



Anthem EAP Manager's Manual

Because we could all use
a little support

Managing employees is rewarding in many ways. It can also be a balancing act. As a leader, you want your employees to have the tools and resources to be successful at work and home. You also want to make sure you're following company guidelines and policies — effectively minimizing risk and cost. The Anthem Blue Cross (Anthem) Employee Assistance Program (EAP) is here to help your employees and support you in the important and challenging role you serve.

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EAP frequently asked questions

Q. What is EAP?

A. Your EAP is a team of professionals dedicated to supporting you and your employees with resources, tools and trainings that promote productivity and work-life balance.

Q. Who's eligible for EAP services?

A. EAP services are available to employees and household members — at no added cost.

Q. What employee resources does EAP offer?

A. EAP provides articles, online tools, seminars and counseling services to address common work-life concerns, including:

- Substance and alcohol abuse
- Depression, stress and anxiety
- Family and relationship issues
- Child, elder and pet care
- Retirement, wills and estate planning

Q. As a manager, when should I reach out to EAP about an employee?

A. If you think an employee's personal problems are affecting work performance or causing safety issues, it's time to contact us. We can help you figure out next steps.

Q. What EAP services are available for managers?


A. Along with 24/7 access to our call center, we offer:

- Unlimited consultation in response to workplace issues.
- Help developing workplace policies.
- Training for company leaders.
- Wellness workshops and health resources to share with employees.
- Support for critical workplace incidents, such as death, violence or natural disaster.

Q. How do I contact the EAP?

A. You can:

- Call us at 800-999-7222.
- Visit your website, anthemEAP.com, and enter SISC.
- Reach out to your HR representative or email your EAP account manager.



Before offering any trainings, review them for content and get HR's approval.



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Training services

Overview

EAP is here to help you address workplace issues, while giving your employees the tools and resources to be their healthy, productive best. We provide both management trainings and wellness seminars on-site and via webinar.

Services

• Facilitating on-site trainings and webinars

- You can find a complete list of EAP's training and wellness seminars in our catalog. Topics include:
 - EAP orientation
 - Leadership and personal growth
 - Family, parenting and aging
 - Legal and financial planning
 - Risk management
 - Health and wellness

• Things to know:

- Seminars may be part of your company's contracted EAP bank. Check with your HR representative for details.

• Online Skill-builders

- Most courses can be completed in 30 to 45 minutes.
- Employees create a unique username and password.
- A *Certificate of Completion* or performance plan can be printed when the course is done.
- Skill-builder topics include:
 - Cultural diversity in the workplace
 - Recognizing a troubled employee
 - Sexual harassment in the workplace
 - Appreciating personality differences

• Things to know:

- There are no added charges for employee Skill-builder seminars online.
- There are no limits to online seminar attendee numbers.
- You can't access online seminars by mobile device yet — only personal computer.

- **Monthly wellness webinars**

- Recent topics have included:

- Building resiliency 101
- Maximizing your day: effective time management
- Path to inner peace

- **Things to know:**

- Webinars are offered at no extra cost to your company and employees.
- Registration is required and can be completed on the EAP website.
- After the live presentation, all webinars are available on demand.

Ready to get started?

- Contact your HR department for on-site options.
- Email your EAP manager, Kevin Robertson, at kevin.robertson@anthem.com for our training and wellness catalog.
- Visit anthemEAP.com and enter SISC to watch webinars and EAP orientation videos.

Employees can access wellness webinars by visiting anthemEAP.com and entering SISC.



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Digital resources

Overview

EAP offers various web tools to promote work-life balance, and personal and professional development for you and your employees.

On-demand resources

- **EAP website: anthemEAP.com**

- 24/7 access to resources and tools, including:

- Interactive training programs
- Skill-builders
- Online seminars
- Self-assessments
- Articles

- **Manager-specific resources**

- Manager's library of articles, Skill-builders, audio clips and seminars on topics like:

- Leveraging your EAP
- Change and downsizing
- Evaluating employees and giving feedback
- Managing virtual staff
- Motivating and recognizing employees

- Manager orientation

- **Employee-specific resources**

- Employees can:

- Chat with work-life consultants 24/7 through LiveCONNECT; available in English only.
- Look for local service providers, including adoption agencies, day care centers and summer camps, using the *Service Provider* feature.
- Prevent ID theft and get recovery and credit monitoring services by phone or online.



MyStrength

- Like a “health club for your mind,” this free online and mobile program supports emotional health and wellness. It includes tools and resources for depression, stress, anxiety, substance use and sleep issues.

Ready to get started?

- Visit anthemEAP.com and enter SISC.
- For manager-specific content, go to the *Working* section and choose **Effective Manager**.
- For myStrength content, visit the *myStrength* center and log in or register.



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Management consultation services

Overview

As a manager, you expect to face routine employee issues. When things get complicated, EAP professionals are here to give you guidance, 24/7, 365 days a year.

Services

• EAP counselors for risk-management consultation

- Talk to trained counselors about managing crises or other events that affect your workforce. Common issues include:
 - [Threat assessments and workplace violence](#)
 - [Critical incidents, natural disaster and employee death](#)
 - [Upcoming or pending layoffs](#)
 - [Substance abuse](#)
 - [Supporting employees in emotional distress](#)

• EAP counselors for performance-management consultation

- Talk to trained counselors about performance and communication issues. Learn how to:
 - Give constructive feedback and follow up.
 - Lower possible risk to your company.

• Things to know:

- Everything you share with EAP is confidential. And you're not committing to anything just by contacting us.
- You must still follow company policies and procedures when consulting with an EAP staff member.

Ready to get started?

- Call your EAP at 800-999-7222.
- Refer to the [performance management *Dos and Don'ts*](#) document.
- If you need a formal referral for EAP, look at the "[Management referrals to the EAP](#)" section.

Substance abuse consultation

Overview

Substance abuse can lead to costly and dangerous mistakes at work. If you think an employee is under the influence, you need to act. As a manager, you're not there to diagnose the problem, but support employees in getting help. EAP can connect you and your employees to the right resources for substance abuse issues.

Services

• Manager services

- Learn how to:
 - Take next steps when an employee tells you about a substance abuse problem or you suspect one exists.
 - Document employee performance issues.
 - Comply with company policies and procedures.

• Employee services

- Employees can get:
 - A private phone meeting and clinical assessment with EAP.
 - A confidential recommendation for care based on their needs.
 - Access to myStrength, a free online and mobile program with proven tools for managing substance use.

• Things to know:

- If you think an employee is under the influence, talk to your HR department before taking any action.
- When your employee is ready to return to work after getting treatment, coordinate the return with HR.
- Substance abuse is a medical condition, just like depression or asthma. Some employees may need medical attention. Review your company's policies and procedures to make sure you're handling the situation properly.



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Ready to get started?

- Talk to your HR representative and review company policies and procedures.
- If you need a formal referral for EAP, look at the “[Management referrals to the EAP](#)” section.
- Have an employee returning to work after an absence? Consult our “Tips for transitioning an employee back to work”.
- Promote EAP to employees. Remind them all EAP services are confidential and available at no cost.

Do you know the signs?

Along with noticeable physical symptoms, employees struggling with substance abuse may:¹

- Show inconsistent work quality.
- Have poor concentration and judgment.
- Miss more work and come up with excuses of vague illnesses.
- Increasingly avoid friends and colleagues.
- Appear unkempt or sloppy.



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CIR services can address:

- Traumatic injuries, accidents and employee deaths.
- Natural disasters.
- Workplace robberies or other violent acts.
- Industrial accidents, such as a fires, floods and explosions.
- Organizational changes, like reorganizations and layoffs.



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Critical incident response

Overview

When a traumatic event happens at work, it can affect employees' sense of safety and well-being. The EAP offers critical incident response (CIR) services to help you reach out to employees, reassure them about the future and:

- Minimize the long-term impact of the incident.
- Provide information about the natural healing process.
- Share emotional health resources they can use.

Services

◦ EAP counselors for CIR consultation

- Talk to trained counselors about coordinating a response to the traumatic event. This may include:
 - Phone support
 - On-site CIR
 - Special training for managers
 - Referrals for individual counseling per employee request
 - Working with local service agencies

◦ Things to know:

- There's no cost to speak with a CIR counselor, but fees may apply for actual services provided on-site.
- Your company should distribute information about EAP and its services to all leadership.
- Don't leave yourself out of the equation. As a manager, you also need to make sure you're getting the help you need.

Ready to get started?

- Call EAP at 800-999-7222 for help responding to a critical event.

Fitness for duty evaluations

Overview

A fitness for duty (FFD) evaluation assesses whether an employee can do his or her job. Under Americans with Disabilities Act (ADA) regulations, an employer can request one if an employee has performance issues and there's reason to believe the issues arise from a diagnosable behavioral health condition. EAP can help you decide if an FFD evaluation makes sense for your employee situation.

Services

• Manager services

- Get:
 - Support determining when it's appropriate to request an FFD evaluation.
 - Guidance about FFD services offered by our vendor partners — and any costs associated with them.
 - Help transitioning employees back to work after an absence.

• Employee services

- Employees can:
 - See highly trained medical professionals, including psychiatrists and psychologists, for evaluations.
 - Get treatment recommendations based on evaluations.

• Things to know:

- An FFD evaluation isn't a covered EAP service.

Ready to get started?

- Talk to your HR and Legal departments when considering an FFD evaluation.
- Have an employee returning to work after an FFD absence? Consult our [“Tips for transitioning an employee back to work.”](#)

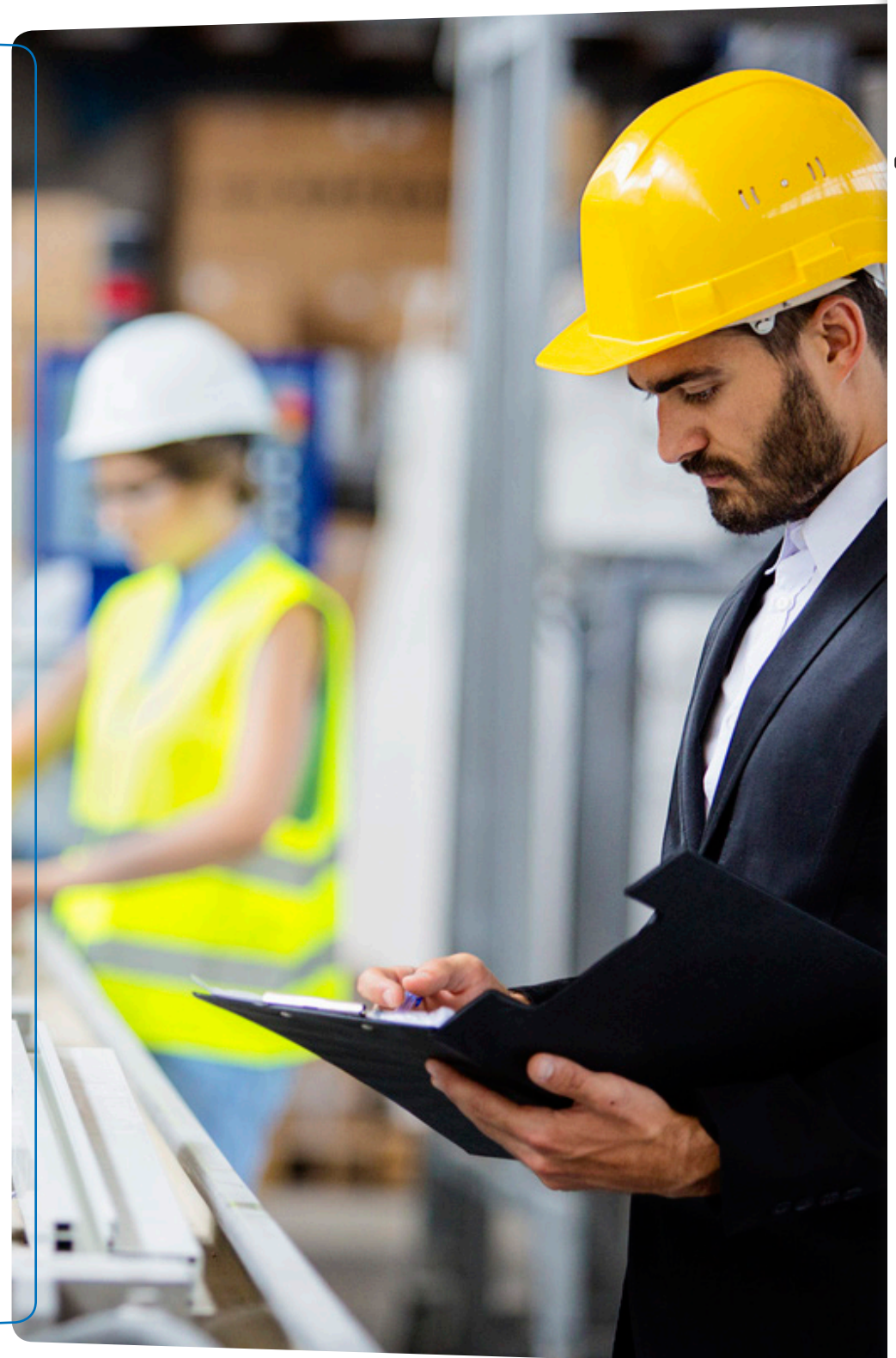


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Reductions in workforce services

Overview

During layoffs, employees may experience a range of emotions. It's a time of loss and uncertainty that can lead to:²

- Fear about losing their job or relief and guilt for keeping it.
- Anxiety about increased workloads or new expectations.
- Anger and resentment for being blindsided.
- Shock and disbelief that their world is suddenly in chaos.

It's important to be open and compassionate during this process, while also protecting your business needs. Your EAP can provide consultations and resources to help you better communicate with, understand and support your workforce.

Services

- **EAP counselors for consultation**

- Talk to a counselor 24/7, 365 days a year.
- Discuss how to support your employees individually.

- **On-site support**

- Counselors can speak with employees as a group or one-on-one.

- **Work-life services by phone or online**

- Representatives can help with financial issues, housing problems, skill development and more.

- **Emotional support**

- Counselors are available 24/7 for phone interventions.

- **Training services**

- **Things to know:**

- Employees may use EAP services up to 30 days after job loss.

Ready to get started?

- Call your EAP at 800-999-7222.



Performance management tips

Do:

- **Be proactive.** That means responding before negative behaviors worsen or affect the productivity and morale of your team.
- **Focus on concrete, observable and factual behaviors.** Act on warning signs, rather than rumors or personality conflicts.
- **Keep it professional.** Set aside personal differences and styles when addressing the problem behavior.
- **Identify the impact of the behavior.** How does it affect work performance, environment and team functioning?
- **Clarify performance expectations and concerns.** Be clear, concise and to the point.
- **Encourage employee participation in problem-solving.** Ask your employee for ideas on improving the situation.
- **Schedule routine follow-up meetings to monitor progress.** Praise positive change and continue talking through any problem behaviors.
- **Document the problem behavior and your interactions with the employee.** Use clear, objective behavioral descriptions and log dates, times, etc.
- **Consult with HR and Legal, as needed.**

Don't:

- **Diagnose the behavior.** Remember, only qualified professionals can diagnose conditions like depression, anxiety and substance abuse. Your job is to identify job performance issues and help your employee get support.
- **Present EAP as punishment.** Explain that EAP services are there to help the employee and strictly confidential.





Tips for transitioning an employee back to work

Returning to work after a health-related leave of absence (LOA) can be a difficult transition for an employee, depending on the:

- Length of the absence.
- Reason for the absence.
- Effectiveness of the treatment and/or accommodations received during the absence.
- Welcome the employee receives on his or her return.

To help make your employee's return as smooth as possible, consider the following tips:

- **Before the employee's first day back at work:**
 - Inform your staff when the employee is returning and how job duties may be affected.
 - Don't discuss the employee's LOA details with your staff.
 - If needed, arrange for a new workspace, computer and phone access, training(s) and re-orientation, etc.

- **On the employee's first day back at work:**

- Personally greet and welcome the employee.
- Explain any organizational and/or procedural changes that have been made.
- Reassure the employee that his or her well-being is your primary concern. If something comes up that makes the employee feel uncomfortable or overwhelmed, he or she should come to you right away.
- Let the employee know the details of his or her LOA have been kept private from coworkers and other staff.
- Try to have all needed adjustments in place — whether it's ergonomic seating, closer parking or a special schedule. Consult with your HR representative to ensure you've provided all legally required accommodations.

- **After the first day:**

- Periodically check in with the employee to see how he or she is doing.
- Set up follow-up meetings to talk about his or her progress.

EAP is available to you and other leaders for consultations about return-to-work issues.

Workplace conflict

Your employees won't always get along, but you can help manage conflict before it becomes disruptive or personal. EAP is here to support you and offer guidance.

What is workplace conflict?

Any dispute or disruption involving two or more employees is considered a workplace conflict. The conflict may be a personal issue that's not work-related. Once it affects job performance and productivity, you need to address it.

Why does it happen?

Conflict is part of human nature. Some common causes are:

- Two or more people competing for limited resources.
- People believing their version of reality is the "truth" and either ignoring or attacking others' points of view.
- Closed-mindedness to other approaches, personalities or communication styles in the workplace.
- People feeling or thinking that they're being treated less fairly than coworkers.

When workplace conflict is managed successfully, employees unite and perform better. So it's critical for you to establish clear behavioral expectations and set appropriate boundaries for staff. If a situation escalates, you need to intervene and take control.

It's time for management to step in when:

- A violation of company policy or procedure has taken place.
- Workplace productivity is negatively influenced.
- Workplace morale has been threatened.
- The conflict poses a safety risk.



Addressing conflict

As a leader, confronting employees and managing conflict can be challenging. However, it's important you deal with it as early as possible to avoid more serious issues for your employees and the company down the road.

To minimize the risk of escalating conflict:

- Focus on the professional, not the personal.
- Pay attention to both verbal and nonverbal cues/signs.
- Consult with your supervisor, HR department and EAP to help you navigate these unique situations.
- Give all sides the same time, consideration and respect.
- Make your expectations for resolution clear and monitor progress.



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Caution: If you ever feel there's an immediate risk of harm to yourself or others, call "911." If possible, also notify HR. You should already know your company's emergency procedures, so you can act decisively under pressure.



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Workplace violence

Employees rightfully expect a workplace free from threats and violence. And you and your company have a responsibility to provide a safe work environment. As managers, you must learn to recognize the early warning signs of troubled employees. Doing so may help your company avoid potential crises and get employees the help they need before they lash out.

Warning signs³

o Inappropriate communication by employees who:

- Verbally abuse or threaten themselves or others.
 - **Types of threats:**
 - ➔ **Direct:** "I'm going to shoot you."
 - ➔ **Conditional:** "If my supervisor gives me a bad evaluation, I'll kill myself."
 - ➔ **Veiled:** "You'll be sorry."/"What goes around, comes around."/"Someone is going to pay for this."
- Frequently get into intense arguments with coworkers or customers.
- Use excessive profanity or make unwanted sexual comments.
- Voice suicidal or homicidal thoughts.
- Show poor judgment and seem disconnected from reality.

o Inappropriate behavior by employees who:

- Disobey policies and procedures.
- Claim to be persecuted by others.
- Respond to frustration by throwing things, punching walls or destroying objects.
- Tamper with computer network data or interrupt computer network functioning with viruses, etc.
- Try to start physical fights with their fists or weapons.

It's hard to predict the actual risk level for violence — whether it's self-harm or outwardly directed. However, you should be especially alert when employees are:

- The victims of domestic violence.
- Part of a workplace relationship that ended badly.
- Stalked and receive unwanted calls, texts, emails or visits at work.
- The victims of crime, including robbery, assault, rape and gang-related activity.

If a situation turns violent:

1. Call “911” for any life-threatening emergencies.
2. Contact a threat assessment team, if available.
3. Call EAP and ask to speak with an EAP consultant.
4. Follow all company policies and procedures related to potential threats.

EAP consultation isn't intended to be a substitute for the advice of your manager or HR department. EAP can provide you with training on how to prevent workplace violence, as well as handle such events and their impact on your employees. To schedule a seminar, contact your HR representative. In the event of a threat, follow your company's policies and procedures.

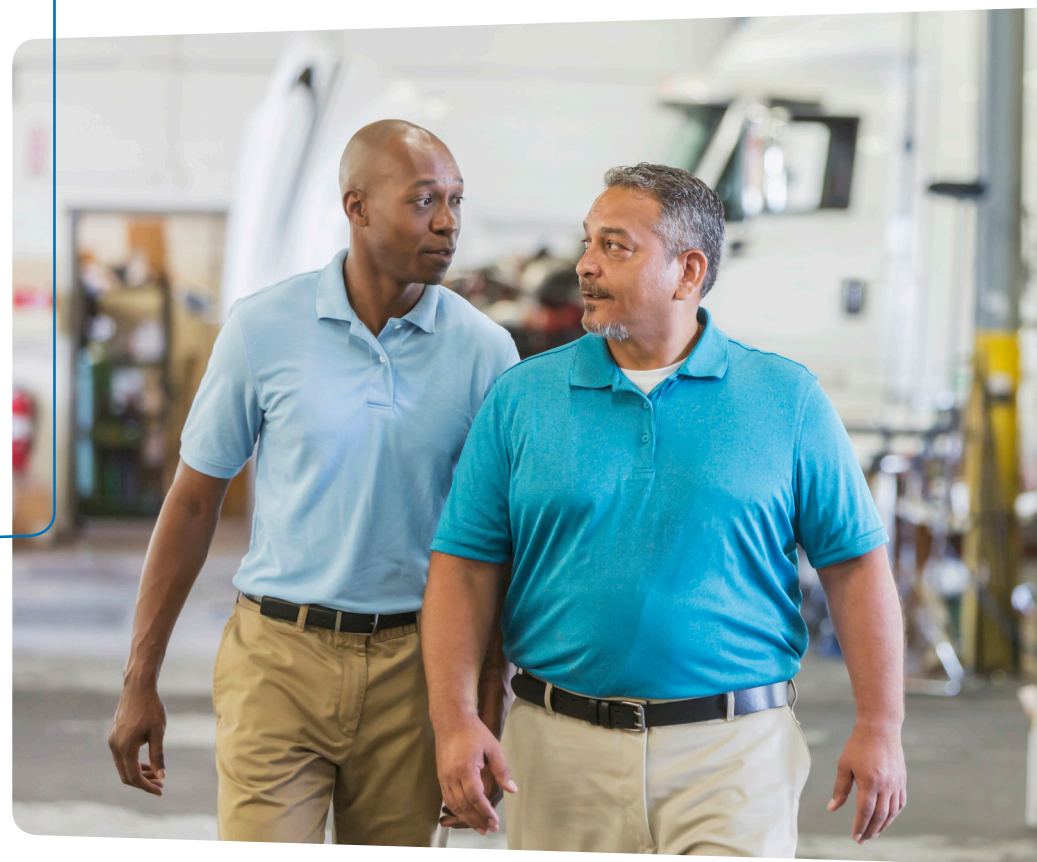


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Supporting employees in emotional distress

You may come face-to-face with an emotional or tearful employee. This can feel awkward. EAP is here to help you through it.

You can call us anytime, 24/7, 365 days a year. Our highly trained clinicians can help you better respond in these situations. They may talk to the employee, with his or her permission, or do a phone assessment to determine the employee's needs. This process can include a referral to an EAP counselor, work-life services, a community agency or even a local emergency room.

Chances are that employee is just having a bad day and won't need an EAP referral or counseling. As a manager, you can offer an empathetic ear. If there's a bigger problem, you have EAP in your back pocket.

When reaching out to an emotional employee:

- **Make eye contact.** Look at the person directly and keep your body posture open.
- **Speak in a calm voice** to create a relaxed environment.
- **Encourage the employee to take a deep breath.** Take one yourself. This will help you both regroup.
- **Respond thoughtfully** and be honest about not having all the answers.
- **Ask for examples or details** of the employee's concerns to help you understand where he or she is coming from.
- **Validate the normalcy and importance** of those concerns. (*For example:* "It sounds like you have a lot going on right now.")
- **Problem-solve with the employee.** Talk about possible next steps, goals or available resources, like EAP.
- **Let the employee know you care** and are sorry he or she is struggling. Offer the employee a private space to decompress or contact EAP for support.

Self-care and stress management

As a manager, it can be easy to forget your own needs and care. You may start skipping meals or take work home. This can change your mood — negatively affecting your health, relationships and effectiveness as a leader.

How to manage it all

Stick with the basics first! The absolute musts are:

- **Nutrition.** Eat a balanced, healthy diet. Avoid long stretches of not eating, as well as binge eating.
- **Sleep.** Give your mind and body at least 7 to 8 hours of rest a night. Catching up on weekends doesn't work.
- **Exercise.** Talk to your doctor about the right fitness plan for your health and lifestyle. Ideally, you want to be active 20 to 30 minutes a day. Walk, run, do yoga or stretch at your desk — any movement makes a difference!
- **Take time off.** Schedule vacations and other work-free time to relax, recharge and reconnect with loved ones.

How do I avoid losing control?

- **Set boundaries and delegate work** when there's too much going on. Be honest about your limitations and respect them.
- **Feel lost?** Ask for guidance or mentoring from your superiors and/or peers.
- **Get help!** Contact EAP. Speak to a clinician on the phone or ask to see someone in-person. You can also visit the EAP website to learn about managing stress and workplace issues.

Leverage your EAP resources

- myStrength — the health club for the mind™
- "Let's Talk Depression" center on [anthemEAP.com](https://www.anthemEAP.com)
- Well Post Blog on [anthemEAP.com](https://www.anthemEAP.com)
- @AnthemEAP Twitter account
- EAP Account Manager (for communications)



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Confidentiality

EAP follows state and federal confidentiality laws, including Health Insurance Portability and Accountability Act (HIPAA) rules and ethical standards. We strictly adhere to both the legal and professional definitions of “confidentiality.”

We'll only communicate with external parties about your employee when we have an employee-signed *Release of Information* form or as required by law. *For example:* We are legally obligated to report to the appropriate authorities anyone who may be an immediate danger to themselves or others. Our primary duty is to keep people safe. Safety is more important than confidentiality in that instance.

If you want to confirm that an employee is using EAP services, a *Release of Information* form will need to be completed and returned to EAP. EAP will review this form with you during your management consultation call. We only provide information on employee attendance and compliance — not details of personal problems, diagnoses or treatment programs.

Employers receive a routine utilization report that shows how many employees have taken advantage of the EAP benefit. Employees aren't identified by name, Social Security number, location or work group. Their participation remains private.

All EAP services are confidential, and available to you, your employees and members of your households at no cost. No one will know you've contacted us unless you give permission in writing.⁴



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Management referrals to EAP

When an employee is having problems, whether personal or performance-related, you can make a referral to EAP.

Steps to take when making a management referral to EAP:

1. Consult with your management team, HR and Legal.
2. Call EAP for a consultation. Calling doesn't commit you to a course of action. EAP is a resource that'll help you address work performance issues.
3. Determine the type of EAP referral you'd like.

Suggestion/reminder

As a manager, you can recommend EAP to your employee. EAP considers this an "informal" referral. We wouldn't contact you regarding employee attendance or compliance because there's no *Release of Information* form attached to it.

Formal referral⁵

Complex performance issues may require a more formal EAP referral. With a *Release of Information* form, the employee's contacts, attendance and compliance to provider recommendations would be tracked and reported to the employer by EAP. Please note that clinical information won't be shared. A *Release of Information* form is typically faxed or emailed to you for the employee's signature. In some cases, the form is sent directly to the employee.

If you're making a formal referral to EAP, use the checklist below as your guide:²

1. Prepare to meet with the employee.

- Read and review any company policies and procedures that may apply.
- Document work performance issues, including specific dates, times, situations, etc.
- Define expectations for improved performance and consequences if expectations aren't met.
- Contact EAP for consultation and to get a *Release of Information* form.

2. Meet with the employee.

- Review positive aspects of the employee's performance history and identify past successes.
- Explain that the employee is valued and why you're concerned about recent behavior.
- Detail specific performance problems, using documentation and supporting company policy, as needed.
- Clarify performance expectations, including a timeline for improvement and the consequences for not improving.

3. Offer EAP to the employee.

- Present EAP as a voluntary resource to address issues that may be affecting the employee's performance.
- Explain you'll require proof of attendance and compliance from the employee regarding EAP services.
- Ensure the employee that EAP won't share details of personal problems, diagnoses or treatment.
- Ask the employee to sign a Release of Information form and return it to the EAP representative you consulted.
- Tell the employee that, regardless of whether he or she uses EAP services, behavioral changes must be made.
- Consult with your HR representative about next steps.





4. Schedule routine follow-ups with EAP.

- After your employee's assessment by EAP, you and the EAP representative behind the referral will schedule routine check-ins. During these meetings, the representative will update you on the employee's progress.
- If an employee doesn't follow recommendations, you'll be informed and should consult with your HR and/or Legal department to discuss next steps.

5. Schedule routine follow-ups with the employee.

- Monitor, document and address the employee's performance issues on a regular basis.

6. Complete paperwork for HR records, documenting discussions and referral to EAP.

- Document your performance discussions with your employee.
- Be sure to follow your company's policies and procedures.

Mandatory/Last Chance Agreement

This type of EAP referral may be used when the employee is having serious performance issues — and is generally a last step before firing. When the *Release of Information* form is signed, it's usually accompanied by a *Last Chance Agreement* (employer-generated), which outlines what behaviors need to change and is signed by both the employer representative and the employee.

Employees who don't follow through with the EAP referral and recommendations will lose their jobs. A *Last Chance Agreement* is often used for positive drug tests or other major workplace violations. It's important to consult with your HR representative and/or Legal team before making this type of referral.



1 Society for Human Resource Management website: *Employing and Managing Persons with Addictions* (January 12, 2018): shrm.org.

2 Berkeley Human Resources website: *Layoff: Communicating with the Employee* (accessed July 2018): <https://hr.berkeley.edu>.

3 Dillon, Bobbie L. "Workplace Violence and Aggression, Part 1." *Work* 42.1 (2012): 15-20. Print.

4 In accordance with federal and state law, and professional ethical standards.

5 Some companies don't offer formal or mandatory manager referrals to EAP. It'll be important to consult with your local HR representative to ensure you have access to these services.

6 In accordance with federal and state law, and professional ethical standards.

This document is for general informational purposes. Check with your employer for specific information about benefits, limitations and exclusions.

Language Access Services – (TTY/TDD: 711)

Spanish – Tiene el derecho de obtener esta información y ayuda en su idioma en forma gratuita. Llame al número de Servicios para Miembros que figura en su tarjeta de identificación para obtener ayuda.

Chinese – 您有權使用您的語言免費獲得該資訊和協助。請撥打您的 ID 卡上的成員服務號碼尋求協助。

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