

Best Practices for Creating a Mentally Healthy Workplace

Policy Research Associates, Inc.
Working for Well-Being

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Preface

“Respecting and treating mental illness on par with other medical illnesses is the first step to improving employee quality of life—the foundation of an effective workplace.”

– Center for Workplace Mental Health

Creating a mentally healthy workplace for your employees can transform and save their lives. When you invest in your employees, your strongest asset, workplace culture and morale improves. Plus, your organization’s value gets a boost. Employees juggle demands that can uplift or erode their well-being. They manage job stress, finances, and family. Sometimes they need counseling or accommodations, but don’t know how to get started. To keep your employees well and productive, a focus on mentally healthy workplaces can help employees better take care of themselves, their families, and one another.

“The economic costs of mental illness will be more than cancer, diabetes, and respiratory ailments put together,” said Thomas Insel, who was the Director of U.S. National Institute of Mental Health in 2015, at the World Economic Forum. That same year, a World Health Organization (WHO) report identified depression as the leading cause of disability worldwide.

Accordingly, a growing number of employers recognize that a mentally healthy culture and workplace are essential to protecting and enhancing the business value of their human resource investment. With the attention paid to addressing the increases in chronic diseases of American workers, workplace wellness programs have historically focused on physical health outcomes. These programs attempted to improve employees’ physical health by offering flu shots and health screenings, promoting healthy eating, and offering incentives for exercise, for example.

While issues regarding high blood pressure, diabetes, and pain are indeed concerns of employers and staff, anxiety and depression are also among the top ten health problems navigated in the workplace. And, it is important to note that many of the most prevalent chronic health conditions, such heart disease and diabetes, are correlated with mental health, emphasizing the need to create mentally healthy workplaces.

The historical focus on physical outcomes in workplace wellness programs is not enough to sustain a productive, well workforce.

This guide offers workplace leaders assistance drawn from the current state-of-the-art in mentally healthy workplace practices. You'll find insights gained from a series of discussions with leaders in workplace mental health, as well as a catalog of resources. The content covers five critical workplace domains: organizational culture, programs and services, marketing and communication, measurement and evaluation, and sustainability. Case examples illustrate simple and accessible strategies that can be applied immediately, as well as how organizations can use aggregate data to drive mentally healthy workplace practices without violating employee privacy. And, an included action plan template and logic model can help your organization take important steps toward creating a mentally healthy workplace.

We hope you'll find this guide helpful and wish you great success as you work to enhance the mental health of your organization. For targeted assistance with the creation of your organization's action plan or logic model, we encourage you to contact us. Policy Research Associates, Inc. has a 1.5 day, in-person training designed to bring these topics to life and help you achieve your workplace wellness goals. To learn more, please contact us at wellbeing@prainc.com.

Acknowledgments

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Technical Assistance and Training

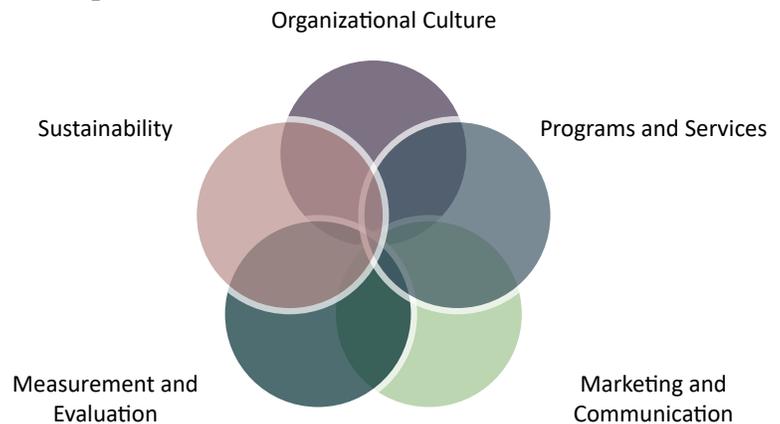
The material appearing in this document provides employers with instruction and guidance for creating mentally healthy workplaces. For customized, in-person consultation, please contact Policy Research Associates, Inc., at wellbeing@prainc.com. A comprehensive, on-site training is available to support employers with the creation of mentally healthy workplaces.

Introduction

In recent years, a great deal of work has been initiated with the goal of creating mentally healthy workplaces. *Best Practices for Creating a Mentally Healthy Workplace*, developed in consultation with practice leaders representing employers of many sizes, an array of industries, and stakeholder professional associations, provides information and recommendations that represent the current state-of-the-art. It distills the most promising work into a simple format that offers both rationales to help those interested in launching or expanding efforts within their workplaces and practical implementation strategies illustrated by case examples. It also includes references to additional helpful resources. The guide will prove useful to those at all stages of their work to promote mentally healthy workplaces.

Best Practices for Creating a Mentally Healthy Workplace is designed around five main categories related to mental health and emotional wellness in the workplace:

- 1) Organizational Culture
- 2) Programs and Services
- 3) Marketing and Communication
- 4) Measurement and Evaluation
- 5) Sustainability



It is important to note that these five areas are not mutually exclusive. Creating options for flexible scheduling in an organization, for example, may be part of an organizational culture shift but can also be considered a component of a workplace mental health practice. Evaluation of service offerings may be embedded into sustainability planning. Branding of a program is an aspect of marketing, and it communicates about an organization’s culture and identity. With that, the contributors of this toolkit

encourage employers to consider how these five areas are interrelated and to follow the recommendations in a way that best fits the needs of your workplace.

When developing a mentally healthy workplace, the needs of employers will vary. Some may need assistance getting leadership buy-in, while others may be determining which practices truly meet the needs of their employees. Some employers may be in the initial planning phases of what a mentally healthy workplace could look like, while others may need the tools and resources for successfully



Adapted from Prochaska, J.O., & Velicer, W.F. (1997). The transtheoretical model of health behavior change. American Journal of Health Promotion, 12(1), 38-48

evaluating a long-standing program. It is important for you to understand where your organization is now on the continuum of becoming a mentally healthy workplace, and to create an action plan that best meets your needs to move forward.

Through an on-site training, PRA can help organizations determine their place on the continuum. To assist with assessment, the inventory on [page x](#), adapted from the Wellness Council of America (WELCOA) Creating a Culture of Wellness Inventory and the European Network for Workplace Health Promotion (ENWHP) Workplace Mental Health Survey, is an excellent tool that can be used to take a quick look at the elements of your workplace and areas that can be improved to support your employees. This inventory is not all inclusive: It is important

Throughout *Mentally Healthy Workplaces*, different terminology is used to reference individuals with mental illness and/or substance use disorders. It is important to note that all recommendations are designed to support the employment of individuals, regardless of whether they experience, or provide support to a family member who experiences, mental illness. When speaking with your workforce, it is essential to use language that resonates with your staff, which may differ based on demographics, like geography and age; or psychographics, such as culture and identity. For some, “serious mental illness” may be preferred language while “mental health conditions” may resonate with others. Taking an inclusive approach includes using language that meets the needs of your workforce, which will also promote engagement in your organizations mental health and emotional wellness programs and practices.

for employers to pay attention to the activities you already engage in to foster safety, open communication, and the psychological health of employees and to identify strategies for continuing or improving these practices.

Mental health conditions impact millions of Americans, making mentally healthy workplaces essential to a mentally healthy America. Almost half of all Americans (46.4 percent) will have a diagnosable mental or substance use condition at some point in their lives,¹ so no family is untouched. Workplaces must recognize these realities and support people with mental and substance use disorders and the family members who care for them. It is essential for workplaces to be designed in ways that are inclusive, nondiscriminatory, wellness-oriented, and flexible to meet the mental health needs of all employees.

A 2018 study found up to 14% of common mental illnesses in midlife could be prevented by reducing work-related stress.² This finding emphasized how important the workplace is in both supporting individuals that have experience with mental health conditions, but also in promoting emotional health and wellness to prevent the onset of mental health challenges among workers. In addition, employers should also consider strategies for supporting employees who are the family members and caregivers of individuals experiencing mental health challenges. This added responsibility can may lead to decreased productivity or missed work.³ Creating a mentally healthy workplace supports all employees, regardless of where they exist on the continuum of mental health. Supporting the whole workforce population is crucial to maximizing the effectiveness of an organization.

Thank you for taking steps to create a mentally healthy America.

Introduction Endnotes

- 1 Kessler, R.C., Berglund, P., Demler, O., Jin, R., Merikangas, K.R., & Walters, E.E. (2005). Lifetime prevalence and age-of-onset distributions of DSM-IV disorders in the National Comorbidity Survey replication. *Arch Gen Psychiatry*, 62(7), 593-602.
- 2 Harvey, S.B., Sellahewa, D.A., Wang, M-J., Milligan-Saville, J., Bryan, B.T., Henderson, M., Hatch, S.L., & Mykletun, A. (2018). The role of job strain in understanding midlife common mental disorder: A national birth cohort study. *The Lancet*, 5(6), 498-506.
- 3 Family Caregiver Alliance. (2016). Caregiver statistics: Work and caregiving. Retrieved from <https://www.caregiver.org/caregiver-statistics-work-and-caregiving>



Quick Culture Inventory

Adapted from the [Wellness Council of America \(WELCOA\) Quick Culture Inventory](#)

| PHYSICAL ACTIVITY | |
|--|---|
| Our organization (please check all that apply): | |
| <input type="checkbox"/> | Promotes community based fitness centers and walking trails |
| <input type="checkbox"/> | Offers reimbursement for offsite physical fitness facilities |
| <input type="checkbox"/> | Offers an onsite physical fitness facility |
| <input type="checkbox"/> | Offers peer support groups, mentoring/coaching opportunities |
| <input type="checkbox"/> | Provides signs that encourage exercise |
| <input type="checkbox"/> | Provides our employees with pedometers |
| <input type="checkbox"/> | Promotes community resources |
| <input type="checkbox"/> | Provides our employees with an Internet/Intranet site that includes Physical Activity educational information |
| TOBACCO USE | |
| In addition to our tobacco policy, our organization also (check all that apply): | |
| <input type="checkbox"/> | Reimburses for tobacco cessation courses |
| <input type="checkbox"/> | Prohibits the hiring of tobacco users |
| <input type="checkbox"/> | Offers peer support groups, mentoring/coaching opportunities |
| <input type="checkbox"/> | Promotes community resources |
| <input type="checkbox"/> | Provides our employees with an Internet/Intranet site that includes Tobacco Use educational information |
| NUTRITION/WEIGHT MANAGEMENT | |
| Our organization (check all that apply): | |
| <input type="checkbox"/> | Offers healthy food options in vending machines |
| <input type="checkbox"/> | Offers healthy food options at all company meetings/functions |
| <input type="checkbox"/> | Has an onsite cafeteria that offers health food options |
| <input type="checkbox"/> | Offers peer support groups, mentoring/coaching opportunities |
| <input type="checkbox"/> | Promotes community resources |
| <input type="checkbox"/> | Provides our employees with an Internet/Intranet site that includes Nutrition/Weight Management educational information |

CREATING A CULTURE OF WELLNESS: Adapted from the [WELCOA](#) Quick Culture Inventory

WORKSTATION/ERGONOMICS

Our organization (check all that apply):

- Provides our employees with information on ergonomic issues
- Ensures all workstations are ergonomically sound
- Monitors our facility's heating, lighting, and ventilation
- Incorporates stretch and fitness breaks throughout the day
- Utilizes community resources
- Provides our employees with an Internet/Intranet site that includes Workstation/Ergonomics educational information

ALCOHOL/DRUGS

In addition to our formal alcohol/drug policy, our organization (check all that apply):

- Offers peer support groups and mentoring opportunities
- Offers employee counseling for alcohol or drug related problems
- Requires a drug test prior to employment
- Promotes community resources
- Provides our employees with an Internet/Intranet site that includes Alcohol/Drugs educational information

STRESS MANAGEMENT

Our organization (check all that apply):

- Offers assistance to help employees address issues on stress management
- Offers peer support groups, mentoring/coaching opportunities
- Offers "Well Days" off for our employees
- Provides our employees with an Internet/Intranet site that includes Stress Management educational information
- Offers employee counseling for other work/family issues
- Promotes community resources

ORGANIZATIONAL BENEFITS

Our organization offers the following benefit options (check all that apply):

- Health Insurance
- Disability
- Work at Home/Telecommuting
- Sick Leave/Well Days Off
- Leave of Absence
- Compensatory Time Off
- Vacation
- Flex Time
- Retirement/Investment Plan
- Maternal/Paternal Leave

CREATING A CULTURE OF WELLNESS: Adapted from the [WELCOA](#) Quick Culture Inventory

| |
|--|
| Family Leave |
| Tuition or Continuing Education Reimbursement |
| Job Sharing |
| Employee Assistance Program |
| Flexible Spending Account or Health Savings Account |
| Child Care |
| Life Insurance |
| Health Promotion Program Prepayment or Reimbursement |
| Other: |
| ORGANIZATIONAL POLICIES |
| Our organization has the following policies established (check all that apply): |
| Workplace Tobacco Policy |
| Alcohol/Drug Policy |
| Seatbelt Policy |
| Safety/Emergency Procedures Policy |
| Organizational Statement on Mental Health |
| Other: |
| MENTAL HEALTH AND EMOTIONAL WELLNESS* |
| Our organization (check all that apply): |
| Defines specific targets on mental health promotion |
| Takes measures to adapt workload where possible, such as quantity of work, related deadlines |
| Promotes a healthy lifestyle among workers, such as offering days off for mental health, flexible scheduling |
| Has a fair recruitment practice for all applicants, including individuals with mental and/or substance use disorders |
| Makes reasonable accommodations for individuals with mental and/or substance use disorders |
| Trains managers to recognize risk factors associated with mental and/or substance use disorders and to be aware of safety, crisis, and referral procedures |
| Provides information to all staff about mental health and emotional wellness in the workplace and about how to access relevant resources |
| Evaluates mental health and emotional wellness practices and programs and adjusts based on data |
| Allows employees to fully disconnect during non-working hours |
| Allows employees to safely disclose mental and/or substance use disorders without fear of stigma |

* Items adapted from the European Network for Workplace Health Promotion Workplace Mental Health Survey

Section 1: Organizational Culture

A growing number of employers recognize that a mentally healthy workplace culture protects their investment in human resources, identifies them as an employer of choice, and enhances business outcomes. These employers promote a holistic understanding of wellness, one that explicitly emphasizes mental health while also emphasizing all other dimensions of well-being. Their approach helps end the stigma and discrimination often faced by those who live with mental health conditions. It also encourages every employee, regardless of where they may land on the continuum of mental health, to reflect upon their own state of mental health and take actions that may benefit them. Building and sustaining this workplace culture requires an ongoing commitment from organizational leadership. This section of *Best Practices for Creating a Mentally Healthy Workplace* offers five key strategies for building such an organizational culture within your workplace. A case study highlighting the work of the Houston Texans provides an example of a mentally healthy workplace culture. This section also discusses common barriers and practical solutions for overcoming them. A list of available resources that can assist with organizational culture change and leadership cultivation is provided as [Appendix III](#).

Reasonable Accommodations

Under the Americans with Disabilities Act (ADA), employers must provide reasonable accommodations to employees with psychiatric disabilities. Statistically, most employers will have at least one employee with a condition, which may include a serious mental illness. Providing reasonable accommodations, then, is not only a legal requirement, but a best practice to promote a culture of inclusion. Most accommodations can be low or no cost, and require only a small investment of time and planning.

Examples of reasonable accommodations include:

- **Flexible locations:** working from home/telecommuting options, permitting service animals
- **Flexible scheduling:** part-time work hours, adjustments in the start or end of work hours, making up missed time
- **Comprehensive leave:** sick leave that applies to mental health, a paid leave bank for all time off, mental health days, leave for treatment or recovery support
- **Modifications:** Private offices, increased natural lighting, allowing headphones when safe
- **Equipment:** White noise machines, use of tape recorders in meetings and trainings

For more information on Reasonable Accommodations, visit the [U.S. Department of Labor webpage](#) and the [Job Accommodation Network](#).

“It is our very senior leaders who are always on board...saying to their teams, ‘sit up, pay attention, this is important.’ It can’t just be an HR initiative. It has to really be a business initiative.”

-Employee Benefits Expert

Five Key Strategies

1. Create an Organizational Culture That Values Holistic Wellness

Valuing holistic wellness requires not just emphasizing physical health, but prioritizing each individual's whole life, including mind, body, spirit, community, and financial security.¹ This holistic approach may be driven by an organizational strategy that focuses on multiple dimensions or pillars of wellness, including a clearly stated focus on destigmatizing mental illness and those who seek mental health support. You may choose to prioritize pillars of wellness that include emotional, financial, physical, social, and spiritual as the foundation for your holistically-oriented workplace culture. Relatedly, there is a need for employers to pay attention to the workload and expectations placed on employees in order to set realistic goals that can continue to foster holistic wellness rather than overburden individuals in the workplace. This can include the ability and expectation that employees disconnect during non-work hours, for example, promoting work-life balance and reducing stress.

1 Substance Abuse and Mental Health Services Administration. (2012). SAMHSA's working definition of recovery. [Brochure]. Retrieved from <https://store.samhsa.gov/shin/content/PEP12-RECDEF/PEP12-RECDEF.pdf>

2 Kranabetter, C., & Niessen, C. (2017). Managers as role models for health: Moderators of the relationship of transformational leadership with employee exhaustion and cynicism. *Journal of Occupational Health Psychology*, 22(4), 492-502. <http://dx.doi.org/10.1037/ocp0000044>

2. Ensure Senior Leadership Buy-in

Leaders drive workplace culture. Another way of stating this: every employee's direct supervisor, through his or her actions every day, shapes that employee's team culture. Therefore, buy-in from your organizational leadership is essential for creating a workplace culture that values holistic wellness. Top-down approaches, starting with senior leadership's role-modeling, encourage senior staff—along with staff at all other organizational levels—to display the communication, attitudes, behaviors, and program participation desired for the workplace. When senior leaders establish a health-promoting culture at the top of the organization, they initiate a positive cascade effect that encourages all levels of management to do the same.²

3. Work With Leaders to Create Strategies to Move the Agenda

Living in the same world as the rest of us, a world that has long stigmatized mental health conditions and the people who live with them, many leaders remain understandably uncomfortable with the topic of mental health. While they may be used to hearing their colleagues and team members mention their struggles with back pain, high

blood pressure, and migraines, the same may not hold true should they hear mention of depression, post-traumatic stress disorder, and addiction. Myths that stigmatize abound and none of us are completely immune to their impact – most people’s lives have been touched either directly or indirectly by mental health concerns.

Work with your organization’s leaders to move the agenda, replacing myth with fact, and discomfort with understanding. This can empower leaders to:

- Recognize that the mention of a mental health condition should be treated no differently than the mention of any other health condition
- Know that if they say words such as stress and depression they will not open a Pandora’s Box in the workplace. On the contrary, these words will offer validation and relief to those experiencing these health challenges and perhaps even make it more likely that they will seek the help they need and deserve.
- Feel assured that, while it is important for them to recognize signs of distress, they will never be expected to provide mental health counseling

Possessing this knowledge, leaders may be trained on health promotion and people-first approaches that include programs such as Mindful Leadership, crisis intervention, diversity and inclusion, and Mental Health First Aid. It is important for all employees to be informed on what to notice, say, and offer to support a mentally healthy workplace and create a culture of support.

4. Collaborate Across the Organization

While it is essential for senior leadership to promote a workplace culture that values holistic wellness, collaboration across your organization is the key to success. Creating a central mentally healthy workplace team is one way to coordinate the effort to integrate mental health into organizational values and practices. The team may include representatives from the Employee Assistance Program (EAP), health and wellness organization, human resources, leadership representing many organizational levels and business divisions, diversity/inclusion, and employee champions, for example.

5. Speak About Mental Health Openly

44.7 million adults in the United States – that’s roughly one in six U.S. adults – live with a mental

illness.³ This means that for a small company with 50 employees nine (18.3%) may have a mental illness. Mental health conditions are common. Yet, only an estimated 25% of employees disclose something as common as anxiety disorder to their employers,⁴ which nearly one-third of U.S. adults experience at some point in their lives.⁵ For those 75% who do not speak with their employers about their concerns, there is fear that it will impact future promotions, it will go into a permanent file, or their supervisor would misinterpret the disclosure.⁶ Speaking openly about mental health can transform the workplace by expanding your organization’s culture of inclusion to those who live with mental health conditions. In addition, speaking openly will help create a safe space for family members and caregivers in the workplace who are supporting loved ones with behavioral health conditions. Simply mentioning the words that identify mental health conditions holds great meaning. Doing so affirms that your workplace is a

place in which no aspect of employees’ health will invite stigma. Words such as stress, schizophrenia, bipolar disorder, depression, anxiety, psychosis, substance use, and addiction can be spoken at events and during programs that address overall health, interpersonal relationships, and leadership. These words can also be the topics of programs such as “What Everyone Should Know about Mental Health.” Leaders can also share with their team members articles on mental health topics, reminders about the resources provided by the company, and their personal stories regarding such challenges.

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- 3 Substance Abuse and Mental Health Services Administration. (2017). *Key substance use and mental health indicators in the United States: Results from the 2016 National Survey on Drug Use and Health* (HHS Publication No. SMA 17-5044, NSDUH Series H-52). Rockville, MD: Center for Behavioral Health Statistics and Quality, Substance Abuse and Mental Health Services Administration. Retrieved from <https://www.samhsa.gov/data/>
 - 4 Anxiety and Depression Association of America. (2016). Highlights: Workplace stress and anxiety disorders survey. Retrieved from <https://adaa.org/workplace-stress-anxiety-disorders-survey#>
 - 5 Substance Abuse and Mental Health Services Administration. (2013). *Behavioral Health, United States, 2012*. HHS Publication No. (SMA) 13-4797. Rockville, MD: Substance Abuse and Mental Health Services Administration. Retrieved from <https://store.samhsa.gov/product/Behavioral-Health-United-States-2012/SMA13-4797>
 - 6 Anxiety and Depression Association of America. (2016). Highlights: Workplace stress and anxiety disorders survey. Retrieved from <https://adaa.org/workplace-stress-anxiety-disorders-survey#>

Case Study

Houston Texans

The Houston Texans joined the National Football League (NFL) as an expansion team in 2002. Their 125 full-time employees included coaching, front office, and non-player staff, making them a small employer. As a small employer, the Houston Texans implemented creative programs and practices to provide mental health parity for its workers, making them the first NFL franchise to do so. Parity was instituted in their first year of operations: Philip Burguières, then Vice Chairman of the Houston Texans, made no secret about his experiences with clinical depression and always had an open-door policy, encouraging those who may be facing similar difficulties to feel free to talk with him about it. Robert C. McNair, who was the Founder, Senior Chairman, and CEO of the Texans and lifelong friend of Burguières, shared the same philosophy that mental health and physical health are strongly tied and that illness in either area should be treated equally with no differences in reimbursement. To implement mental health parity, the Texans sought an insurance carrier to work with them hand in hand designing a plan with equal co-pays and deductibles across behavioral and medical/surgical areas. Their employee assistance program (EAP), included in their behavioral health coverage, offers 24-hour access to counseling by phone, assessment,

brief treatment, and referral, plus services such as legal and elder assistance. While mental health parity is now the norm rather than the exception, the Texans shifted their culture to one of acceptance, inclusion, and disclosure six years before the Mental Health Parity and Addiction Equity Act of 2008.

Source: Center for Workplace Mental Health

Common Barriers and Practical Solutions

Barrier: EAP is an isolated, vendor-provided service that is stigmatized.

Solution: Leadership can integrate all health and wellness offerings, including EAP, under a unique and inclusive program name (see [Section 3: Marketing and Communication](#) for more information on branding!). Organizations can create opportunities for leadership to engage in dialogue around mental health with employees, championing the workplace wellness program and normalizing discussions about mental health. Also, EAP leadership can expand their role to include leadership consultation and program development/delivery in collaboration with the human resources, diversity/inclusion, security, and ethics organizations. Such activity on the part of EAP broadens and demystifies their function,

identifying EAP as an organizational partner rather than an isolated “counseling only” service.

By decreasing the stigma associated with EAP efforts, you can increase the utility of this necessary program and promote access to various mental health and addiction services, in addition to supports that can enhance overall well-being and work-life balance.

Barrier: Leaders lack the experience needed for the successful provision of emotional wellness and mental health practices and programs in the workplace.

Solution: Organizations can prioritize leadership engagement and education to create a competent leadership attuned to mental health issues. Training for HR and leadership that focuses on a people-first approach to the workplace can plant the seed for further education and training. Leadership development curricula that include emotional intelligence can foster improved interaction with colleagues and leadership potential.⁷ Training can also include the implementation of free tools, like ICU, or paid options, like Mental Health First Aid. *See the list of resources on [page 54](#) for more information on these models.*

Barrier: Leadership does not see employee mental health as their responsibility.

Solution: Assure leaders that they will never be expected to become experts in the field of mental health, just as they will never be expected to gain expertise regarding other aspects of health. They need only to understand that their daily behavior creates the organizational culture experienced by their teams, and that workplace culture contributes to employee health and productivity. Thus, behaving in a fashion similar to that described in the case example above, including mentioning and sponsoring employee education on mental health concerns, is key. Immediately informing leadership of the role of established Safe and Respectful Workforce Teams (See [Appendix I: Safe and Respectful Workplace Team](#)), which typically include core members representing internal Employee Assistance Program (EAP; or Behavioral Health), Human Resources, and Security and convenes when advised of a situation that will benefit from such assistance, can equip them with the necessary resources for sustaining a safe, respectful, and inclusive workplace without the expectation of becoming mental health or substance use experts.

7 Brackett, M. A., Rivers, S. E., & Salovey, P. (2011). Emotional intelligence: Implications for personal, social, academic, and workplace success. *Social and Personality Psychology Compass*, 5, 88-103. doi: 10.1111/j.1751-9004.2010.00334.x

Making Use of Available Resources

- [American Psychological Association Center for Organizational Excellence](#)
- [Center for Psychiatric Rehabilitation](#)
- [GreenGate Leadership®](#)
- [Greenleaf Integrative](#)
- [Guarding Minds @ Work™](#)
- [HumanKind Workshop™](#)
- [ICU Program](#)
- [Institute for Mindful Leadership](#)
- [Job Accommodation Network \(JAN\)](#)
- [Mental Health First Aid](#)
- [Right Direction](#)
- [U.S. Department of Labor Office of Disability Employment Policy](#)
- [Workplace Health and Safety Queensland | Mentally Healthy Workplaces Toolkit](#)

Your Action Step

To transform your organizational culture to create a mentally healthy workplace, you need a plan. What's your next step?

Assess your starting point; consider where your organizational culture exists on the continuum of a mentally healthy workplace

Work with leadership; create a shared understanding of the value of a mentally healthy workplace

Create a safe space; ensure the work environment is one where people can speak openly about mental health and encourage language that's destigmatizing and person-centered

Build a driving force; collaborate across organizational departments and external vendors to create a team to drive this work in all areas of the organization

Equip your staff; educate employees on how to support each other and be familiar with available resources

Other:

Section 2:

Programs and Services

A growing body of research has shown that employee stress is increasing; and that expanding employee wellness offerings to include emotional wellness and mental health programs and practices in the workplace is a useful strategy for addressing this trend. For example, one EAP provider found that about 40% of EAP cases relate to personal emotional health. Of the emotional health cases, those related to depression and anxiety increased drastically in a two-year period, growing 58% and 74%, respectively.¹ More people are using behavioral health services offered through their health insurance benefits. Simultaneously, many employers have concluded there is a need to offer health promotion, prevention, and early intervention support for these challenges in the workplace as a result of increasingly stressful workplace environments and increases in national rates of anxiety, depression, and substance use. Young adults, who are increasingly becoming part of the national workforce, are experiencing higher rates of serious mental illness, with occurrence among this population rising for the past decade.² There is value to reviewing the benefits you offer employees to provide mental health parity. Assessing benefits can help ensure the needs of the workforce are met, particularly given the increases in mental and substance use disorders nationwide.

- 1 Workplace Options. (2015). Analysis of global EAP data reveals huge rise in depression, stress, and anxiety over the past three years. Retrieved from <http://www.workplaceoptions.com/polls/analysis-of-global-eap-data-reveals-huge-rise-in-depression-stress-and-anxiety-over-past-three-years/>
- 2 Substance Abuse and Mental Health Services Administration. (2017). *Key substance use and mental health indicators in the United States: Results from the 2016 National Survey on Drug Use and Health* (HHS Publication No. SMA 17-5044, NSDUH Series H-52). Rockville, MD: Center for Behavioral Health Statistics and Quality, Substance Abuse and Mental Health Services Administration. Retrieved from <https://www.samhsa.gov/data/>

This section of *Best Practices for Creating a Mentally Healthy Workplace* offers five key strategies for integrating emotional wellness and mental health programs and services into the workplace. A case study, featuring Prudential Financial, highlights how programs and services can successfully be integrated in the workplace, creating optimal outcomes for both the employer and employees. Adapting mentally healthy programs and services is not without its own set of barriers, however. Common barriers to program implementation and practical solutions for overcoming them will be discussed in this section.

It is essential for employers to implement programs and practices that best fit the needs of the employees, the organizational climate, and their budget. To help select appropriate program and service options for your organization, a list of available resources related to best and promising practices is provided as [Appendix III](#).

Crisis Planning

It's important for employers to be prepared for crises that may occur for any employee. Part of implementing programs and practices for a mentally healthy workplace includes planning for potential crises to help ensure employees are supported in the workplace. Some strategies include:

- [Establishing a Safe and Respectful Workplace Team](#), which is a primary mechanism for avoiding crises in the workplace that typically includes core members representing internal Employee Assistance Program (EAP; or Behavioral Health), Human Resources, and Security
- Coordinating with EAP and HR to create Wellness Recovery Action Plans (WRAP), a self-designed prevention and wellness tool, for employees who have disclosed behavioral health conditions; this includes a personal crisis plan
- Developing overall health and safety policies that include promoting mental health and the various support processes available to staff
- Providing paid and unpaid leave for medical help, treatment, or recovery
- Conducting a “fitness-for-duty” assessment as a non-punitive strategy to determine an employee’s ability to work; fitness for duty applies when an employee’s ability to safely perform their job is in question
- Posting distress hotline numbers in public and private areas accessible to employees

“We started testing things like pets at work, massage, and different things that bring mindfulness into the environment that allows you to be comfortable at work. We also have programs around happiness.”

-Employee Benefits Expert

What Are Mentally Healthy Workplace Programs and Practices?

It's important for the programs and practices you offer your employees to be driven by their wants and needs. Some examples of successful programs and practices include:

- Employee Assistance Programs (EAPs)
- Mindfulness and relaxation programs
- On-site mental health counseling
- Stress management classes
- Online employee forums on wellness topics
- Web-based portals with access to mental health information and resources
- On-site relaxation rooms
- Open door and relaxed work environment
- Opportunities for professional development
- Robust leave packages
- Flexible scheduling
- Reimbursement for wellness activities
- A paid 30-minute break for strategic renewal or meditation
- Leadership training on identifying warning signs, on speaking to employees confidentially and non-judgmentally, and on offering relevant resources to staff

Five Key Strategies

1. Use Personal Narratives and Experiences

Implementing mental health and emotional wellness programs and practices isn't just about programming. The use of personal narratives, experiences, and disclosure is valuable to destigmatizing mental health in the workplace. With tens of millions of people affected by mental health conditions each year in the United States,¹ there are many stories and narratives to be told to normalize this experience. Mental health programs that incorporate personal, shared stories are effective components to mentally healthy workplaces. Communication strategies that incorporate these personal narratives may increase support for additional programs and practices that support mental health in your workplace.²

2. Support Broader Emotional Wellness

Supporting broader employee wellness rather than focusing on mental health, specifically, is a strategy that can garner increased interest among

your employees. In addition, incorporating your mental health program into a larger wellness program that is more well-known within your organization can further increase access and interest in the programming. By doing so, you can take a holistic approach and integrate different programs into your overall wellness agenda, broadening the scope of wellness by providing information and resources related to other pillars or dimensions of wellness, like financial well-being. By approaching this facet of workplace wellness as “emotional well-being” rather than “mental health,” you can take a holistic and person-centered view of wellness in the workplace that supports individuals across the mental health continuum, as well as employees who may be family members or caretakers of an individual with a behavioral health condition.

3. Let Data and Employees Drive the Service Offerings

While mentally healthy workplaces start with leadership investment, taking a top down approach, the specific offerings made available needs to be driven by the employees themselves. Through detailed measurement and evaluation efforts, you can learn what works and what doesn't for your staff. And, this data – collected from

- 1 Substance Abuse and Mental Health Services Administration. (2017). *Key substance use and mental health indicators in the United States: Results from the 2016 National Survey on Drug Use and Health* (HHS Publication No. SMA 17-5044, NSDUH Series H-52). Rockville, MD: Center for Behavioral Health Statistics and Quality, Substance Abuse and Mental Health Services Administration. Retrieved from <https://www.samhsa.gov/data/>
- 2 McGinty, E., Pescosolido, B., Kennedy-Hendricks, A., & Barry, C. L. (2017). Communication strategies to counter stigma and improve mental illness and substance use disorder policy. *Psychiatric Services*, 69(2), 136–146. <https://doi.org/10.1176/appi.ps.201700076>

employees through Health Risk Assessments (HRAs), medical claims, leave of absence, pharmacy claims, employee engagement surveys, and other sources – should drive the service offerings so they are designed to address the mental health and emotional wellness needs of employees. There is no one approach to a mentally healthy workplace that will work for all organizations. Employee characteristics such as gender, age, and geography will determine various programmatic needs.

4. Be Tech Savvy

By 2020, millennials, many of whom grew up with smartphones and social media, will make up 50% of the international workforce.³ Millennials seek employers that offer flexibility and work-life balance.⁴ One way to offer flexibility is taking mental health programs and practices online. Going online creates the opportunity to offer anonymity to employees seeking support, and a way to connect with remote employees. In 2016,

22% of workers did all or some of their work at home.⁵ Using technology can help you connect with staff who aren't connected physically with your organization. Mental health and emotional wellness tools like online resources, apps, online forums for discussions, or even twitter chats can be a way to offer programs and activities that extend beyond traditional approaches to workplace wellness. Leveraging technology is a strategy for exploring new methods to facilitate connection and provide resources that your employees may be receptive to. [PsyberGuide](#) is an example of a repository of reviewed mental health apps that may be beneficial for your workplace. [SuperBetter](#) has been used by people around the world, helping to assist with depression, anxiety, chronic illness, and post-traumatic stress. Randomized control trials, including a clinical trial funded by the National Institutes of Health, have found SuperBetter to improve well-being and promote resiliency. With mobile apps, there are many options available that may be of benefit to your workforce as a whole, like [Headspace for Teams](#), or to individual employees, like [Shine](#).

- 3 Thean, P. (2015, April 2). Millennials in the workforce -- engaging them, retaining them. *Huffington Post*. Retrieved from https://www.huffingtonpost.com/patrick-thean/millennials-in-the-workforce_6994968.html
- 4 Gaskell, A. (2016, February 25). How to engage the millennial workforce. *Forbes*. Retrieved from <https://www.forbes.com/sites/adigaskell/2016/02/25/how-to-engage-the-millennial-workforce/>
- 5 Bureau of Labor Statistics. (2017, June 17). American Time Use Survey Summary. Retrieved from <https://www.bls.gov/news.release/atus.nro.htm>

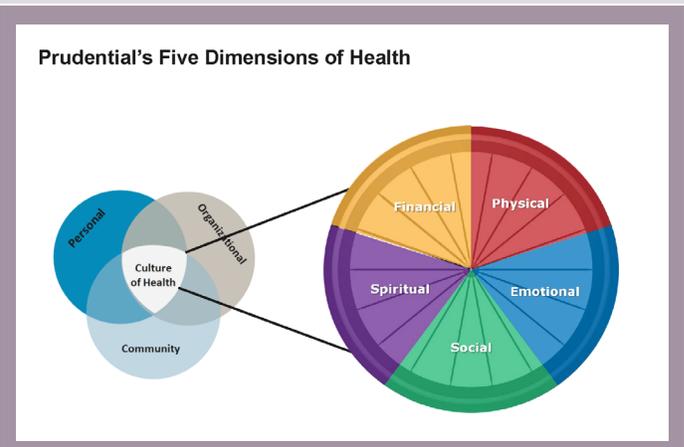
5. Consider Life Beyond the Workplace

Employees show up to work with real lives, real experiences, and real challenges with them. An employee may be managing a mental health condition, or wearing the hat of caretaker for a loved one with a behavioral health condition. These identities, among others, may come with a distinct set of challenges that impact the lives of those who work for your organization. When offering mental health and emotional wellness programs, it's important to consider life beyond the workplace. There are limitations to what can be offered to your staff within the walls of the organization. Being tech savvy is one way to extend the reach of workplace wellness programs, but another strategy is to create a system of care where your workplace programming connects to services and supports in the community. This can include connecting employees with providers; linking employees with supportive tools or resources for other aspects of their life, such as support groups; and facilitating access to community resources for further health, wellness, and well-being support beyond the workplace.

Case Study

Prudential Financial

In 2009, Prudential launched its Culture of Health strategy, communicating from senior leadership to all employees the company's focus on five aspects of health (physical, emotional, social, spiritual, and financial). These five dimensions are based on the World Health Organization (WHO) definition of health.⁶ This comprehensive health strategy, depicted as the "Strategy Wheels," includes programs and services that encourage healthy habits and support the overall well-being of individual employees and their families. Prudential's Health and Wellness organization offers an integrated web of internal and closely managed external services.



⁶ World Health Organization. (1946). Constitution. Retrieved from <https://www.who.int/about/who-we-are/constitution>

These include behavioral health services, work-life resources, flexible schedules, online correspondence (e.g.: company intranet, online newspaper, internal videos called “PRUTubes”), onsite clinics, cash incentives for completing an online HRA, health summits, leadership training, and a number of other wellness services. Prudential exemplifies the various programs and services that can be implemented to create mentally healthy workplaces that focus on various pillars of wellness.

Source: Kenneth Dolan-Del Vecchio; Center for Workplace Mental Health

Common Barriers and Practical Solutions

Barrier: Employees do not want to be seen accessing mental health services.

Solution: Organizations can fold mental health offerings under a larger emotional well-being umbrella. To take it a step further, organizations can take a holistic approach to wellness and offer mental health programming along with services for financial, spiritual, occupational, physical, and other pillars of well-being. Organizations can also use an employee portal or other online strategy

to facilitate web-based access to information and anonymous conversations about mental health.

Barrier: Stigma in the workplace prevents employees from engaging in mental health and emotional wellness programs.

Solution: Identify trusted “champions” in the workplace that can help sell the idea of emotional wellness, helping reduce stigma in all levels of employment. These champions should be individuals willing to self-disclose and share their personal narratives and stories. They can harness the power of language by helping to shape the way mental health is talked about in the workplace, and encourage support for these programs through intimate communication with stories. Another strategy for addressing stigma as a barrier to service utilization is ensuring that the programs and services offered to employees are what *they* want. Listen to the needs and concerns of employees and offer services they are more likely to engage in.

Barrier: My organization is a small employer without a significant budget to create a mentally healthy workplace.

Solution: Explore options and start by assessing employee interest in free or low-cost programs and practices, like implementing a mindfulness-based

wellness program. According to Forbes, Aetna has a savings of about \$2,000 in health care costs and has gained about \$3,000 per employee in productivity after implementing a mindfulness program, while individuals who practice mindfulness achieve the benefits of reduced anxiety and stress. This savings can be used to fund larger initiatives.

Making Use of Available Resources

- [Center for Workplace Mental Health](#)
- [ICU Program](#)
- [Institute for Mindful Leadership](#)
- [Mental Health First Aid](#)
- [National Business Group on Health | Engaging Large Employers Regarding Evidence-Based Behavioral Health Treatment](#)
- [New York Business Group on Health | Improved Mental Health Benefits. Improved Productivity. Healthy Employees.](#)
- [Right Direction](#)
- [Threat Assessment Group \(TAG\)](#)
- [Wellness Council of America \(WELCOA\)](#)
- [Wellness Recovery Action Plan \(WRAP\)](#)
- [Working Well Toolkit](#)

Your Action Step

To facilitate the creation of your mentally healthy workplace programs and practices, you need a plan. What's your next step?

Look at your offerings; assess benefits to provide mental health parity

Survey employees; learn about their needs, interests, and wants related to mental health and emotional wellness

Explore options; review existing materials like the resources in this toolkit. There are opportunities to adapt existing program structures to meet the needs of your workforce.

Create a team; identify the champions that will support the implementation of the mental health and emotional wellness programs and practices and share narratives and stories with employees, helping to decrease stigma

Other:

Section 3: Marketing and Communication

For a workplace mental health and emotional wellness program to be effective, employees need to be both aware of and engaged in the activities and offerings. For this reason, effective marketing and communication practices are key to a successful program. There are various marketing and communication strategies and tactics to consider, including having a consistent message, creating a brand identity, and being mindful of your target audience, to name a few. Employers can greatly increase the impact of their programs by putting forethought into their marketing and communication strategy. Having a mentally healthy workplace can begin with having a conversation and creatively conveying the importance of the programs and services available to all employees. The importance of a mentally healthy workplace should be communicated to all employees, regardless of where they may exist along the continuum of mental health.

This section of *Best Practices for Creating a Mentally Healthy Workplace* offers five key strategies for facilitating effective marketing and communication efforts. A case study featuring U.S. Bank highlights how the organization developed a strategy to increase utilization and communicate more clearly about the availability of the EAP. While having a good marketing and communication strategy in place can assist with awareness of programs, there are still barriers faced by employers. Common barriers and practical solutions for overcoming them will be discussed in this section. To help identify additional marketing and communication strategies for your workplace wellness program, a list of available resources is provided as [Appendix III](#).

What is Stigma?

“Stigma is a complex construct that includes public, self, and structural components. It directly affects people with mental illness, as well as their support system, provider network, and community resources.”¹ According to Kaiser Permanente, “Taking a stance against stigma shows all employees — not just those living with a mental health condition — that the organization values and cares about them as people. It also demonstrates true interest in helping employees and their families live happy and healthy lives.”² Marketing strategies that communicate your organization’s culture of inclusion and acceptance are paramount to reducing stigma in the workplace. Ensuring your employees know that they work in a supportive environment is essential – not only for employees with behavioral health conditions, but for employees who may be family members of someone with a diagnosis and serve as caregivers.

1 Corrigan, P.W., Druss, B.G., & Perlick, D.A. (2014). The impact of mental illness stigma on seeking and participating in mental health care. *Psychological Science in the Public Interest*, 15(2), 37-70. Retrieved from <http://journals.sagepub.com/doi/abs/10.1177/1529100614531398?journalCode=psia>

2 Kaiser Permanente. (2018). Reducing mental health stigma in the workplace. Retrieved from <https://business.kaiserpermanente.org/insights/reducing-mental-health-stigma-in-the-workplace>

“We figure out who we are marketing to. We are a largely millennial female organization, so we take all of that into consideration when we create the look and feel of the brand. It’s a global brand, so it has to be translatable.”

-Employee Benefits Expert

Five Key Strategies

1. Promote an Understanding of Mental Health/Overall Health as a Dynamic Continuum

A mentally healthy workplace offers communication to all employees about mental health, and places mental health at the same priority level as physical health. Providing consistent information to employees about EAP, health and wellness benefits, and work-life balance can help promote an understanding of the importance of mental health. By discussing common concerns like depression, anxiety, and Seasonal Affective Disorder, you can help de-stigmatize conversation around mental health, shift any perceptions of mental health being synonymous with serious and persistent mental illness, and promote an understanding of mental health as a dynamic continuum. This communication can acknowledge that, on any given day, an employee can feel better or worse, mentally and emotionally, just as they experience fluctuations in their physical well-being.

2. Develop a Brand and Marketing Strategy

Consider communication about emotional wellness programming like any other marketing opportunity. Begin with a marketing strategy and identify tactics and channels that will appeal to your employees. In addition to an overall strategy, develop a brand identity for your program. You can do this by de-emphasizing the vendor and “EAP” branding, and creating a unique brand for the program that aligns with the goals of the initiative. Rebranding the EAP to a customized program name helps companies develop an internal brand and communicate company culture to employees.³ You may want to give your program a name; consider something that will resonate with your employees. For example, EY has an initiative called “r u ok?” as part of EY Assist, their EAP.⁴

3. Tailor the Branding and Marketing

Your mental health messaging may need to take different forms to appeal to various demographics in the workplace. Customize your messages for the target audience and carefully consider how you position your program to get response and utilization. It is important to not take a “one-size

3 Hill, S. (2013 July). Insight into internal brand: Q&A with Ceridian Chief HR Officer Sara Hill. Retrieved from <http://www.ceridian.com/resources/newsletters/2013/Jul/insight-into-internalbrand.html>

4 EY example - Center for Workplace Mental Health. (2017, May). R U OK? A meaningful question to foster a culture of caring at EY. Retrieved from <http://workplacementalhealth.org/News-Events/News-Listing/R-U-OK-A-Meaningful-Question>

fits all approach,” but consider using imagery and messages that speak to a diverse audience. Language and branding are integral, primarily in reducing stigma around mental health and emotional wellness. Language and branding can increase employee engagement and understanding of the benefits available. Using language, branding, and marketing strategies that appeal to your workforce will help improve the success of your mental health and emotional wellness programs and practices. Tailored branding and marketing should be mindful of the fact that workplace culture may vary from branch to branch, department to department, region to region, and even country to country for international employers. These differences may warrant consideration with tailoring of communications to fit these different needs, attitudes, beliefs, and cultures that may exist within an organization.

4. Talk About Mental Health and Emotional Wellness Everywhere

Creating a “surround-sound” approach and infusing the messaging into all organizational communications (e.g. monthly leadership and management newsletters) can assist with building

awareness of available programs. When talking about mental health, create a safe space for employees to use the language that resonates with them and is respectful of others, which may include “mental illness,” “mental health,” “mental well-being,” or naming specific diagnoses, like anxiety, psychosis, depression, or bipolar disorder. Meet your employees where they are by leveraging existing platforms like employee portals, allowing them to access information about your mental health programs and practices. Additional platforms such as forums, health summits, and wellness fairs also help to engage employees in conversation about mental health and emotional wellness in the workplace, and infuse it into conversations about overall health and well-being. Regular health summits and wellness fairs can also keep up the momentum of the mentally healthy workplace programs and practices, supporting [sustainability](#).

5. Be Intentional With Messaging

Organizations may need to modify marketing strategies during specific times of the year when many people experience stress, like around the holidays or in the winter months when people may experience depression. This includes developing messages in anticipation of specific awareness

weeks or months – Mental Health Awareness Month in May, Minority Mental Health Awareness Month in July, or National Wellness Week in September. Use electronic daily news updates to send messaging about relevant things that aren't overtly mental health related, highlighting topics like sleep, nutrition, social connectedness, and primary care check ups. Having a clear message about mental health and emotional wellness won't be enough if you lose your employees attention.⁵ Being intentional and strategic with messaging can keep attention on your organizational goals.

Case Study

U.S. Bank

U.S. Bank began in 1853 and since then has grown to 73,000 employees. One benefit offered to employees and their family members for many years is their employee assistance program (EAP), contracted through Ceridian, which provides telephonic and chat support and consultation with master's-level counselors as well as online informational resources. The bank had always communicated the availability of EAP, however in 2013 U.S. Bank created a communications team

and developed a strategy to increase utilization and communicate more clearly about the availability of EAP and how it could help. The team decided to refer to the EAP program as simply "LifeWorks" in communication with staff. The communications team also used a variety of communication channels that fit the culture of their company. Upon the initial communication campaign implementation, U.S. Bank saw increased usage in four out of five topic categories, as well as increased engagement with the EAP. Collaboration was a key element of the communication team's efforts to promote and increase use of the LifeWorks program. The team consisted of U.S. Bank's internal communications staff, representatives from human resources, and members from Ceridian. U.S. Bank is an example of what's possible with a clear and concise marketing and communications strategy for a mentally healthy workplace.

Source: Center for Workplace Mental Health; U.S. Bank

5 Meyer, L. (2008, March 10). Are public awareness campaigns effective. *Cure*. Retrieved from <https://www.curetoday.com/publications/cure/2008/spring2008/are-public-awareness-campaigns-effective>

Common Barriers and Practical Solutions

Barrier: When marketing available programming, employers' materials sometimes fail to reflect the populations employed by the company.

Solution: Be mindful of the culturally diverse representation of the workforce. When you offer inclusivity in your promotional materials, you have a better chance of increasing employee buy-in in the available practices and programs. This may require the development of different materials for different offices, branches, or sites; or even conducting focus groups with employees to learn what language, imagery, and tone feels most relevant for them.

Barrier: When using the term "EAP" or the vendor branding, many employees may not understand all that the EAP has to offer.

Solution: "Re-branding" EAP is important. Branding the bundle of programs and services in a way that normalizes seeking help can collectively decrease stigma and encourage engagement. Creatively branding the mental health programs and practices helps to reach more employees, as well as reach employees along a continuum of wellness. Re-branding can increase employee engagement when branded prizes promoting the program are offered, or made available as incentives for healthy accomplishments among staff, e.g.:

branded t-shirts, headphones, travel mugs, keychains.

Barrier: Employees aren't aware of the emotional wellness and mental health programs and services available.

Solution: Take advantage of your organizations physical and digital space. Signage in the hallways promoting available work-life balance programs or postings on your organization's intranet about upcoming EAP events can ensure employees are in the loop and aware of the offerings available. While mental health and emotional wellness programs are important for individuals with mental health conditions in the workplace, they are also preventative for the entire workforce – which makes awareness of the programs and services available essential for all staff.

Making Use of Available Resources

- [A Mental Health Friendly Workplace](#)
- [American Psychological Association Center for Organizational Excellence](#)
- [Centers for Disease Control and Prevention | Workplace Health Promotion](#)
- [ICU Program](#)
- [Right Direction](#)
- [The Society for Human Resource Management | Communication Is Key to Wellness Success](#)

Your Action Step

To facilitate marketing and communication for your health and wellness program, you need a plan. What's your next step?

Draft a marketing strategy; identify tactics and channels that will appeal to your employees, give your program a name

Consider your audience and customize your messages; materials and messages should be culturally appropriate and responsive

Leverage platforms; make use of all available communication channels to distribute information about your program

Learn from your employees; engage in focus groups or informal discussions to learn whether the marketing strategy is effective

Other:

Section 4: Measurement and Evaluation

To truly improve employee mental health and emotional wellness, employers need to understand what service offerings will be most effective for their staff, regardless of where they exist on the mental health continuum. What works for one organization may not work for another, which is why measurement and evaluation of metrics related to workplace mental health are crucial. This requires an in-depth approach that should include more than just quantitative data. Although quantitative data is helpful, the available data sources can fail to provide a clear picture of whether a workplace is indeed mentally healthy. With Employee Assistance Programs (EAPs) still being largely synonymous with workplace mental health, it's important to consider the benefits of using EAP utilization rates as a measurement of workplace wellness. Although EAP utilization is indeed presented as a common measurement, the question remains, can utilization be a proxy for wellness? There are many specific measurement and evaluation strategies to consider when assessing emotional wellness and mental health programs and practices.

This section of *Best Practices for Creating a Mentally Healthy Workplace* offers five key strategies to measure and evaluate a workplace wellness program. A case study featuring Caterpillar, Inc. highlights how the company uses an outcome measurement tool, the Workplace Outcome Suite, which was specially developed for use with EAPs. After understanding why your organization needs to measure its program, and how the information may be used, employers may still face challenges that make it difficult to consider what's next. Common barriers and practical solutions for overcoming these hurdles will be discussed in this section, such as the important concern of privacy protection. To help measure and evaluate your program, a list of available resources is provided as [Appendix III](#).

Making the Business Case

It is essential for organizations to measure and evaluate mental health and emotional wellness programs and practices. This process helps to make the business case for any investment in the mentally healthy workplace practices. According to the Centers for Disease Control and Prevention (CDC), “The level of corporate investment in workplace health programs will depend on the perceived value of these programs.”¹ Measurement and evaluation can seem like a burdensome task; however, they are necessary for showcasing both return on and value on investment. It is necessary to ensure your program is meeting the needs of the workforce. Seven metrics can help any organization get started with making the business case:²

- Utilization by employees
- Positive feedback from employees
- Reduction of overall health insurance costs
- Overall improvement in employee satisfaction
- Requests for additional programs
- Reduction in sick days and absentees
- Employee’s likelihood to recommend the program

[Appendix II, Making the Business Case](#), is an overview document showcasing data related to both return on investment and value on investment associated with the creation of mentally healthy workplaces. This infographic can be used to highlight the importance of these efforts at your organization.

1 CDC. (2015). Evaluation. Retrieved from <https://www.cdc.gov/workplacehealthpromotion/model/evaluation/index.html>

2 Stovall, L. (2002, Dec. 27). 7 ways to measure wellness program success. [Blog post]. Retrieved from <http://info.totalwellnesshealth.com/blog/bid/254241/7-Ways-to-Measure-Wellness-Program-Success>

“The real interesting part is what you do with the data. We measure a lot...what we found most useful is really understanding the member, or the employee in this case, experience, and what they found helpful. I think that’s what’s often missed: We go out and design these ornate programs and have all these bells and whistles, but what people really want is someone to talk to, or someone to help them really navigate a system.”

-Employee Benefits Expert

Five Key Strategies

1. Evaluate Engagement

and Health

Employers should dive deeper into engagement and really assess how long employees engage with the services. They should also consider whether there is a measurable outcome from engagement with the program (i.e. reduction in employee distress). You can modify engagement surveys to include mental health factors to ascertain whether employees feel their health and well-being is supported by your organization. Another key factor when measuring engagement is to assess your employees’ overall satisfaction with the services provided. Evaluating engagement should include the total workforce, regardless of whether employees disclose a behavioral health condition.

2. Make Use of Health Risk

Assessments

Health Risk Assessments (HRAs) are a self-administered data source used by employers for attaining employee health status information. HRAs can track stress levels (work-related, personal, family, finances, health), job satisfaction, and relationships with supervisors. Your workplace wellness program can be responsive to the findings of the HRAs (e.g., if respondents indicate high levels of financial stress, then design programming that focuses on that area). These assessments can be immensely valuable for employers. For example, Nationwide, with an EAP provided by Optum, shaped the *Associate Assistance Program*, offering employees and their family members face-to-face counseling sessions. Nationwide’s HRA was modified to include questions about depression, anxiety, domestic violence, and substance use. Upon completion of the HRA, employees can check a box to request a call from an onsite assistance professional for mental health support; hundreds of employees use this feature each month.³ This

3 Optum. (2015). Nationwide Associate Assistance Program: A study in EAP excellence. Retrieved from https://www.optum.com/content/dam/optum3/optum/en/resources/successstories/8679_Nationwide_EAP_Case_

illustrates how HRAs can be used to improve services and support employees. You can use this data to shape your mentally healthy workplace programs.

3. Use the Data to Drive the Programming

You can use information from the HRA to track data, but there are other sources that can be integrated into this exploration of employee needs. Other data sources to pay attention to include medical claims, sick days, leaves of absence, pharmacy claims, EAP data, benefit use, referrals made through vendors, and employee engagement surveys. The data can be used to drive programming, identifying specific areas of need for your workforce. And, it can also be used to make the business case for continued implementation of mental health and emotional wellness programs and practices. The information gleaned from these resources can be aggregated and analyzed to measure program success; and you can use the data to convey the importance and success of the program and services to organizational leadership.

Study_040915.pdf

- 4 Krueger, R. A., & Casey, M. A. (2009). *Focus Groups: A Practical Guide for Applied Research*. Thousand Oaks, CA: SAGE Publications. Retrieved from http://www.sagepub.com/sites/default/files/upm-binaries/24056_Chapter4.pdf

4. Consider Focus Groups to Learn More From Employees

In addition to the quantitative data, you can offer focus groups to employees to learn more about what's working and what's not. Focus groups can be informal discussions with small groups of staff. Historically, focus groups contributing to market research do not exceed 10 to 12 participants. The ideal size for a noncommercial exploration is 5 to 8 participants.⁴ Focus groups can help identify your employees' needs and responses to proposed programming, allowing you to learn what's working and what's not in the existing mental health and emotional wellness programming. While these discussions should include employees from across the continuum of mental health, it is also important to include individuals who have self-disclosed any behavioral health conditions in these conversations. Conducting pilots of new programs and practices is also a helpful way to get feedback from participants before fully implementing a program.

5. Don't Measure Once

Before implementing a new mental health and emotional wellness program or practice, collect baseline data from your staff. The baseline establishes a starting point and frame of reference for the workplace wellness program.⁵ Continue to follow up and engage in pre- and post-testing, which requires the organizational infrastructure to track the impact of the services over time. This tracking can also help make the business case for the mentally healthy workplace efforts, ideally showcasing improvements in employee outcomes and decreases in employer costs.

Case Study

Caterpillar, Inc.

Caterpillar Inc. is the world's leading manufacturer of construction and mining equipment, diesel and natural gas engines, industrial turbines and diesel-electric locomotives. As a Fortune 500 company, based in Peoria, Illinois, with 104,000 employees, it was the first employer to test the effects of its

EAP service using the Workplace Outcome Suite (WOS). The outcome measurement tool, is a 25-item measure specifically developed for use with EAPs by the Division of Commercial Science at Chestnut Global Partners. To evaluate the effects of the EAP, self-reported data were collected from 561 U.S.-based Caterpillar employees who had been EAP clients. The data, including workplace performance measures before and after utilization of the EAP, were collected over a 30-month period. The data were aggregated from Caterpillar EAP users and facilities throughout the U.S. to provide a picture of the workplace effects of Caterpillar's EAP. Caterpillar used these data as one type of evidence to demonstrate the effectiveness and value of the EAP. The WOS studies can also be used to set programmatic goals and targets for process improvements. This is an example of the ways in which measurement and evaluation can be used to track outcomes for staff, as well as to plan emotional wellness and mental health programming for an organization. Collecting data from employees, using existing and free or low-cost measurement tools, is something employers of all sizes can do in order to plan and modify emotional wellness and mental health programs.

5 Center for Disease Control and Prevention. (2015). Workplace Health Promotion. Retrieved from <https://www.cdc.gov/workplacehealthpromotion/model/evaluation/index.html>

Source: Center for Workplace Mental Health; Caterpillar

Common Barriers and Practical Solutions

Barrier: Leadership wants to see the return on investment (ROI), but there hasn't been a significant impact on medical costs or productivity.

Solution: Organizations often want concrete evidence of the impact of these programs and services on their bottom line. However, sometimes it may take a while for there to be a significant change in health outcomes that will ultimately save the employer money. Instead, present leadership with value of investment (VOI) data. VOI calculations demonstrate the broader impact of the emotional wellness programs and services beyond tangible savings. For example, this includes analysis of employee morale, satisfaction, company loyalty, and perceived company image. All of these measures ultimately contribute to employee productivity and the organization's ability to attract and retain talent.

Barrier: Employees are inundated with surveys and data collection efforts.

Solution: Employees may experience survey fatigue, and leadership may be reticent to expand data collection for mental health programs and services. In this situation, incorporate emotional wellness-related questions into other existing data collection methods whenever possible. For example, ask to include a few questions on the organization's Health Risk Assessment or annual employee satisfaction survey. Also, make data collection as easy and user-friendly as possible. Identify the few key questions that are truly critical to evaluate program impact, and keep the surveys simple. Disseminate electronic surveys via email that are easy to submit, or engage employees during staff meetings using text message-based polling systems.

Barrier: There are concerns about privacy and confidentiality of the data collected.

Solution: The Centers for Disease Control and Prevention's Workplace Health Promotion program provides several recommendations for employers related to privacy and confidentiality. (1) Employers should establish specific and clear written procedures to protect the confidentiality and privacy of employee data. (2) All surveys should be submitted anonymously so participants cannot be identified. Appoint an independent third party to distribute and collect surveys or provide a "drop off" point where they can be turned in. Any electronic surveys should have turned off settings to track responses by email or IP addresses. If the

company is small or medium sized, do not collect demographic information that could ultimately identify the respondent. (3) Implement policies and process to protect employee privacy during data management and analysis. Limit access to the survey data as much as possible and store all data in a de-identified manner. (4) Consider privacy concerns when reporting results of survey data. Do not report results by work unit, location, or demographics if you work in a small or medium-sized organization in order to decrease the likelihood an employee may be inadvertently identified.

Making Use of Available Resources

- [Benefits Magazine | Evaluating Wellness Programs: Measuring the Right Things](#)
- [Centers for Disease Control and Prevention | Workplace Health Promotion](#)
- [Center for Workplace Mental Health | Mental Health Calculators](#)
- [Health Enhancement Research Organization \(HERO\)](#)
- [The Society for Human Resource Management | Evaluating Worksite Wellness: Practical Applications for Employers](#)
- [Wellness Council of America \(WELCOA\)](#)
- [Work Health Planning Guide](#)

Your Action Step

To evaluate the impact of your programs and services, you need to make a plan. What's your next step?

Establish programmatic goals; set short, intermediate, and long-term goals for the program along with meaningful and practical objectives for reaching these goals. Identify measures that correlate with your objectives

Codify a plan; draft an evaluation plan for each element or component of your mental health programs and practices

Gather employee feedback; convene focus groups or informal conversations with employees to learn what's working and what's not as it relates to your workplace mental health programs and practices

Ask for input; develop three or more questions that can be included in the organization's Health Risk Assessment that address employee mental health

Other:

Section 5: Sustainability

The focus areas of the previous four sections (organizational culture, programs and services, marketing and communications, and measurement and evaluation) are all critical pieces of the puzzle to ensure a long-lasting and viable program. Sustainability shouldn't be an afterthought—don't wait until your program is up and running to make a sustainability plan. Identify short- and long-term sustainability strategies, and make sure that future activities of the program are consistent with its goals and employee needs. Sustainability should be considered in the plans for all of your mentally healthy workplace activities. Further, sustainability is not just about continued access to resources or funding: Maintaining leadership and staff buy-in are important to ensuring the endurance of workplace mental health programs and practices.

This section of *Best Practices for Creating a Mentally Healthy Workplace* offers five key strategies to sustain a workplace wellness program over time. A case study featuring DuPont highlights how one of the first corporate support programs was developed and embedded into the organization's core corporate values. After implementing a workplace wellness program to support employees' mental health, employers may still face some challenges that make it difficult to maintain these programs and initiatives. Common barriers and practical solutions for overcoming them will be discussed in this section. To help sustain your program, a list of available resources are provided as [Appendix III](#).

Get Involved & Stay Current

One way to promote sustainability of your emotional wellness and mental health practices and programs is to get involved with networking organizations. By getting involved with regional or national groups that are working to advance the mentally healthy workplace agenda, you can stay abreast of best practices, research findings, program ideas, and more. While involvement in some groups may have membership fees associated with them, others may be free. And some may offer free listserv subscriptions or email digests so you can receive regular email communication on topics related to mentally healthy workplaces. Some examples of these organizations include:

- [Center for Workplace Mental Health](#)
- [Employee Assistance Roundtable \(EAR\)](#)
- [Great-West Life Centre for Mental Health in the Workplace](#)
- [Health Enhancement Research Organization 'HERO Health'](#)
- [The Kennedy Forum's One Mind Initiative at Work](#)
- [The Luv u Project, Inc., in partnership with John Hopkins Bloomberg School of Public Health](#)
- [National Business Group on Health](#)
- [Wellness Council of America \(WELCOA\)](#)

"It's really creating a comprehensive approach that is well-designed over time... You have to go into this with a longer-term commitment and that comes from a multi-stage approach. You're not going to do one program and say 'we're done.' You're creating a culture and a culture means an investment over time."

-Employee Benefits Expert

Five Key Strategies

1. Create a Movement, Not a Program

The ultimate goal of your program should be to create a supportive and mentally healthy workplace culture, and to incorporate emotional wellness into your organization's value proposition. After initial implementation of wellness-related programs and services, there needs to be consistent and constant messaging to sustain any meaningful changes in organizational culture. People follow people, not interventions—continue to demonstrate the value of the programming by creating opportunities for employees to share anecdotes or stories related to how they have benefited from the services offered through your program. Creating a movement toward a mentally healthy workplace can include embedding pillars of wellness in your organization's mission, vision, and value statements.

2. Continue to Cultivate a Supportive Culture

Sustainability of programs and services is closely linked to culture, so mental health needs to remain a top priority for leadership and other staff. Staff turnover can weaken an organization's commitment to mental health if key leaders and champions leave. Therefore, to embed mental health into the fabric of the culture, employers should incorporate elements of mental health and emotional wellness programming and services

into trainings for new employees and at all-staff meetings throughout the year. This can include, for example, offering Mental Health First Aid training for leadership or staff; or including an overview of your organizations accommodations for individuals with behavioral health conditions in new employee orientation.

3. Budget for Wellness Programming

Stability of funding is key to sustaining programs and services for workplace mental health. Work with leadership to develop a dedicated budget that is incorporated into employee benefits and indirect expenses. Then, be sure to set reasonable goals and expectations with the resources you have available. It is better to build your program with smaller, successful efforts than stretch the resources too thin.

4. Use Data to Promote Sustainability

To ensure continued commitment, demonstrate the impact of the programs and services to leadership on a regular basis. Whenever possible, allow data to drive decisions to make informed programmatic choices. The data can highlight return on investment, as well as showcase the tangible improvements in employee mental health and emotional wellness as a result of participation in the programming, e.g., decreased hospitalization for mental health concerns. Highlighting both the return on and value on investment may persuade

leaders at your organization to continue directing resources to the mental health and emotional wellness programs and services. Refer back to [Measurement and Evaluation](#) for more on data sources that can be used to drive mental health and emotional wellness programs and practices.

5. Stay Flexible and Innovative

Create long-lasting support for a mentally healthy workplace by staying relevant to the needs of your employees. Develop a multi-stage approach rather than a singular program in which each phase of the plan has specific goals and activities to achieve them. As you identify your program’s strengths and weaknesses, changes or adjustments may be needed. Explore new ideas and remember that different target audiences within the organization may have different needs, and needs may shift as new waves of employees are hired at your organization. You can stay informed of new ideas and innovative strategies for sustainability by attending conferences focused on workplace mental health, participating in free webinars related to mentally healthy workplaces, or staying

abreast of the latest literature and reports on the topic.

Case Study

DuPont

DuPont, based in Wilmington, Delaware, is a company of 98,000 employees. DuPont’s EAP has high employee engagement with utilization of services at 9% to 11% in the U.S. and about 9% globally, compared to average utilization of 4.5% reported by external EAP vendors.¹ This high level of use is likely due to the longevity of DuPont’s program, ICU, which was created in the U.S. in 2012. ICU was inspired by DuPont’s employee assistance efforts in Europe and Asia. At the same time, ICU was a natural progression for DuPont. DuPont created a program for addressing substance use among employees in 1941. This program expanded to become the EAP in the 1990s, and subsequently took the form of ICU—a program designed to support mental and emotional health—in 2012. DuPont has a tradition of supporting employee emotional wellness, and it is embodied in the company’s corporate core values, which permeate the corporate culture

¹ Attridge, M., Cahill, T., Granberry, S. W., & Herlihy, P. A. (2013). The National Behavioral Consortium industry profile of external EAP vendors. *Journal of Workplace Behavioral Health*, 28(4), 251– 324. doi: 10.1080/15555240.2013.845050

and are fundamental to the way the company conducts business. DuPont has sustained employee engagement in its programming through many years of ongoing promotion of available services and strong management support.

Source: Center for Workplace Mental Health; DuPont

Common Barriers and Practical Solutions

Barrier: The wellness program loses its champion due to staff turnover or competing priorities.

Solution: Internal champions of mental health and wellness can be key to achieve staff buy-in and culture change. The key to overcoming this challenge is to be prepared—create a tentative succession plan while you have a current champion by gauging interest among other staff. Identify individuals across several levels within the organization who may have a personal interest in the program’s activities or values and encourage their participation. You may also use the opportunity to develop future leaders within the organization by having the current champion mentor and prepare other interested employees for the role. If a champion does choose to leave this role, ask him/her if they will help facilitate a

transition period as a new champion takes their place. Plus, there can be *champions* rather than a champion. Encourage interested staff to become involved, and serve as mentors to new employees joining the organization to continuously recruit and create interest among new hires.

Barrier: The organization drastically cuts the wellness program’s budget or the initial funding source is no longer available.

Solution: Diminishing funding is a challenge that all organizations, large and small, may face at some point. First, it’s important to present the business case for a mentally healthy workplace to leadership. Use the facts and resources provided within this toolkit to demonstrate the value-added of programs and services that support emotional wellness. Whenever possible, incorporate data from your own program to demonstrate its impact and importance. Even if you have to scale back the program activities or services, there are many low or no cost strategies available to continue to spread the word about mental health and emotional wellness. For instance, you can incorporate wellness-related messaging into organization-wide emails or news bulletins, intranets, or staff meetings. To try to prevent this barrier, it is important to work with leadership to prioritize emotional wellness and mental health in the workplace, making the case for the programming and activities, and highlighting both the return on, and value on, the investment.

Barrier: Employees who were once interested in the mentally healthy workplace approaches are no longer involved or engaged.

Solution: It can be a challenge to keep things moving at a consistent speed. Things may be exciting when the mental health and emotional wellness programs and practices are implemented, but that excitement may fade as the culture becomes the norm, especially if there are no incentives for any continued participation, promotion, or engagement. Holding a large scale event on an annual basis is one way to keep efforts a priority, and re-engage staff on an annual basis. For example, host or register employees for a walk/run, hold an annual health fair, dedicate one month of the year to mental health and emotional wellness in-service activities, or other cost-effective ways to remind staff of the importance of this work.

Making Use of Available Resources

- [American Psychological Association Center for Organizational Excellence](#)

- [Center for Workplace Mental Health](#)
- [Centers for Disease Control and Prevention | Workplace Health Promotion](#)
- [Center for Public Health Systems Science at Washington University | Program Sustainability Assessment Tool](#)
- [Guarding Minds @ Work™](#)
- [New York State Office of Alcoholism and Substance Abuse | Creating a Healthy Organizational Culture](#)
- [Substance Abuse and Mental Health Services Administration | Drug-Free Workplace Toolkit](#)
- [Workplace Strategies for Mental Health | Self-Assessment Tools](#)
- [World Health Organization | Mental Health Policies and Programmes in the Workplace](#)

Your Action Step

To sustain a mentally healthy workplace, you need to make a plan. What's your next step?

Allocate spending; meet with your organization's financial leadership to discuss a dedicated wellness budget

Plan for the future; develop a sustainability plan that includes a detailed description of priorities and strategies for sustainability, actions steps, and responsible parties

Cultivate mental health champions in your organization; get interested staff involved with your organization's workplace mental health and emotional wellness programs and practices

Create a calendar of activities; set a schedule to assess employee needs and brainstorm new programming and services to ensure ongoing employee engagement

Other:

Creating a Mentally Healthy Workplace: Action Plan

In each of the previous five sections of *Best Practices for Creating a Mentally Healthy Workplace*, action items were suggested for making your organization a mentally healthy workplace. Use this action plan to review the items you selected throughout this guide, as well as add any additional action items you think are necessary for your organization. Along with relevant stakeholders at your organization, create a reasonable timeline for completing these action steps.

The logic model on [page 47](#) provides an overview of the process of creating a mentally healthy workplace. Using that as a guide, as well as the selected action items on the following pages, fill in the blank logic model on [page 48](#) with the priorities, inputs, action items, outputs, and outcomes relevant to your organization's wellness vision. This will create a roadmap for incorporating strategies from this tool into your mentally healthy workplace program.

For tailored assistance with action planning, contact Policy Research Associates, Inc., at wellbeing@prainc.com to discuss in-house trainings for your organization's leadership.

Creating a Culture of Wellness Inventory

Fill in this list based on programs/practices presented in the inventory on [page x](#) that you would like your organization to implement.

Organizational Culture

Assess your starting point; consider where your organizational culture exists on the continuum of a mentally healthy workplace

Work with leadership; create a shared understanding of the value of a mentally healthy workplace

Create a safe space; ensure the work environment is one where people can speak openly about mental health and encourage language that's destigmatizing and person-centered

Build a driving force; collaborate across organizational departments and external vendors to create a team to drive this work in all areas of the organization

Equip your staff; educate employees how to support each other and be familiar with available resources

Other:

Programs and Services

Look at your offerings; assess benefits to provide mental health parity

Survey employees; learn about their needs, interests, and wants related to mental health and emotional wellness

Explore options; review existing materials like the resources in this toolkit. There are opportunities to adapt existing program structures to meet the needs of your workforce.

Create a team; identify the champions that will support the implementation of the mental health and emotional wellness programs and practices and share narratives and stories with employees, helping to decrease stigma

Other:

Marketing and Communication

Draft a marketing strategy; identify tactics and channels that will appeal to your employees, give your program a name

Consider your audience and customize your messages; materials and messages should be culturally appropriate and responsive

Leverage platforms; make use of all available communication channels to distribute information about your program

Learn from your employees; engage in focus groups or informal discussions to learn whether the marketing strategy is effective

Other:

Measurement and Evaluation

Establish programmatic goals; set short, intermediate, and long-term goals for the program along with meaningful and practical objectives for reaching these goals. Identify measures that correlate with your objectives

Codify a plan; draft an evaluation plan for each element or component of your mental health programs and practices

Gather employee feedback; convene focus groups or informal conversations with employees to learn what's working and what's not as it relates to your workplace mental health programs and practices

Ask for input; develop three or more questions that can be included in the organization's Health Risk Assessment that address employee mental health

Other:

Sustainability

Allocate spending; meet with your organization's financial leadership to discuss a dedicated wellness budget

Plan for the future; develop a sustainability plan that includes a detailed description of priorities and strategies for sustainability, actions steps, and responsible parties

Cultivate mental health champions in your organization; get interested staff involved with your organization's workplace mental health and emotional wellness programs and practices

Create a calendar of activities; set a schedule to assess employee needs and brainstorm new programming and services to ensure ongoing employee engagement

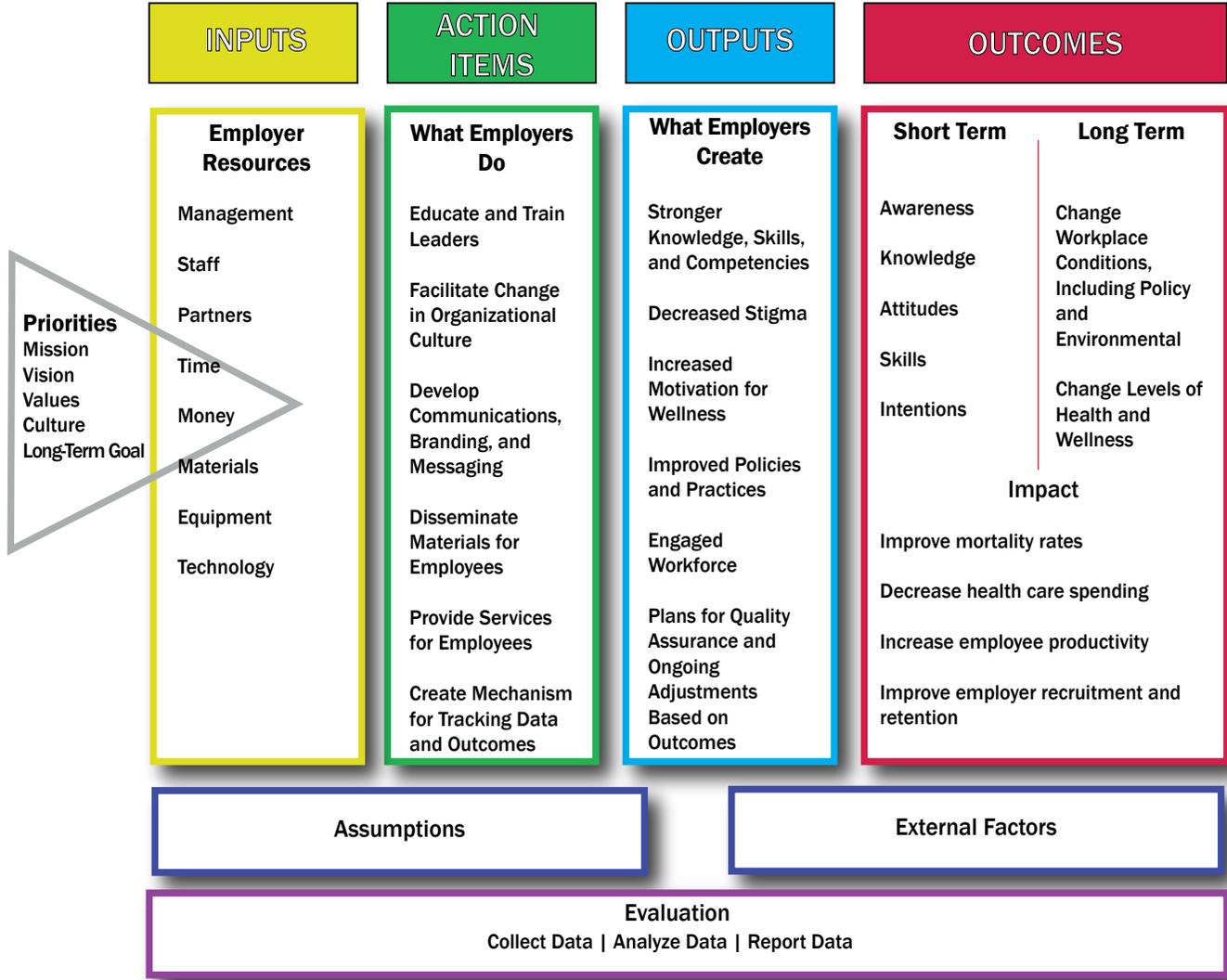
Other:

Other

Fill in this list based on any other strategies you'd like your organization to implement to create a mentally healthy workplace.

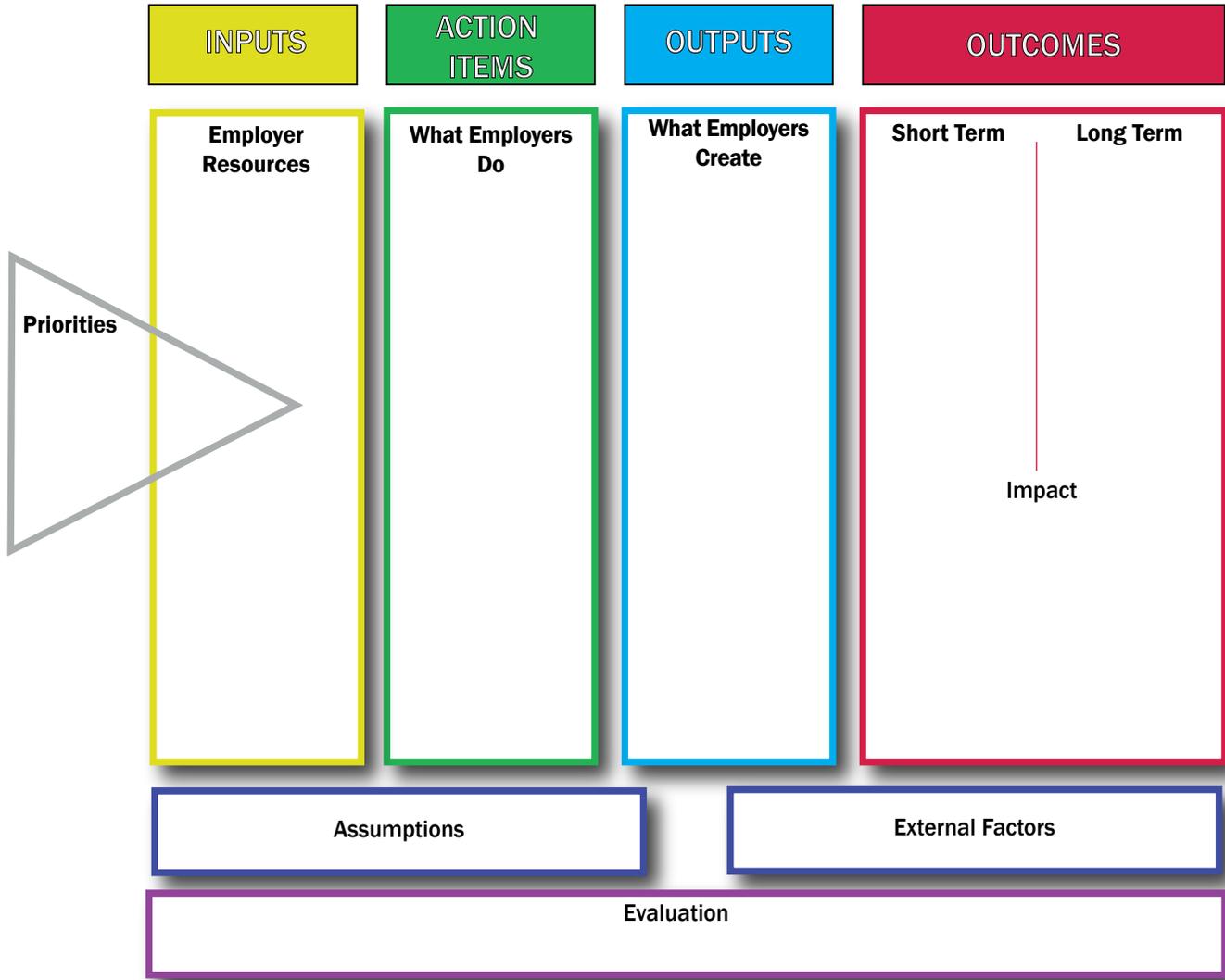
Logic Model for Mentally Healthy Workplaces

Logic Model for Mentally Healthy Workplaces



Blank Logic Model for Mentally Healthy Workplaces

Logic Model for Mentally Healthy Workplaces



Appendix I: Safe and Respectful Workplace Team

While most employers have policies requiring a safe, respectful, and inclusive workplace, many do not offer skilled consultative support for situations that present troubling workplace behavior. Examples of such circumstances include situations in which an employee:

- Mentions suicidal thoughts, plans, and rehearsals
- Regularly takes exceptionally long lunches and then appears sluggish, irritable, or disorganized in their speech and behavior when they return to work
- Says and does things that cause others to feel concern for their safety
- Demonstrates behavior suggesting their involvement in a relationship that includes intimate partner violence

When managers of people and other employees do not feel that their employer is equipped to help them handle such troubling situations, they are more likely to remain silent. Denial, avoidance, and work-

arounds allow the troubling behavior to continue. And when allowed to continue, such behavior too frequently escalates.

When, on the other hand, an employer has a highly-skilled and well-publicized Safe and Respectful Workplace Team, troubling behavior will more likely be communicated upward through the ranks of management and/or Human Resources (HR) in order to enlist the expert consultation that this team offers.

A Safe and Respectful Workplace Team typically includes core members representing internal Employee Assistance Program (EAP; or Behavioral Health), Human Resources, and Security. In smaller organizations the team may include both internal and external resources. For example, the inhouse professional responsible for HR functions may form the team through an alliance with a member of the local police force and an EAP or mental health service provider.

Such a team convenes immediately when advised of a situation that will benefit from their assistance. These situations span a continuum that starts with smaller concerns such as unpleasant comments or jokes and ends with threats and/or acts of workplace violence. The team provides guidance to management and HR on how to proceed in order to restore and/or maintain a safe, respectful, and healthy working environment.

Resource: The Threat Assessment Group (TAG), www.taginc.com, is a firm that provides guidance to employers on all matters related to ensuring a workplace in which troubling behavior is noted, raised for consultation to the right professionals, and responded to in the most constructive fashion.

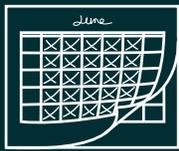
Appendix II: Making the Business Case

It's important to present the business case for a mentally healthy workplace to leadership at your organization. Use the facts and resources provided within this toolkit to demonstrate the value-added of programs and services that support emotional wellness. To assist with this, you can use the infographic on the following page to highlight some of the benefits, such as return on investment and value on investment, associated with mentally healthy workplace programs and practices. Whenever possible, incorporate data from your own program to demonstrate its impact and importance.

making the **business** case



Nearly one in five Americans experience some form of mental health condition¹



Depression alone costs employers \$23 billion in absenteeism² and may account for up to 400 million lost work days each year³



Mental health and substance use cost businesses in the United States \$80-100 billion each year⁴



People with mental health conditions have 2x-4x the medical claims of their coworkers

Creating a mentally healthy workplace for your employees can transform and save their lives. When you invest in your employees, your strongest asset, workplace culture and morale improves. Plus, your organization's value gets a boost. Mental health conditions impact millions of Americans, making mentally healthy workplaces essential to a mentally healthy America. In fact, up to 14% of common mental illnesses in midlife could be prevented by reducing work-related stress.⁵ Improved employee mental health benefits both the employee and the organization.

Focusing on employee mental health can save costs, increase productivity, and decrease absenteeism while improving employee well-being, quality of life, and job satisfaction.

The return on investment (ROI) for an employee mental health program can vary, with a rate of 2.3 noted as an average organizations can expect.⁶ In addition to ROI, providing programs and services designed to improve employee mental health is supported by VOI, or value on investment:



- 1 Substance Abuse and Mental Health Services Administration. (2019). *Key substance use and mental health indicators in the United States: Results from the 2018 National Survey on Drug Use and Health* (HHS Publication No. PEP19-5068, NSDUH Series H-54). Rockville, MD: Center for Behavioral Health Statistics and Quality, Substance Abuse and Mental Health Services Administration. Retrieved from <https://www.samhsa.gov/data/>
- 2 Witters, D., Liu, D., & Agrawal, S. (2013). Depression costs U.S. workplaces \$23 billion in absenteeism. Gallup. Retrieved <http://www.gallup.com/poll/163619/depression-costsworkplaces-billion-absenteeism.aspx>
- 3 Sime, C. (2019, April 17). The cost of ignoring mental health in the workplace. Retrieved from <https://www.forbes.com/sites/carleysime/2019/04/17/the-cost-of-ignoring-mental-health-in-the-workplace/#7ffaff8e3726>
- 4 Ibid.
- 5 Harvey, S.B., Sellahewa, D.A., Wang, M-J., Milligan-Saville, J., Bryan, B.T., Henderson, M., Hatch, S.L., & Mykletun, A. (2018). The role of job strain in understanding midlife common mental disorder: A national birth cohort study. *The Lancet*, 5(6), 498-506.
- 6 PricewaterhouseCoopers. (2014). Creating a mentally healthy workplace: Return on investment analysis. Retrieved from: https://www.headsup.org.au/docs/default-source/resources/beyondblue_workplaceroi_finalreport_may-2014.pdf

Appendix III: Resource List

Related Section Key



Section 1: Organizational Culture



Section 4: Measurement and Evaluation



Section 2: Programs and Services



Section 5: Sustainability



Section 3: Marketing and Communication

A Mental Health Friendly Workplace

This booklet introduces a new program developed through a partnership between your State's mental health department and the Center for Mental Health Services, Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services. The resource provides ready-to-use materials for supervisor training and for communicating with employees about their role in creating a Mental Health-Friendly Workplace.

<http://www.greatrivers211.org/app/files/public/4527/GR211-Change-direction-mental-health-friendly-workplace.pdf>

American Psychological Association Center for Organizational Excellence

The American Psychological Association's Center for Organizational Excellence works to enhance the functioning of individuals, groups, organizations and communities through the application of psychology to a broad range of workplace issues. The Center houses APA's Psychologically Healthy Workplace Program (PHWP), a public education initiative designed to engage the employer community, raise public awareness about the value psychology brings to the workplace and promote programs and policies that enhance employee well-being and organizational performance.

<http://www.apaexcellence.org/>

Benefits Magazine | Evaluating Wellness Programs: Measuring the Right Things

Two health management organizations have partnered on a guide that walks plan sponsors through seven steps in evaluating their wellness efforts.

<http://hero-health.org/wp-content/uploads/2015/09/Evaluating-Wellness-Programs.pdf>

Center for Public Health Systems Science at Washington University | Program Sustainability Assessment Tool

The Sustainability Framework and Assessment Tool was developed at the Center for Public Health Systems Science (CPHSS), a public health research center at the Brown School of Social Work at Washington University in St. Louis. The Center is a recognized leader in public health systems research and

evaluation. Their vision is to shape public health systems and policies, leading to healthier individuals and communities. The Program Sustainability Assessment Tool is an assessment staff, managers, funders, and evaluators can use to measure their program's sustainability.

<https://www.sustaintool.org/>

Centers for Disease Control and Prevention | Workplace Health Promotion

This page contains various links, tools, toolkits, guidance, and resource for a number of specific elements of a workplace health program, health conditions, and lifestyle risks used for building and sustaining a workplace health program.

<https://www.cdc.gov/workplacehealthpromotion/index.html>

Center for Psychiatric Rehabilitation

The Center is a research, training, and service organization dedicated to improving the lives of persons who have psychiatric disabilities. Their work is guided by the most basic of rehabilitation values, that first and foremost, persons with psychiatric disabilities have the same goals and dreams as any other person. Their website includes resources on reasonable accommodations for employers.

<https://cpr.bu.edu/resources/reasonable-accommodations/>

Center for Workplace Mental Health

The Center for Workplace Mental Health, formerly known as the Partnership for Workplace Mental Health, provides employers the tools, resources and information needed to promote and support the mental health of employees and their families. While treatment works and is cost effective, many people who need help

are not getting it, despite the availability of services and supports through employee assistance programs (EAPs) and mental health benefit coverage.

<http://www.workplacementalhealth.org/>

Center for Workplace Mental Health | Mental Health Calculators

The Center for Workplace Mental Health recognizes that employers often need to make the case for increased investment and attention to mental health issues, and that's why they encourage you to use these calculators to understand how alcohol and substance use disorders affect your company's bottom line. These tools estimate the prevalence of the disorders in your workforce, their cost to your bottom line, and the potential savings to be had from implementing intervention programs. The calculators create personalized reports, based on your workforce demographics, which you can use to show the importance of prioritizing mental health in your workplace.

<http://www.workplacementalhealth.org/Employer-Resources/Mental-Health-Calculators>

GreenGate Leadership®

Founded by the executive whose Behavioral Health Services team at Prudential led the company to receive the American Psychological Association's 2017 Organizational Excellence Award, GreenGate Leadership® delivers customized keynotes, training, consultation, and coaching. The firm offers a blend of executive leadership, human resources, and behavioral health expertise with the goal of helping leaders build workplaces that promote mental health (and overall health), energized participation, cohesive spirit, and exceptional business results.

<http://www.greengateleadership.com>

Greenleaf Integrative

Founded in 2008 and based in Arlington, Virginia, Greenleaf partners with people and organizations to substantially improve the way we all respond to significant work and life challenges. Living with unresolved trauma and overwhelming stress alters brain function and behavior. In return, we get losses in physical and emotional health, personal and professional relationships, and engagement and productivity. To counter these trends, our diverse team uniquely integrates neuroscience and organizational expertise to deliver practical, tailored wellbeing solutions with lasting results. Greenleaf serves a range of organizations, many of which operate in highly demanding environments.

<https://www.greenleafintegrative.com/>

Guarding Minds @ Work™

Guarding Minds at Work is a unique and free, comprehensive set of resources designed to protect and promote psychological health and safety in the workplace. Guarding Minds at Work resources allow employers to effectively assess and address the 13 psychosocial factors known to have a powerful impact on organizational health, the health of individual employees, and the financial bottom line. It was developed by researchers from the Centre for Applied Research in Mental Health and Addiction (CARMHA) within the Faculty of Health Sciences at Simon Fraser University on the basis of extensive research, including data analysis of a national sample and reviews of national and international best practices, as well as existing and emerging Canadian case law and legislation.

<https://www.guardingmindsatwork.ca/>

Health Enhancement Research Organization (HERO)

HERO is a national non-profit dedicated to identifying and sharing best practices in the field of workplace health and well-being (HWB) to improve the health and well-being of workers, their spouses, dependents and retirees.

<https://hero-health.org/>

HumanKind Workshop™ ■■

HumanKind Workshop™ gives people the tools to listen and be heard. They design programs and materials to support groups in communicating more clearly and confidently—especially around difficult topics. They hope that applying the same kindness-based approach day-to-day will also lead to more authentic interactions, richer professional relationships, and a more productive environment within your organization.

<https://www.humankindworkshop.com/>

ICU Program ■■■■

The ICU Program is an awareness campaign made especially for the workplace, designed to reduce the stigma associated with mental health and foster a workplace culture that supports emotional health. Developed by DuPont's Employee Assistance Program, the ICU Program was delivered to each of their 70,000 employees worldwide. DuPont has since donated ICU to the Center for Workplace Mental Health, who now makes it available to employers across all sectors, industries, and sizes, cost-free.

<http://www.workplacementalhealth.org/Employer-Resources/ICU>

Institute for Mindful Leadership ■■■■

The training, applicable to employees at all levels, is tailored to each organization and is grounded in neuroscience and the experiences of top business leaders. These offerings recognize the need to more fully develop the mind's capabilities so that every employee can live his or her life with excellence, at work and at home. The Institute's vision is to transform leadership in the 21st century by offering mindful leadership training to cultivate each person's ability to focus, see clearly, be creative and embody compassion.

<https://instituteformindfulleadership.org/>

Job Accommodation Network (JAN) ■■

The Job Accommodation Network (JAN) is the leading source of free, expert, and confidential guidance on workplace accommodations and disability employment issues. Working toward practical solutions that benefit both employer and employee, JAN helps people with disabilities enhance their employability, and shows employers how to capitalize on the value and talent that people with disabilities add to the workplace.

<https://askjan.org/index.html>

Mental Health First Aid ■■■

The adult Mental Health First Aid course is appropriate for anyone 18 years and older who wants to learn how to help a person who may be experiencing a mental health related crisis or problem. Topics covered include anxiety, depression, psychosis, and addictions. The adult course is available in both English and Spanish. Course participants come from a variety of backgrounds and play various roles in a community.

<https://www.mentalhealthfirstaid.org/>

National Business Group on Health | Engaging Large Employers Regarding Evidence-Based Behavioral Health Treatment ■■■

In 2008, the Business Group, in collaboration with The National Institute of Mental Health (NIMH), developed an implementation toolkit that is designed to improve the methods used by employers when responding employees and their dependents who experience behavioral health disorders. This project effort focused on several NIMH objectives that ranged from assessing employer's general knowledge of behavioral health disorders, to identifying evidence-based practices and implementation strategies that employers use to address these disorders. The results of this project include an employer benchmarking analysis, a

comprehensive set of implementation tools, and the results of several implementation focus groups that specifically address the implementation tools.

<https://www.businessgrouphealth.org/tools-resources/toolkits/behavioral-health-treatment/>

New York Business Group on Health | Improved Mental Health Benefits. Improved Productivity. Healthy Employees. III

This guide presents step-by-step information for employers and other healthcare purchasers on how to evaluate current needs and compare them to the benefits they provide. Future strategies for benefit design and contracting needs are also included. For example, the federal mental health parity legislation enacted at the beginning of 2010 has given employers a new set of benefit-related considerations to address. This resource will assist employers in achieving compliance with those regulations.

http://www.nebgh.org/wp-content/uploads/2011/02/NYBGH-Mental-Health-Guide-FINAL-12_10.pdf

New York State Office of Alcoholism and Substance Abuse | Creating a Healthy Organizational Culture

This workbook is designed to provide a general overview of organizational culture and the benefits of a healthy organizational environment. It also contains Information for managers and employees for creating healthy cultural changes.

<https://www.oasas.ny.gov/admed/documents/OWEworkbook.pdf>

Right Direction

Right Direction is a first-of-its-kind initiative that gives employers the tools they need to address depression in the workplace. What makes this initiative unique from other depression awareness campaigns is that it was developed for and by employers, especially for workplace application. The Right Direction program provides turnkey, customizable resources and materials to increase awareness, reduce stigma, and motivate employees and their families to seek help when needed.

<http://www.workplacementalhealth.org/Employer-Resources/Right-Direction>

Substance Abuse and Mental Health Services Administration | Drug-Free Workplace Toolkit

The Drug-Free Workplace Toolkit provides information to help employers develop and sustain successful drug-free workplace programs.

<https://www.samhsa.gov/workplace/toolkit>

The Society for Human Resource Management | Communication Is Key to Wellness Success

Employers counting on wellness programs to bend the benefits cost curve must include strong communication plans in their strategy if they hope to achieve their goals. Beefing up communication through one-to-one benefits counseling also can help drive participation in a company's wellness offerings as well as improve understanding and appreciation of the entire benefits package.

<https://www.shrm.org/resourcesandtools/hr-topics/benefits/pages/communication-wellness-success.aspx>

The Society for Human Resource Management | Evaluating Worksite Wellness: Practical Applications for Employers

Evaluating Worksite Wellness provides techniques, tools and strategies for evaluating a wellness program effectively. It covers the issues essential to any evaluation in a straightforward, step-by-step fashion that is thorough, yet easy to follow. Using these tools to develop and evaluate your wellness program will help you to offer more targeted, cost-effective interventions that yield results. Not only will you save your company money, you will also help improve the health and well-being of your employees.

<https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Documents/Evaluating-Worksite-Wellness.pdf>

Threat Assessment Group (TAG)

From the start, TAG has focused on crisis prevention through early warning systems, early intervention, and the prompt and safe resolution of behavioral problems as they arise.

TAG's principles and training are based on the ethics, principles, and scientific findings of medicine, psychiatry, psychology, public health, and criminology. The first company to provide formal training in the field of workplace misconduct mitigation (1993), TAG has partnered with many of the world's leading employers to develop innovative and best practices in workplace misconduct mitigation and the management of misconduct in work settings.

<https://www.taginc.com/>

U.S. Department of Labor Office of Disability Employment Policy ■■

The Office of Disability Employment Policy (ODEP) is the only non-regulatory federal agency that promotes policies and coordinates with employers and all levels of government to increase workplace success for people with disabilities. ODEP's mission is to develop and influence policies and practices that increase the number and quality of employment opportunities for people with disabilities.

<https://www.dol.gov/odep/pubs/fact/psychiatric.htm>

Wellness Recovery Action Plan (WRAP) ■■■

The Wellness Recovery Action Plan® or WRAP®, is a self-designed prevention and wellness process that anyone can use to get well, stay well and make their life the way they want it to be. It was developed in 1997 by a group of people who were searching for ways to overcome their own mental health issues and move on to fulfilling their life dreams and goals. It is now used extensively by people in all kinds of circumstances, and by health care and mental health systems all over the world to address all kinds of physical, mental health and life issues.

<http://mentalhealthrecovery.com/>

Wellness Council of America (WELCOA) ■■■■

WELCOA is the nation's most respected resource for building high-performing, healthy workplaces. With a 30-year history and more than 5,000 corporations participating, WELCOA has an impeccable reputation for helping business and health professionals improve employee well-being. Membership with WELCOA provides trainings and tools needed to create healthier organizational cultures, increase engagement, contain costs, and improve the lives of all employees.

<https://www.welcoa.org>

Work Health Planning Guide

Created by the State of Queensland, there are useful tools and resources throughout this guide to support the development of workplace wellness programs.

https://www.worksafe.qld.gov.au/_data/assets/pdf_file/0006/82590/work-health-planning-guide-2015.pdf

Working Well Toolkit

The Working Well toolkit is a collaborative effort of the National Alliance on Mental Illness-NYC Metro (NAMI-NYC), Northeast Business Group on Health (NEBGH), Partnership for Workplace Mental Health/American Psychiatric Association Foundation, PricewaterhouseCoopers, and The Kennedy Forum to help employers foster a workplace that supports mental health and wellness.

<http://workplacementalhealth.org/getattachment/Making-The-Business-Case/Link-2-Title/working-well-toolkit.pdf?lang=en-US>

Workplace Health and Safety Queensland | Mentally Healthy Workplaces Toolkit

The Mentally Healthy Workplaces Toolkit aims to help employers, managers, and leaders eliminate and minimize risks to psychological health and create workplace environments that are mentally healthy. Use the guidance material and practical resources in this toolkit to facilitate positive steps towards a mentally healthy workplace.

https://www.worksafe.qld.gov.au/_data/assets/pdf_file/0009/146385/mentally-healthy-workplaces-toolkit.PDF

Workplace Strategies for Mental Health | Self-Assessment Tools

This webpage links to credible organizations that provide questionnaires, information, and tools to assist in self-assessment of mental health or addiction concerns. These do not provide a diagnosis, but can help you explore if further assessment would be beneficial.

<https://www.workplacestrategiesformentalhealth.com/employee-resources/self-assessment-tools>

World Health Organization | Mental Health Policies and Programmes in the Workplace

The guidance package consists of a number of interrelated user-friendly modules, designed to address a wide variety of needs and priorities in policy development and service planning. Each module deals with a core aspect of mental health.

http://www.who.int/mental_health/policy/services/13_policies%20oprograms%20in%20workplace_WEB_07.pdf?ua=1&ua=1

Appendix IV: Glossary¹

Americans with Disabilities Act (ADA)

The Americans with Disabilities Act (ADA) is a landmark federal law that protects the rights of people with disabilities by eliminating barriers to their participation in many aspects of living and working in America. In particular, the ADA prohibits covered employers from discriminating against people with disabilities in the full range of employment-related activities, from recruitment to advancement, to pay and benefits.² To be compliant with the law, employers must provide reasonable accommodations that help the individual perform the essential functions of the job, unless it would cause undue hardship to the employer.³

Anxiety Disorders

Occasional anxiety is an expected part of life. You might feel anxious when faced with a problem at work, before taking a test, or before making an important decision. But anxiety disorders involve more than temporary worry or fear. For a person with an anxiety disorder, the anxiety does not go away and can get worse over time. The symptoms can interfere with daily activities such as job performance, school work, and relationships. There are several types of anxiety disorders, including generalized anxiety disorder, panic disorder, and various phobia-related disorders.

Attention Deficit Hyperactivity Disorder (ADHD)

Attention-deficit/hyperactivity disorder (ADHD) is a brain disorder marked by an ongoing pattern of inattention and/or hyperactivity-impulsivity that interferes with functioning or development. Inattention and hyperactivity/impulsivity are the key behaviors of ADHD. Some people with ADHD only have problems with one of the behaviors, while others have both inattention and hyperactivity-impulsivity. Most children

have the combined type of ADHD. It is normal to have some inattention, unfocused motor activity and impulsivity, but for people with ADHD, these behaviors are more severe, occur more often, and interfere with or reduce the quality of how they functions socially, at school, or in a job.

Behavioral Health

Behavioral health is a key part of overall health. It is just as important as physical health. Behavioral health includes your emotional, psychological, and social well-being. Behavioral health conditions include mental health conditions and substance use disorders.⁴

Bipolar Disorder

Bipolar disorder, also known as manic-depressive illness, is a brain disorder that causes unusual shifts in mood, energy, activity levels, and the ability to carry out day-to-day tasks.

There are four basic types of bipolar disorder; all of them involve clear changes in mood, energy, and activity levels. These moods range from periods of extremely “up,” elated, and energized behavior (known as manic episodes) to very sad, “down,” or hopeless periods (known as depressive episodes). Less severe manic periods are known as hypomanic episodes. People with bipolar disorder experience periods of unusually intense emotion, changes in sleep patterns and activity levels, and unusual behaviors.

Borderline Personality Disorder (BPD)

Borderline personality disorder is a mental illness marked by an ongoing pattern of varying moods, self-image, and behavior. These symptoms often result in impulsive actions and problems in relationships. People with borderline personality disorder may experience intense episodes of anger, depression, and anxiety that can last from a few hours to days. People with borderline personality disorder may experience mood swings and display uncertainty about how they see themselves and their role in the world. As a result, their interests and values can change quickly.

Depression

Depression (major depressive disorder or clinical depression) is a common but serious mood disorder. It causes severe symptoms that affect how you feel, think, and handle daily activities, such as sleeping, eating, or working. Depression is one of the most common mental disorders in the U.S. Current research suggests that depression is caused by a combination of genetic, biological, environmental, and psychological factors. Depression can happen at any age, but often begins in adulthood. Depression, especially in midlife or older adults, can co-occur with other serious medical illnesses, such as diabetes, cancer, heart disease, and Parkinson's disease.

Obsessive-compulsive Disorder (OCD)

Obsessive-Compulsive Disorder (OCD) is a common, chronic and long-lasting disorder in which a person has uncontrollable, reoccurring thoughts (obsessions) and behaviors (compulsions) that he or she feels the urge to repeat over and over. People with OCD may have symptoms of obsessions, compulsions, or both. These symptoms can interfere with all aspects of life, such as work, school, and personal relationships.

Person-centered

A person-centered approach is designed to listen, discover, and understand the individual. It empowers the person and builds on their abilities and skills.⁵ Learn more about person-centered or person-first language and recovery from [Mental Health America](#).

Post-traumatic Stress Disorder (PTSD)

Post-traumatic stress disorder (PTSD) can develop after exposure to a potentially traumatic event that is beyond a typical stressor. Events that may lead to PTSD include, but are not limited to, violent personal assaults, natural or human-caused disasters, accidents, combat, and other forms of violence. Exposure to events like these is common. About one half of all U.S. adults will experience at least one traumatic event in their lives, but most do not develop PTSD. People who experience PTSD may have persistent, frightening

thoughts and memories of the event(s), experience sleep problems, feel detached or numb, or may be easily startled. In severe forms, PTSD can significantly impair a person's ability to function at work, at home, and socially.

Reasonable Accommodations

“In general, an accommodation is any change in the work environment or in the way things are customarily done that enables an individual with a disability to enjoy equal employment opportunities.” There are three categories of “reasonable accommodations”:

“(i) modifications or adjustments to a job application process that enable a qualified applicant with a disability to be considered for the position such qualified applicant desires; or

(ii) modifications or adjustments to the work environment, or to the manner or circumstances under which the position held or desired is customarily performed, that enable a qualified individual with a disability to perform the essential functions of that position; or

(iii) modifications or adjustments that enable a covered entity's employee with a disability to enjoy equal benefits and privileges of employment as are enjoyed by its other similarly situated employees without disabilities.”⁶

Schizophrenia

Schizophrenia is a chronic and severe mental disorder that affects how a person thinks, feels, and behaves. People with schizophrenia may seem like they have lost touch with reality. Although schizophrenia is not as common as other mental disorders, the symptoms can be very disabling. There are several factors that contribute to the risk of developing schizophrenia. It is important to understand that schizophrenia is a biological illness.

Seasonal Affective Disorder

Seasonal Affective Disorder (SAD) is a type of depression that comes and goes with the seasons, typically starting in the late fall and early winter and going away during the spring and summer. Depressive episodes linked to the summer can occur, but are much less common than winter episodes of SAD.

Social Anxiety Disorder

People with social anxiety disorder have a general intense fear of, or anxiety toward, social or performance situations. They worry that actions or behaviors associated with their anxiety will be negatively evaluated by others, leading them to feel embarrassed. This worry often causes people with social anxiety to avoid social situations. Social anxiety disorder can manifest in a range of situations, such as within the workplace or the school environment.

Appendix IV Endnotes

- 1 Mental disorder definitions are directly from the National Institute of Mental Health: <https://www.nimh.nih.gov/health/topics/index.shtml>
- 2 United States Department of Labor Office of Disability Employment Policy. (n.d.). Employers and the ADA: Myths and facts. Retrieved from <https://www.dol.gov/odep/pubs/fact/ada.htm>
- 3 ADA National Network. (2017). *Mental health conditions in the workplace and the ADA*. Retrieved from <http://adainfo.us/ADAMentalhealth>
- 4 U.S. Centers for Medicare & Medicaid Services. (2017, August). A roadmap to behavioral health: A guide to using mental health and substance use disorder services. (CMS Product No. 12005). Baltimore, MD: U.S. Centers for Medicare & Medicaid Services and the Substance Abuse and Mental Health Services Administration.
- 5 New York State Office for People With Developmental Disabilities. (n.d.) Person centered planning. Retrieved from https://opwdd.ny.gov/opwdd_services_supports/person_centered_planning
- 6 The U.S. Equal Employment Opportunity Commission. (2002 Oct 17). Enforcement guidance: Reasonable accommodation and undue hardship under the Americans with Disabilities Act. Retrieved from <https://www.eeoc.gov/policy/docs/accommodation.html>