

COVID-19 MANAGER/SUPERVISOR TOOLKIT

CITY OF DALLAS HUMAN RESOURCES

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MESSAGE TO MANAGERS/SUPERVISORS



As COVID-19 continues to spread globally and the world is grappling with the impact of the coronavirus, HR wants you to know that we are here to help you through these challenging times.

The City's top priority is our employees and their family's safety and wellbeing. We want to continue to take appropriate measures to make sure everyone remains healthy and safe. The City's goal is to keep its employees productive and in a paid

status working towards our shared goals of serving our residents.

As many of your employees continue to work in essential roles across the city and others work from home, we need you as leaders to make sure you communicate and engage with your employees regularly and frequently to provide up to date and accurate COVID-19 information.

To assist you in this effort, the COVID-19 Manager/Supervisor Toolkit is designed to help you manage and engage your employees through these trying times. The toolkit includes resources, information, and guidance for leaders to assist employees in successfully understanding and navigating all the COVID-19 information. Resources include:

- Tips and Best Practices
- HR Policies and Procedures
- Employee Health and Wellbeing
- Families First Coronavirus Response Act (FFCRA)
- CDC Resources and Guidance
- City of Dallas Public Information and Dallas County Resources

As leaders, we want to remind you to practice ethical principles in the treatment of your employees. During this time, you must commit to be the example and continue to demonstrate our core ethical principles which are the foundation of our Values of Service:

- Empathy in our treatment and understanding of others
- Ethics in our decisions and actions
- Excellence by providing exceptional services to residents
- **Equity** in providing fair and impartial services to every resident so that outcomes improve for all

This is an ever-evolving situation and there is plenty of uncertainty right now, but with your support, there is no doubt that we will see our way through this pandemic and continue to serve our community. We will continue to evaluate and update the resources needed to support the safety of our employees during this critical time. We thank you for your commitment and your support of our employees and the needs of our City.

We have a dedicated Human Resources Department microsite to provide you with ongoing information about COVID-19. On the microsite, you can also find a complete HR Contact List and a list of department HR Partners. Click here to access the page.

Dallas is a resilient city. When we work together, we can overcome anything – Together!

TIPS & BEST PRACTICES FOR MANAGERS/SUPERVISORS

4 Ways to Manage and Engage Your Employees During COVID-19

Leading teams during a crisis can be daunting. In times of uncertainty, employees turn to their leaders for guidance and reassurance. Here are tips you can use.











Confirm Goals and Priorities

More than at any other time, during periods of uncertainty people want strong leaders who give direction on what to do and what not to do. Talking only about the long-term vision and goals for the team may not be effective when people are distracted with other priorities. During all this chaos, pause and reflect on your teams' goals and objectives and identify what new work must begin in support of COVID-19 challenges. Ask yourself, and the team, if the work they are doing is essential and/or are there new and more pressing priorities. **This first step is to provide clear guidance on business-critical priorities that everyone can rally around and contribute to.** When normal work patterns, communication methods, or team dynamics are disrupted, it is important to clarify who is responsible for what and where employees can turn to for help accomplishing tasks.

TIP: Give steady guidance. Focus on the business-critical priorities around which your team can align. Patiently hammer your message—its stability may be as important as its content.

Establish New Ways of Working

With COVID-19 workplace disruptions, members of your team may change the way they accomplish their work. Some may request temporary telecommute arrangements for a portion or all of the work week, while others will not. You may need to lead a fully remote team for a period of time.

Certainly, working in distributed teams might be a new way of working for many individuals. Here are some tips for ensuring your team is productive and stays connected. Best practices for remote working are available on the HR website.

On a practical basis, working with a distributed team means that on any given day, part of the team may be in person while others are joining from home. The key to success is to jump in and begin exploring new ways of working so that you and the team can become comfortable and productive in this new work environment as quickly as possible.

Utilize City of Dallas technology tools such as Microsoft Teams, Skype for Business, and Cisco WebEx.

Share new surroundings. While you may be tempted to skip this step, especially if the team has been working together for a while, use this as an opportunity to reorient the team given the new distributed situation. On your next virtual team meeting, encourage each person to take a minute to show the team his or her home workspace and share some personal context (e.g., barking dogs, children doing schoolwork from home, preparing meals for the family, etc.). This context can help others be more sensitive to each other's constraints and lessen the ambiguity about what it means to work in a distributed team and to break down biases and assumptions. Discuss anticipated challenges to working in a distributed environment and brainstorm potential solutions. This will help to generate new and useful ideas as well as help to strengthen the team. However, leaders should be sensitive to employee privacy concerns and, unless necessary for a work-related purpose, permit employees to participate in calls over audio, rather than video, if the employee prefers. While some employees may be excited to share some personal context, others could be reticent, and should not be required to act outside of their comfort zone unless absolutely necessary.

Talk about talking. You have probably heard the advice that in times of change it is not possible to communicate too much and this certainly applies to navigating the COVID-19 workplace disruptions. It is also true that it is useful to discuss and create new norms for how the team will handle group and 1:1 communication. Identify how you will address 1:1s and other team meetings in a distributed environment, which could be as simple as adding a virtual link to all calendar invitations so that a virtual connection is always available. You may also need to establish new norms for virtual meetings; e.g., always have your video camera on, or avoid multitasking during the meeting. Perhaps you decide to start and end the day with a quick message to the team, such as a brief check-in in the morning and completing the day with a quick touch base about what you accomplished during the day. There are many creative ways to utilize the technology tools to facilitate team communications. Engage your team in conversation about what they think will work best in the new work environment. And, don't forget to leave a space for social conversation. Perhaps you develop a habit of starting your calls with a few minutes of casual catch up or include time to capture ideas for weekend plans. There is no one right answer for how you communicate within the team. The important thing is that you communicate.

Take stock. It is important that the team as a whole and individuals on the team have a clear sense of how things are going in achieving both team and individual goals and objectives. Utilize your tried and true tools for effective performance management, such as making sure you revisit goals and expectations during the year and deliver timely and effective developmental feedback. It is also important that you check in with the team regarding progress toward creating new norms that are useful in supporting the team during this period of COVID-19 workplace disruptions. These norms may include reestablishing expectations for work hours and schedules, keeping each other informed, work coverage, or taking of lunch breaks, amongst other topics. Consider devoting a portion of each staff meeting agenda to discussing what is working and what should be changed about how the team is interacting. Look to the team to provide input into what is motivating and energizing and what is draining about the current circumstances. Especially if you work with hourly employees, be mindful of setting boundaries, so that you can ensure the employee is only working during their scheduled hours, and not incurring unapproved overtime.

Brainstorm solutions to address the challenges and then measure progress in achieving the solutions. Continue to check in on an individual basis. Utilize 1:1 time to learn about challenges and celebrate success. Ask for feedback as a team leader around what you can do to support the achievement of objectives and goals.

TIP: COVID-19 workplace disruptions may be short-lived, or they may linger for a while. Your role is to keep the team positively engaged and productive by quickly establishing new team norms.

Engage During Times of Uncertainty

Some events, such as COVID-19, can be a long-term crisis requiring long-term changes. During these drawn-out uncertain times, it is essential for leaders to distinguish the difference between "leading" and "managing." Leaders need to show the way forward and instill a sense of energy and inspiration. Engage and inspire by reinforcing how the group is contributing to the mission and goals of the City, and what makes them a unique group.

Look for the "silver lining." While many play defense during a crisis, there is an opportunity to be aspirational as well. Imagine that the adversity of the situation coalesces your team to rise to its absolute best. Think about how you may all emerge from this incident stronger, more engaged, and more capable than you were before. Creating such conditions means you need to reassure and encourage the team that "we can do it." Explore how you can turn these challenges into opportunities.

Maintain a sense of calm. During a crisis, create a sense of calm. People aren't always at their best when under stress, but you can set the tone with your own behaviors. Think of yourself as representing "the calm." Focus on practical considerations and actions while reminding your team that you will get through this tough time together. If you need a safe space to share your worries or would like a thought partner on how to communicate with your team, please contact Human Resources. Additionally, support is available for all employees from the Cigna EAP. Additional information is available on the Human Resources website.

Emphasize personal interactions. People suddenly working from home are likely to feel disconnected and lonely, which lowers productivity and engagement. Leaders, especially those not used to managing virtual teams, may feel stressed about keeping the team on track. Under these circumstances it is tempting to become exclusively task-focused. To address these challenges, making time for personal interaction is more important than ever.

Keep everyone in mind. With some of your team working remotely and others in the office, it may be easy to forget some team members -- "out of sight, out of mind." To avoid forgetting about others, keep a list of the current core and extended team members in front of you while you're working each day to help you make more conscious decisions about allocating responsibilities and information.

Ask emotion-based questions in your 1:1s. In times of uncertainty the human brain processes things emotionally. To help people with their anxiety, make them feel heard and help them sort out their thinking. Ask questions like: "How are you feeling?" "What's on your mind?" and "What can I do to help right now?"

Maintain and amplify team rituals. If you have 1:1s, team meetings, status updates, or team lunches, maintain the same routines (switched to virtual format, if needed). If you don't have many rituals, consider introducing a few consistent touchpoints like a weekly update email or weekly virtual team standup. Rituals create a feeling of grounding that team members will look toward in times of change and uncertainty.

Co-create a communication plan. Ask your team to identify what should be communicated together as a team and who to go to for what. Identify your teams' preferred method of communications and create a plan for when and how important information will be communicated to the team.

Take care of yourself. Last but not least, make time for you. People sometimes allow a crisis to take over their lives and forfeit family time, meals, and exercise. Such decisions may feel heroic in the moment, but they aren't good for you or the organization. Attempt to maintain balance in your life—you'll be a stronger leader for it.

TIP: While there will always be growing pains with creating new ways to work together, focus your team's energy on the long-term potential and opportunities of working together in new ways, and succeeding as a group.

Lead with Empathy

Listen to your team. The uncertainty and anxiety regarding the personal dangers from COVID-19 will have a lasting impact beyond how your team works to meet their goals and objectives. This pandemic and its long-term implications will make the challenge of adjusting to work changes even greater, so check-in regularly to make sure your team feels heard and understood.

Get to know your team. Each person has a different comfort level when dealing with change and ambiguity. Get to know the perspectives of each employee on your team - how are the changes impacting their work, and what concerns do they have? With this rapidly evolving situation, their feelings may change from one day to the next. Be proactive, ask open-ended questions, listen to understand, and follow-up regularly to help your team stay focused and stay resilient during extended periods of uncertainty and change.

Be available. Make sure your employees know that you are still available, even if one (or both) of you are working remotely. If your employees are used to being able to step by your office (or virtual office) if they have a quick question or concern, share that they can still contact you and the best ways and times to do so.

Care for remote employees. Unlike working onsite, when working from home there's no physical separation between work and home so it's easier for work to impact home life. Set boundaries with your remote employees so they can easily transition out of work mode at the end of the workday.

Be visible. Teams managing a crisis tend to meet behind closed doors for days at a time. While certain discussions require confidentiality, you should still be visible to your employees. Your presence will send a profound message: Everything is under control. Make yourself visible by holding non-confidential meetings in open spaces. And be sure to balance crisis management with running the rest of the work. As a leader, you have many responsibilities. Don't let the crisis consume you.

Set an example. Team leaders and direct supervisors play a crucial role during periods of disruption and uncertainty. Your team is likely looking to you to model how they should act and react during this time, so set an example for how you want your employees to behave: remain calm, communicate transparently, be fair and available, and acknowledge and manage the anxiety or nervousness that may exist.

TIP: If and when dramatic events occur, give people opportunities to safely express their emotions. Reach out to employees on a personal basis.

Tips & Best Practices for Field/Operations Managers/Supervisors

Over-communicate. But do it in short, measured bursts. There's fatigue with the amount of information people are receiving from so many sources. To be most effective, keep your messages simple and direct. Incorporate a strategy of distributing information proactively and providing resource locations for employees to access when needed. All resources for employees are found on the HR COVID-19 website at http://bit.ly/covidcodemployees. If you need specific information, please reach out to your HR Partner. However, unless necessary for a business reason, limit communications to the employees' scheduled work hours. It is important to establish boundaries, and not make employees feel that they must always be available or checking devices.

Provide extra support. Consider your employees' special circumstances and identify resources to support them. Perhaps they have a loved one with a compromised immune system. Maybe they are struggling to find childcare. Share resources and support them to help navigate their unique challenges. However, be mindful of employee privacy and confidentiality. When in doubt, reach out to a Human Resources Partner for guidance.

Clarity is critical. Be crystal clear on your employee expectations, benefits, and other personnel matters during this time. What are they supposed to do if they or a loved one falls ill? What are the leave benefits available to them? Now is not the time for rigidity; flexibility should drive as much of human resources decision-making as possible. A complete list of FAQs and more information regarding the Families First Coronavirus Response Act (FFCRA) and policies and procedures, including time-off are located on the HR COVID-19 website at http://bit.ly/covidcodemployees.

Focus on health and safety. Let your team know that even as they work out in the field or community, you are putting extra precautions in place to minimize their risk of exposure. Encourage them to assist in this effort as well and to identify ways for further health and safety improvements. They need to know that not only their work has value to you, but that they as individuals have value, and that you want to assure their well-being. Ensure you are following all CDC recommendations available at https://www.cdc.gov/coronavirus/2019-ncov/index.html.

Lean in on your values. Ultimately, everything that employers do right now is about caring for those for whom they have responsibility. That means both their physical well-being, as well as their mental health. Remind your employees that they are a treasured and valued part of the City of Dallas. Also remind them that their role during this time is particularly critical. Connect what they are doing to the "greater good." Remind them of the City's Values of Service: Empathy, Ethics, Excellence, and Equity.

Do what's right. Follow the rules established by local, state, or federal government orders. Be patient with your team. Remember that the same fears that you and your own family are experiencing are the ones that your employees are also experiencing. Reassurance, when possible, about the direction of the organization and their jobs will be welcomed. Human Resources has a variety of information about health and well-being available at http://bit.ly/covidcodemployees.

Help them see that the other side of this uncertain time will come. For many, the situation right now feels like forever. Employees are working long hours while dealing with an emotional roller coaster in their personal lives. Being a strong leader means helping the team see that the future remains firmly in focus. Lean on the Human Resources Department website and your HR Partner for resources available to support the health and well-being of all City of Dallas Employees.

ONLINE & ADDITIONAL RESOURCES

NEOGOV Work from Home Best Practices

 $\frac{https://dallascityhall.com/departments/humanresources/Documents/Neogov\%20Working}{\%20From\%20Home\%20Tips.pdf}$

The COVID-19 pandemic presents its own unique set of challenges for public sector employees. Between keeping your employees safe, providing them with up-to-date information, and providing the resources they need to work remotely, it can seem overwhelming. This guide is designed to relieve some of that burden by sharing the top tips for transitioning from working in an office to working from home.

Harvard Business School

https://www.harvardbusiness.org/resources-effectively-lead-amid-covid-19/

Harvard Business School has developed a resource page for leaders to help you and your teams navigate and manage these challenging and uncertain times. This resource contains helpful information on the following critical topics:

- Leading Through a Global Epidemic
- How to Communicate in a Crisis
- When Remote Work is the Only Option

LinkedIn Learning

 $\frac{https://dallascityhall.com/departments/humanresources/Documents/LinkedIn\%20Learning\%20Resources.pdf$

LinkedIn has provided "Work from Home" learning resources to help us navigate and manage these challenging and uncertain times. Topics include:

- Working Remotely
- Leading at a Distance
- Managing Virtual Teams
- Leading Virtual Meetings
- Time Management: Working from Home
- Productivity Tips: Finding Your Productive Mindset
- Developing Resourcefulness
- Microsoft Teams Tips and Tricks
- Learning Skype
- Learning WebEx

HR PROCEDURES

Human Resources has a dedicated website for procedures, including a list of frequently asked questions. Please visit the website or contact Human Resources for a copy. Navigate your web browser to http://bit.ly/covidcodemployees for the information listed below.

- Employee Procedures
- Frequently Asked Questions
- City of Dallas COVID-19 Procedures for City Employees
- Employee Rights Families First Coronavirus Response Act (FFCRA or Act)
- City of Dallas COVID-19 Emergency Paid Sick Leave -Families First Coronavirus Response Act (FFCRA)
- Families First Coronavirus Response Act Eligibility Chart and Contact Information
- Families First Coronavirus Response Act Frequently Asked Questions
- City Driver Guidance on Preventing the Spread of COVID-19
- City Travel Ban and Cancellation of City Departmental Events Memo
- Working from Home Tips and Best Practices from NEOGOV

EMPLOYEE HEALTH & WELL-BEING

Cigna Employee Assistance Program

Cigna Healthcare provides access for all employees to the Employee Assistance Program (EAP). Cigna EAP consultants are available to help with your concerns, assist you with problem-solving, and connect you with available resources.

- Phone: Call Anytime, 1-877-622-4327
- Website: Login to www.mycigna.com and select "Employee Assistant Program" Employee Health and Well-Being on Employee Website

A wide range of continuously updated information is available online regarding Health and Employee Well-Being. Navigate your web browser to http://bit.ly/covidcodemployees for the information listed below.

- Virtual Healthcare Options (For Insured and Uninsured)
- Family Support Tips During COVID-19
- City of Dallas Additional Health Benefits Information Sheet
- Disaster Assistance Resources
- Cigna EAP Webcasts for Stress and Well-Being

NATIONAL & COUNTY RESOURCES & GUIDANCE

For general information regarding COVID-19, see links to CDC (Centers for Disease Control) and DCHHS (Dallas County Health and Human Services).

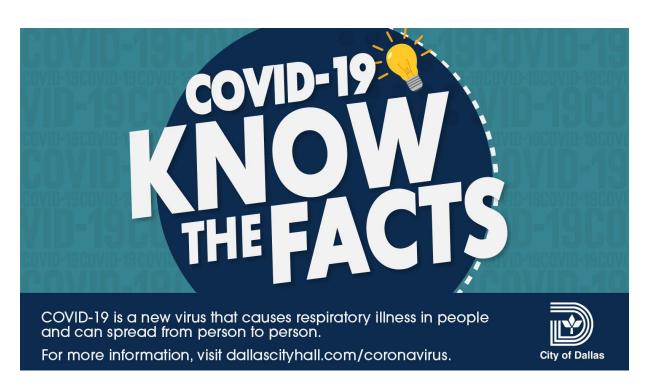
- https://www.cdc.gov/coronavirus/2019-ncov/index.html
- https://www.dallascounty.org/departments/dchhs/2019-novel-coronavirus.php

APPENDIX A: WEBLINKS

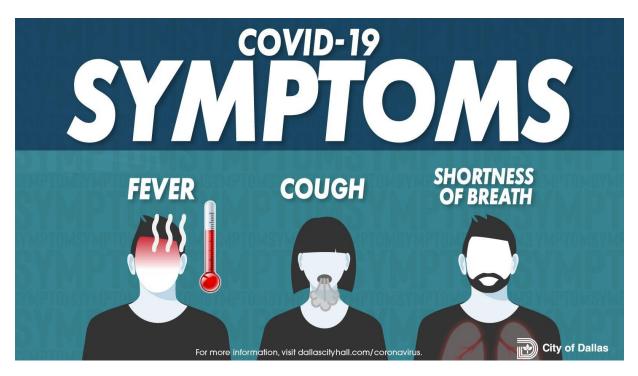
- **Human Resources COVID-19 Website**. Continuously updated with information and resources for City of Dallas Employees.
 - o https://dallascityhall.com/departments/humanresources/Pages/COVIDEMP.aspx
- Dallas Area Rapid Transit COVID-19 Website. DART provides information about transit closures in and around the metroplex.
 - o https://www.dart.org/health/default.asp
- Centers for Disease Control and Prevention Website. Provides information from the CDC regarding what to do if you are sick and guidelines for how to prevent becoming sick.
 - o https://www.cdc.gov/coronavirus/2019-nCoV/index.html
- White House, CDC and FEMA National Command Center Website. The federal government provides a collection of information regarding COVID-19.
 - o https://www.coronavirus.gov/
- Dallas County Health and Human Resources Website. Information about COVID-19 at the County level.
 - o https://www.dallascounty.org/departments/dchhs/2019-novel-coronavirus.php
- Texas Department of State Health Services (DSHS) Website. State level information and response to COVID-19.
 - o https://dshs.texas.gov/coronavirus/
- **Cigna Resource Center Website.** Cigna Healthcare provides information about health benefits and information for those enrolled in the Cigna Health Plan through the City of Dallas as well as resources and updates regarding COVID-19.
 - o https://www.cigna.com/coronavirus/
- Texas Council on Family Violence. Information and resources for safety during the COVID-19 crisis.
 - o https://tcfv.org/covid-19/

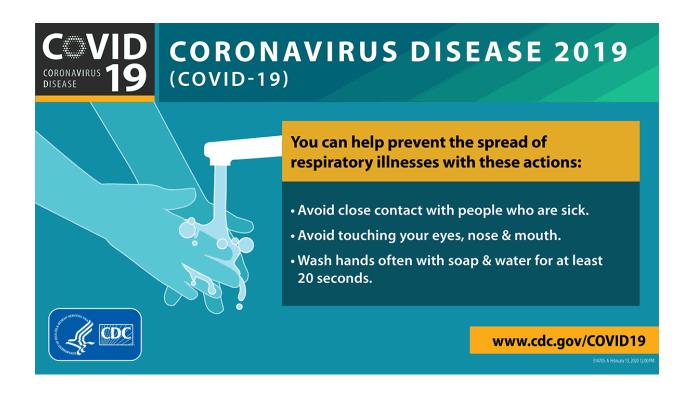
APPENDIX B: PRINTABLE FLYERS

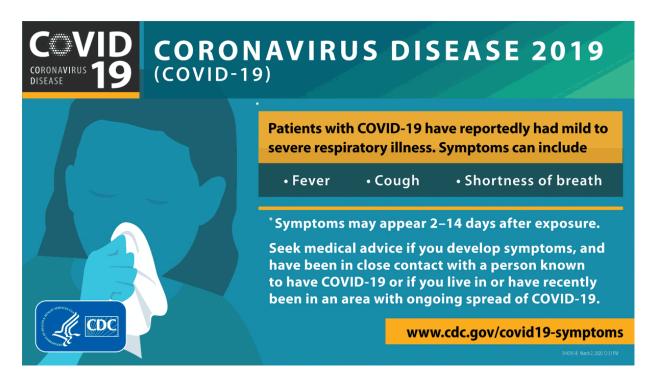












10 ways to manage respiratory symptoms at home

If you have fever, cough, or shortness of breath, call your healthcare provider. They may tell you to manage your care from home. Follow these tips:

 Stay home from work, school, and away from other public places. If you must go out, avoid using any kind of public transportation, ridesharing, or taxis.



6. Cover your cough and sneezes.



2. Monitor your symptoms carefully. If your symptoms get worse, call your healthcare provider immediately.



 Wash your hands often with soap and water for at least 20 seconds or clean your hands with an alcohol-based hand sanitizer that contains at least 60% alcohol.



3. Get rest and stay hydrated.



8. As much as possible, stay in a specific room and away from other people in your home. Also, you should use a separate bathroom, if available. If you need to be around other people in or outside of the home, wear a facemask.



4. If you have a medical appointment, call the healthcare provider ahead of time and tell them that you have or may have COVID-19.



9. Avoid sharing personal items with other people in your household, like dishes, towels, and bedding.



 For medical emergencies, call 911 and notify the dispatch personnel that you have or may have COVID-19.



 Clean all surfaces that are touched often, like counters, tabletops, and doorknobs. Use household cleaning sprays or wipes according to the label instructions.





For more information: www.cdc.gov/COVID19

What you need to know about coronavirus disease 2019 (COVID-19)

What is coronavirus disease 2019 (COVID-19)?

Coronavirus disease 2019 (COVID-19) is a respiratory illness that can spread from person to person. The virus that causes COVID-19 is a novel coronavirus that was first identified during an investigation into an outbreak in Wuhan, China.

Can people in the U.S. get COVID-19?

Yes. COVID-19 is spreading from person to person in parts of the United States. Risk of infection with COVID-19 is higher for people who are close contacts of someone known to have COVID-19, for example healthcare workers, or household members. Other people at higher risk for infection are those who live in or have recently been in an area with ongoing spread of COVID-19. Learn more about places with ongoing spread at https://www.cdc.gov/coronavirus/2019-ncov/about/transmission.html#geographic.

Have there been cases of COVID-19 in the U.S.?

Yes. The first case of COVID-19 in the United States was reported on January 21, 2020. The current count of cases of COVID-19 in the United States is available on CDC's webpage at https://www.cdc.gov/coronavirus/2019-ncov/cases-in-us.html.

How does COVID-19 spread?

The virus that causes COVID-19 probably emerged from an animal source, but is now spreading from person to person. The virus is thought to spread mainly between people who are in close contact with one another (within about 6 feet) through respiratory droplets produced when an infected person coughs or sneezes. It also may be possible that a person can get COVID-19 by touching a surface or object that has the virus on it and then touching their own mouth, nose, or possibly their eyes, but this is not thought to be the main way the virus spreads. Learn what is known about the spread of newly emerged coronaviruses at https://www.cdc.gov/coronavirus/2019-ncov/about/transmission.html.

What are the symptoms of COVID-19?

Patients with COVID-19 have had mild to severe respiratory illness with symptoms of $\,$

- fever
- cough
- · shortness of breath



What are severe complications from this virus?

Some patients have pneumonia in both lungs, multi-organ failure and in some cases death.

How can I help protect myself?

People can help protect themselves from respiratory illness with everyday preventive actions.

- · Avoid close contact with people who are sick.
- Avoid touching your eyes, nose, and mouth with unwashed hands.
- Wash your hands often with soap and water for at least 20 seconds. Use an alcohol-based hand sanitizer that contains at least 60% alcohol if soap and water are not available.

If you are sick, to keep from spreading respiratory illness to others, you should

- Stay home when you are sick.
- Cover your cough or sneeze with a tissue, then throw the tissue in the trash.
- Clean and disinfect frequently touched objects and surfaces.

What should I do if I recently traveled from an area with ongoing spread of COVID-19?

If you have traveled from an affected area, there may be restrictions on your movements for up to 2 weeks. If you develop symptoms during that period (fever, cough, trouble breathing), seek medical advice. Call the office of your health care provider before you go, and tell them about your travel and your symptoms. They will give you instructions on how to get care without exposing other people to your illness. While sick, avoid contact with people, don't go out and delay any travel to reduce the possibility of spreading illness to others.

Is there a vaccine?

There is currently no vaccine to protect against COVID-19. The best way to prevent infection is to take everyday preventive actions, like avoiding close contact with people who are sick and washing your hands often.

Is there a treatment?

There is no specific antiviral treatment for COVID-19. People with COVID-19 can seek medical care to help relieve symptoms.

cdc.gov/COVID19

REASSURING CHILDREN

Coronavirus Fears & Concerns

Kids today are as exposed to the news cycle as adults are, but they have less life experience to interpret what they're seeing and hearing. Your job isn't to shelter them from the news; it's to help them understand and process it. Children of all ages want reassurance that their family will be safe.

Talk about it

Monitor and talk about what they see on the news. Be aware of what your children are exposed to (including via digital devices) and set limits. Watch the news with them and discuss it afterwards. Talk with teens about the importance of getting information from reputable sources and share examples, such as CDC.

Encourage your children to talk to you about their thoughts and feelings. Let them express fears, thoughts and worries. Be supportive and sympathetic, but avoid overreacting. Be ready for hard questions: "Will I get sick?" "What if it happened to you or Dad?"

Give direct, age appropriate answers. Children need facts to process what's going on and understand what it means. Be honest but sensitive in how you answer. Keep including messages of reassurance: "We're going to do everything we can to stay healthy."

Offer only as much information as they request. Sometimes our own discomfort can push us to keep talking and we end up on shaky ground. Listen to what they're asking and answer that question. Period. It's okay to say you don't have all the answers.

Reduce anxiety, build up resilience

Reassure with words. Talk about safety precautions that public health officials, your community, doctors, and your own family are taking to stay safe.

Reassure with actions. Maintain family routines, particularly around meals and bedtimes. Express your love out loud. Make time to do things together, such as riding bikes, taking a walk, reading together, or playing board games as a family. Structure and normalcy feel safe.

If you have fears, turn to the adults in your life to help you cope. Sharing thoughts and feelings can help you feel stronger, but children are not capable of taking on the level of fear that this virus can bring out.

You know your child's personality and behavior patterns. If you see changes that concern you, and they go on for more than a couple of weeks, contact a mental health professional. Your EAP can help.

Common stress reactions in children



- > Sleep problems, nightmares
- > Changes in bowel or bladder habits
- > Change in appetite eating more/less than usual
- > Talking about a variety of physical complaints
- > Moodiness, irritability, fighting
- Inattentiveness, inability to concentrate
- Withdrawing, not talking
- Being overly emotional for no clear reason
- > Fear of losing/separating from caregivers

Together, all the way."



This material is provided by Cigna for informational/educational purposes only. It is not intended as medical/clinical advice. Only a health care professional can make a diagnosis or recommend a treatment plan. For more information about your behavioral health coverage, you can call the customer service or the behavioral health telephone number listed on your health care identification card.

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