



**made to
save**

How to Talk to Your Team Members about the COVID-19 Vaccines

A Training for Managers, HR Professionals
and Workplace Ambassadors

Thank you for joining us today.
We'll get started shortly.



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WELCOME!

**This training does not contain legal advice.
We encourage you to talk to your lawyer
about your company's specific needs
and to answer any questions about
obligations you may have.**

We are the
Health Action Alliance,
unlocking the power of
business to help
accelerate the
COVID-19 response,
strengthen vaccine
acceptance and rebuild
public health.

Turner

HealthNEXT

VIACOMCBS

CISCO

synchrony

sodexo



VISA

CVS
Health.

MERCER

CIVIS

BANK OF AMERICA

Uber

gm

COMCAST
NBCUNIVERSAL

verizon

U

amazon

TEMPUS

Humana

XPRIZE

Spotify

Intermountain

KAIER
PERMANENTE

Walgreens

UNIVERSITY

BCG

Pfizer

DUTZ

Starbucks

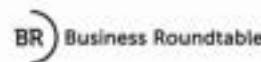
Walmart

UNITED

CLIF

We are informed by top experts in public health, communications, and business management.

led by



powered by



Employer action matters.

73%

of workers whose employers
encouraged getting a
COVID-19 vaccine received at
least one shot

41%

of workers whose
employers did **not**
encourage vaccination got
at least one shot

Source: [Kaiser Family Foundation](#)



72%
trust their employer

Source: Edelman Trust Barometer, 2021

73%
**want to work for a
company that
protects its
employees**

Source: Morning Consult



Vaccination requirements work.

+35%

increase in vaccinations among workers whose **companies instituted vaccine requirements**

Source: [National Safety Council](#)

Vaccination Requirement Compliance Rates at Major Employers

- 99%** - United Airlines
- 99%** - Houston Methodist
- 99%** - NFL personnel
- 97%** - Kaiser Permanente
- 97%** - New York City employees
- 96%** - Tyson Foods
- 86%** - New York State home health aides

CRAIN'S

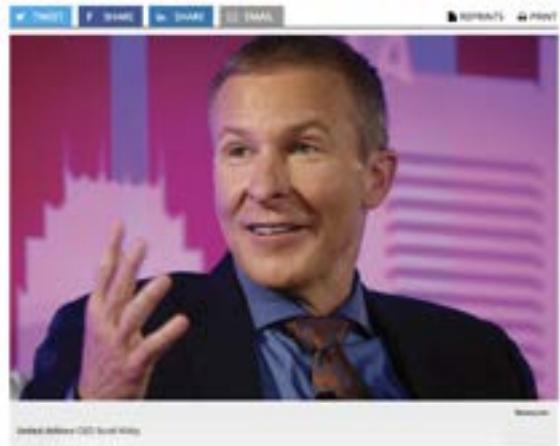
CHICAGO BUSINESS.

United says COVID vaccines are saving employees

About 3,000 workers have COVID, but none are hospitalized and none have died in the past two months.

January 11, 2022 11:14 AM

20,000 4,000 52



United Airlines CEO Scott Kirby

FORTUNE

United Airlines CEO says that before the company's vaccine requirement, one employee a week was dying of COVID

By Jennifer

January 11, 2022 10:33 AM



Never miss a story. [Follow your favorite money and business topics](#) to get a personalized email with the journalism that matters most to you.

In a letter to employees Tuesday morning, United Airlines CEO Scott Kirby said that while approximately 3,000 United employees are currently testing positive for COVID-19, the company has registered zero deaths and zero hospitalizations from COVID over the past eight weeks.

Related Articles



The private sector has been an engine of America's COVID-19 vaccine response, resulting in more than 247 million Americans receiving at least one vaccine dose.

Paid time off for vaccination: the most equitable way to close the vaccination gap.

23%

Of employees with household incomes **under \$40,000** reported getting paid time off to get vaccinated

37%

Of employees with household incomes **over \$90,000** reported getting paid time off to get vaccinated

**made to
save**

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A national public education and grassroots mobilization effort to build trust in the COVID-19 vaccines and increase access for communities of color whose health inequities have been exacerbated by the pandemic.

Made to Save is an initiative of Civic Nation, a 501(c)(3) non-profit organization.

Just a Handful of Our Partners



Association of
Immunization
Managers



Chan
Zuckerberg
Initiative

made to
save

vaccines @ work

Vaccines **at** Work Initiative

- Help companies develop and strengthen **vaccine policies**
- Share COVID-19 **communications guidance** through toolkits, templates, adaptable assets
- Connect businesses with **1:1 support**, including business coaching and access to pro-bono legal support and health experts
- Host events to share **best practices** and hear from experts

madetosave.org/vaccines-at-work

Key Steps for Communicating about Vaccination Requirements

Key Steps to Planning and Communication

1

Gather Employee Feedback

2

Anticipate Questions

3

Center your planning and communications on your commitment to health and safety.

4

Listen, address questions and concerns with empathy, and provide a mechanism for employee feedback.

1

Gather employee feedback

- ✓ Hear directly from employees.
- ✓ **Engage workers representing communities that have been most affected by COVID-19.**
- ✓ Reach employees and workers from all different areas in your organization.
- ✓ **Organize vaccine education and listening sessions with employee resource group (ERG) leaders to better understand their unique needs and concerns.**

2

Anticipate questions, lean on straightforward messages.

FOR EXAMPLE

Q: Why should we get vaccinated if a lot of vaccinated people still got COVID?

A: Thank you for the question. It still makes sense to get vaccinated, even when we hear about breakthrough infections because the vaccine still works and saves lives. The vaccines make you much less likely to get infected if you are exposed to the virus. Even if you do get infected, the vaccines make you much less likely to get severely ill or need hospitalization.

3

Rely on straightforward messages that center health and safety

We want to create the safest possible workplace and a healthier community.

Vaccines are safe and effective. Nearly everyone who is hospitalized or dying from COVID-19 is unvaccinated.

This isn't about forcing you to do anything. This is about protecting your safety, the safety of your coworkers and of all of our families.

4

Expect questions, listen, solicit feedback

- ✓ Provide reliable information about COVID-19 and vaccines from trusted sources
- ✓ Encourage employees and workers to talk to their doctor or healthcare provider. Consider hosting an “Ask Me Anything” session with a healthcare expert to answer workers’ questions.
- ✓ Have mechanisms in place to field questions and feedback about company policy and their healthcare benefits directly from employees and workers so you can quickly address concerns.

NEW & UPDATED

Featured HAA Resources



Communications Guide

Key steps for communicating your vaccination policies



Sample CEO Email on Omicron



Conversation Guide for Managers



Key Message for Employees

Tips for a Vaccine Conversation

Use the TEO Method

T - Build Trust and Understanding

E - Express Empathy

O - Help Find Their Own Reason

Building Trust

- 1 Listen to understand. Ask **open-ended** questions to get to the root of the concern. "Tell me more."
- 2 **Summarize** what you just heard.
- 3 Listen to identify whether **access barriers** may be holding them back. Offer your help, **respond authentically** and make a plan to **follow up**.

Example: A Conversation at a 1:1 Meeting

Is there anything else you'd like to discuss before we wrap up this meeting?

Yes, actually. I'm concerned about the company's new vaccination policy

Tell me more

I don't feel comfortable with the company telling us what to do. Getting vaccinated is a personal decision.

I appreciate you letting me know how you feel about this. I'm hearing you say that you're not feeling comfortable with it. What other concerns might you have about the vaccine?

Leading with Empathy



Be real. Be yourself. Validate concerns.
Connect on shared values.

Acknowledge the challenges of the past 22 months. Thank your team members for all they've done during a very difficult time.

Show **genuine curiosity** and an openness to understand the other person's perspective.

Make sure you feel comfortable with what you are going to say, and **speak from the heart**.

Example: A Conversation at a 1:1 Meeting

I appreciate you letting me know how you feel about this policy. I'm hearing you say that you're not feeling comfortable with it. What other concerns might you have about the vaccine?

We don't know enough about the vaccine and its long term effects. It shouldn't be required until we know it's truly safe.

I hear your concern; it makes sense to want to know the vaccines are safe before making the decision. I have heard that concern before and looked into it. Is it okay to share what I found out?

Help Them Find Their Own Reason

Ask permission to share

“Is it ok if I share what I have learned about the vaccines?”

Elicit Feedback

“Does this new information make sense?”
“What questions do you have about what I just shared?”

Share your story. Ask about their own reason

“Can I share with you why I decided to get vaccinated?
What benefits do you see in getting vaccinated?”

Example: A Conversation at a 1:1 Meeting

Sure

What I know is that 247 million people in the U.S. have gotten vaccinated against COVID-19 and there were very few adverse side effects reported. The vaccines were found to be very safe and also very good at preventing serious COVID-19 or death: researchers estimate 1.1 million lives were saved due to vaccinations. The risk of serious side effects associated with these vaccines is very small. On the other hand, the risk of long-term or bad outcomes from a COVID-19 infection — and the risk of infecting others — can be very high. What questions do you have about this, and how I came to this conclusion?

Starting the Conversation

I thought we could start with a conversation about how everyone is feeling about vaccines, and what information you need to answer any questions. My role is to support you and help you get the answers you need.

Has anyone here gotten vaccinated and wants to share their story?

Is there anything I can do to make it easier for you to get vaccinated at your earliest opportunity?

Ending the Conversation



Share the ways you can help your employees and their families get vaccinated

Offer employees paid time off to get vaccinated and recover from any side effects. In some states this is required by law.

Offer paid time off to working parents who choose to vaccinate eligible children. Help cover transportation, childcare, meal costs.

If they aren't ready, offer to schedule a follow up conversation. Share trusted resources. Encourage individuals to speak to a health professional.

Have Realistic Expectations

**Your conversations
may lead to a range in
outcomes**

Not everyone will shift from uncertainty to ready to get a vaccine in a single sitting. It may take several conversations over the course of weeks.

**Sometimes
conversations may
be tense or escalate**

It's okay to respectfully wrap up the conversation. You can offer to talk more another time.

**Respect that
vaccination is an
individual decision**

Reduce barriers and make it as easy as possible to get vaccinated. Still, if an employee chooses not to get vaccinated and can no longer work at your company, respect that.

Concern

"I'm afraid to get side effects and miss work"



Example Response

"You want to make sure that getting vaccinated won't affect your ability to come to work. That makes sense. Does it help to know that we will offer paid time off for employees or workers to get vaccinated? Also, If you do experience side effects, we'll offer a few additional days of paid leave."

"I have a religious or health reason why I don't want to be vaccinated"



"We have a process to request an exemption or provide accommodations for qualified individuals with health or religious beliefs, observances or practices that conflict with vaccination [*explain the process*]. Do you have any other questions or concerns about the vaccines you'd like to discuss?"

Concern

"I'll quit if you mandate the vaccine"



Example Response

"What I am hearing you say is that you will quit if we require the vaccines. We want all of our employees to make decisions they feel comfortable with. If we choose to require vaccinations, we understand if you choose to leave. However, if you change your mind after you've left and you'd like to come back, we're happy to have that discussion with you. What are your thoughts about what I just shared?"

"The customers aren't required to be vaccinated; why do we need to be?"



"That's a great question. We want to create a safe workplace. And a fully vaccinated workforce creates the safest possible workplace for employees and for customers. What benefits do you see for getting vaccinated?"

Things to avoid

Getting vaccinated is the
“right thing to do”



Trying to “convince” or
“explain”



Getting “back to normal”



What to do instead

Build Trust: Ask about what’s holding them back. Share your story and why you came to your decision.

Express empathy: Validate concerns. Offer trusted information about safety + efficacy.

Be authentic. Ask about their **own reasons** for getting vaccinated. Facilitate access to a health professional to answer questions.

Additional Resources

Made To Save:

Equity
Framework

Made To Save:

FAQs about the
COVID-19 Vaccines

NRC-RIM:

Best Practices
for Employee
Communication

HAA:

Omicron
Checklist for
Employers

Practice Tools

New York Times:

Vaccination Chatbot

Made To Save:

A Conversation about
the COVID-19 Vaccines
(Kahoot game)

Acknowledgements

- CDC
- Voices for Vaccines
- Vaccinate Your Family
- This Is Our Shot
- Vacunate Ya
- NRC-RIM
- American Academy of Pediatrics
- Jamil Zaki
- David Wilkinson
- Naseem Khuri
- Ken Hyatt

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Questions?

hello@healthaction.org
employers@madetosave.org

Take Action

1

Become a Vaccine Equity Champion

Fill out the Impact Form:
madetosave.us/employer-impact

2

Invite other employers to join

madetosave.us/employer-interest

Upcoming Events

1

Vaccines at Work Employer Call

“A Conversation about Health Equity in the Workplace: Black Communities, Public Health Disparities, and COVID-19.”

Save The Date: February 23, 2pm ET

2

Briefing for Business Leaders

“From Pandemic to Endemic: Operating in the ‘New Normal.’”

Save the Date: Thursday, March 3rd at 2pm ET. Register at:

<https://hlthact.org/march3briefing>

**We want your
feedback!**

bit.ly/MTSfeedback

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Thank you!

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