also helpful to make a direct connection between your company’s mission 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? Making a connection between company values 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 as needed/required, keeping our social distance, staying home when we're sick and 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 company 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 CEO and leadership is important in setting company 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 an employee 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.

We’ve prepared [audience insights and guidance](#) to help you better understand the unique questions and concerns of 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 understand specific concerns, identify unique needs and share information in a way that speaks to concerns they have about vaccines.

Here are some strategies you might also consider:

- Identify company 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 company 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 company’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 company, many organizations, public health departments, cities and states 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 company 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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## Case Studies / Best Business Practices



**Sodexo has launched [#GetTheFacts](#), a campaign to share educational information about COVID-19 vaccines with their employees to help them make informed choices.**

**Why it Matters:** Employers are one of the most trusted sources of information and sharing educational information directly with employees is a critical way to reach large numbers of people with essential information from a reliable source.

**The Bottom Line:** Employee education campaigns are a powerful way to reach people and boost vaccination trust and acceptance.



**Walmart is [preparing](#) 5,000 Walmart and Sam's Club locations to administer vaccines, many in rural areas where access to health care is limited. Additionally, the company is investing in vaccine education so customers and employees feel confident receiving vaccines.**

**Why It Matters:** Walmart has space for large-scale vaccination and has focused on addressing vaccine hesitancy head-on. Sharing up-to-date and accurate information from the CDC enables the company to be at the forefront of educating the public about the safety of COVID-19 vaccines.

**The Bottom Line:** Walmart is using the CDC's [Social Vulnerability Index](#), which examines negative health effects on vulnerable communities. This information is helpful in determining where to focus resources and education.



**BET has partnered with Tyler Perry to produce [news, entertainment and online content](#) that helps fight misinformation and vaccine hesitancy in Black communities.**

**Why It Matters:** COVID-19 [disproportionately affects](#) Black Americans and other people of color at every stage – from risk of exposure, to vaccine access, to severity of illness and death. As a result, Black Americans are [getting vaccinated](#) at much lower rates and dying at much higher rates than White Americans.

**The Bottom Line:** Building trust in vaccines is crucial to improving health equity and curbing the disproportionate impact of COVID-19 in communities of color.

## PART THREE: Strengthening Vaccine Distribution in your Community

Delivering and administering hundreds of millions of COVID-19 vaccinations represents one of the greatest communications, logistical and public health challenges in our country's history. The private sector has unique expertise and resources that can help accelerate the vaccine response, save lives and contribute to a faster recovery.

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### Step 1: Identify ways your company might help.

There are many ways your company might support local public health officials and strengthen vaccine distribution in your community.

- Offer **paid time off** to employees and workers who volunteer with local agencies administering vaccines or organizations offering support services to the community (e.g., food distribution).
- Organize an **employee "service day"** to support local vaccine efforts.
- Encourage workers to assist others in the community who may need extra **help scheduling vaccine appointments**, including people who don't have internet access or need language or literacy support.
- Offer **logistical support** for the transport and delivery of vaccines.
- Offer **transportation** to people who need help getting to/from vaccination clinics.
- Offer **empty office or retail spaces**, warehouses, parking lots, or other large venues as vaccination sites.
- Offer **donated food and water, PPE and other supplies** (i.e., tents, chairs, traffic cones, shade structures, office supplies, etc.,) to local vaccination centers.
- Offer staff who can provide **language support services** at vaccine sites.
- Encourage your local chamber of commerce or rotary club to host an **educational conversation** on the role of businesses in the vaccine response, and volunteer to share what you've learned.
- Share basic vaccine information with your customers and community on your packaging or at your location of business.
- Recognize your customers who have been vaccinated and encourage widespread vaccination by providing **discounts or rewards** to customers who have been vaccinated.

- Donate **advertising space or airtime** to your local public health department or to community organizations that are educating the public about the vaccines. (Or if they don't have a local campaign, sponsor them to create one or donate your ad agency's time to help.)
- If your company is a media or entertainment company, consider integrating COVID-19 messaging into your programming. See our [COVID-19 Storylines Toolkit for Content Creators](#) for guidance. You can also download Ad Council's [COVID-19 Vaccine Education Initiative Playbook](#), with a full suite of messaging resources.

## **Step 2: Identify a leader to coordinate your community outreach.**

Depending on which strategies you decide to pursue, having a dedicated team leader creates accountability and helps ensure your company's support services and resources are used effectively. If you plan to assist with donations, for example, you'll want a team lead with a strong logistics background. If you plan to conduct widespread public outreach, your communications or marketing lead or team will be the right fit.

## **Step 3: Contact your state or local public health department.**

If you'd like to donate space, staff, or supplies to aid local vaccination efforts, your local public health department is the place to start. We've drafted a [sample donation / support email](#) to help you reach out. For those who are not already in contact with their local public health department, this outreach can serve as an introduction that helps to build a longer-term partnership focused on your company's health, wellness and preparedness goals.

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## Case Studies / Best Business Practices



Amazon is [hosting pop-up vaccine clinics](#) at their Seattle headquarters and has offered vaccine distribution support to the Biden administration.

**Why It Matters:** Partnering with Virginia Mason, a Washington-based health care provider, Amazon has transformed its Meeting Center into a large vaccination site for people over age 65, or those over age 50 who live in multigenerational households.

**The Bottom Line:** Amazon is helping local community partners meet a critical need and expanding access to safe vaccination for people who live in Seattle.

### JPMORGAN CHASE & CO.

JP Morgan Chase & Co is working with Lyft, Anthem and United Way to provide [60 million free rides](#) to vaccination locations.

**Why It Matters:** Access to reliable transportation is a barrier to receiving health care for millions of Americans each year, especially senior citizens and people in low income communities.

**The Bottom Line:** Mobilizing a coalition of partners to transport those who need a ride to and from vaccination sites the most will increase vaccine use, and will be a critical component to curbing community spread in the hardest hit areas.



Microsoft has launched a [COVID-19 vaccination dashboard](#) that tracks administration of vaccines aligned with the [federal goal](#) of 150 million vaccine doses in 100 days.

**Why It Matters:** Given the complexity of vaccine distribution and administration, the dashboard is a tool for policymakers and community leaders, as well as the public, to view progress around vaccine rollout, deploy resources where needed and effectively advocate for constituents.

**The Bottom Line:** There is a great urgency to vaccinate people quickly, to save lives and build resilience against new variants. But, unless we are tracking vaccinations closely, we can't understand if we are making progress and why some states and countries are doing so much better at getting shots into arms than others.



The NFL is [offering all of the league's stadiums](#) as COVID-19 vaccination sites.

**Why It Matters:** Over the past year, many large stadiums and arenas have been repurposed as polling locations and COVID-19 testing centers, so they're already prepared to repurpose their spaces for community use.

**The Bottom Line:** The NFL is committed to contributing to mass-vaccination events in communities across the country, to ensure that vaccines are as widely accessible as possible and can be administered to large numbers of people safely.



Salesforce technology will power a [statewide system in California](#) that allows residents to learn when they are eligible to be vaccinated and find a place to make an appointment. It also will provide a way to track vaccination data.

**Why It Matters:** State government and technology company partnerships are solving the logistical challenges of tracking where vaccines are available, registering people for appointments and delivering vaccines to California's nearly 40 million residents.

**The Bottom Line:** Technology companies can help state and local health officials accelerate vaccine distribution by lending their expertise and technology to support scheduling, tracking and other logistics needs.



Starbucks is [partnering](#) with state officials, public health agencies, and other corporations in Washington State to help develop and scale models for vaccination centers that can be standardized and reproduced across the state.

**Why It Matters:** Using a 20,000 square foot space on the bottom floor of its Seattle headquarters, the Starbucks team is working on three different models: vaccination clinics, drive-through clinics and mobile pop-ups to go to people in more rural or underserved areas.

**The Bottom Line:** Starbucks serves 100 million customers a week in 30,000 stores around the world. The company is leveraging its expertise in operational efficiency and customer experience to help find ways to move people more effectively through vaccination sites.



**Northeast grocer Stop & Shop is [providing free, fresh meals](#) to staff working at mass-vaccination sites in the markets it serves. These include vaccination hubs at Fenway Park and Gillette Stadium in Massachusetts and the Meadowlands sports complex in New Jersey.**

**Why It Matters:** Stop & Shop is teaming up with CIC Health, which operates the mass vaccination sites, to keep frontline vaccination site workers fed and energized. These workers are giving to their community, and Stop & Shop is stepping up to give back to them.

**The Bottom Line:** Vaccination efforts aren't just about the vaccine. They are about the people dedicating themselves to creating a healthier community. The supermarket supports those community members and leads alongside them.



**Uber is pledging [10 million free or discounted rides](#) to help ensure that those most in need can get to and from vaccination appointments.**

**Why It Matters:** Uber is building this program in partnership with the National Urban League, the Morehouse School of Medicine and the National Action Network, organizations with deep ties to the communities of color that have been disproportionately impacted by the pandemic.

**The Bottom Line:** Offering free or discounted rides helps make sure that transportation is not a barrier to getting the vaccine.

## Our Tools and Resources

We've prepared tools, templates and communications resources to help you 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 & Messaging Guidance for Rural Populations](#)
- [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](#)
- [Guidance for Safer Workplace Returns](#) and [Tips for Safer Workplace Returns](#)
- **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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## 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

- 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:** Public health guidance on COVID-19 is consistently evolving. Health Action Alliance is committed to regularly updating our materials once we've engaged public health, business and communications experts about the implications of new guidance from the public health community and effective business strategies that align with public health goals.

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.

This Guide provides an overview of workplace issues related to COVID-19, and is not intended to be, and should not be construed as, legal, business, medical, scientific or any other advice for any particular situation. The content

included herein is provided for informational purposes only and may not reflect the most current developments as the subject matter is extremely fluid and may change daily.

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