



Well-being at Work:

# Mental Health Toolkit

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# Why Focus on Mental Health in the Workplace?

People are the heart of every organization, and with people come an array of health, well-being and productivity challenges. Relationship problems (conflict with spouse/partner, arguments and worry about one's teenager); everyday stressors (poor work-life balance, feeling overwhelmed); and mental health conditions such as depression, anxiety, post-traumatic stress disorder and substance misuse are common among the American workforce and have a significant – and sometimes devastating – impact on individual, family and community well-being. They also take a toll on workplace effectiveness and employer healthcare costs.



## What can you do to promote mental health in your workplace and help your organization thrive?

The answer is surprisingly simple: Talk about it, and ask employees to do the same.

This guide provides tips and tools for simple actions you can take to encourage your leaders, managers and employees to:

- **Raise awareness and reduce stigma** about mental health issues
- **Notice** when a coworker's behavior changes or he/she appears to be in distress
- **Take action:** Ask "Are you ok?," listen non-judgmentally, and guide the person to support and professional help as necessary, including your Employee Assistance Program (EAP)

According to the Center for Workplace Mental Health, more than 16 million Americans suffer from Major Depressive Disorder (MDD), the leading cause of disability worldwide.<sup>5</sup> This disorder includes symptoms such as feelings of worthlessness, suicidal thoughts, loss of interest in previously enjoyed activities, and difficulty sleeping and concentrating, to name a few. Anxiety disorders are even more prevalent, affecting about 18% of U.S. adults. In addition, more than 70% of respondents in a recent survey rated their stress at level three or higher on a 1-5 scale.<sup>6,7</sup> Now more than ever, there is an urgent need to address mental health in the United States. And with the increase in suicide rates in most U.S. states and recent high profile deaths from suicide, it's become even more crucial that we find ways to support employees' mental health and emotional well-being to combat the growing statistics.

This decline in mental health also has real consequences from an organizational standpoint:



- Of all types of health problems, mental health disorders are the most costly for businesses in terms of healthcare and lost productivity.



- 60% of people don't disclose an anxiety condition to their employers, many citing fear of professional repercussions and fear of being seen as weak.



- Individuals with depression miss an estimated 4.8 days of work every three months. Major depression is one of the leading causes of health-related productivity loss.<sup>8</sup>

**Nearly 45 million U.S. adults – 18.3% – experience a mental health condition each year.<sup>1</sup>**

We are seeing record-high rates of suicide<sup>2</sup> and opioid abuse,<sup>3</sup> and many Americans live with a high level of stress, which can lead to mental and physical health problems.<sup>4</sup>

## Bottom line:

People are hurting, and considering we spend at least 1/3 of our waking time at work, there's a real opportunity for us to start acknowledging and talking about emotional well-being in this space. After all, until it's OK to talk about, people won't feel comfortable seeking the treatment they need.

# The Toolkit

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**Our hope** is that this toolkit can help you start the conversation and create an environment of acceptance and understanding.

By creating this safe space, you're letting employees know that all of us struggle sometimes and that it's not only OK – but encouraged – to seek support and treatment. That is our hope, and we're helping you take the next steps.

This toolkit provides information and resources to help managers and employees alike break down the stigma around mental health in the workplace, recognize the signs that someone is struggling, and start a conversation with a colleague who may be going through something that's difficult to talk about.

Included in this toolkit:

- Instructions on how to successfully implement this campaign
- Resources for you, including:
  - Presentation on mental health and suicide prevention for employees and managers (please include your EAP contact information)
  - Presentation materials:
    - Promotional email templates (for employees and managers)
    - Promotional flyer
    - Participant handout (please include your EAP contact information)
  - Poster/flyer to display at the worksite to build awareness about mental health and how your Employee Assistance Program (EAP) can help (please include your EAP contact information)
- Listing of top mental health organizations (please include your EAP contact information)

 **All resources can be downloaded by clicking the navy boxes on pages 6 & 7.**

If nothing else, this campaign can help employees understand that anyone can start a conversation about mental health, and they could make all the difference in the world by just saying something. Many companies have instituted mental health awareness campaigns, recognizing the importance of addressing these issues. That's the first step. The next step is helping individuals get the support and treatment they need by guiding them to mental health professionals who can help them sort through the noise. Great part is, these resources are already available to them through your health insurer, a variety of nationwide expert organizations, and your Employee Assistance Program (EAP).

# Getting Started

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## BEST PRACTICES

Many organizations are implementing emotional well-being initiatives including:

- Providing various options for counseling, including on-site mental health counselors through the EAP (a growing trend among organizations we serve), digital resources and video counseling, in addition to telephonic EAP
- Panel discussion for leaders on promoting mental health, which may include representatives from the organization's wellness, medical, HR and benefits departments; and mental health experts from the EAP, health insurer, and local/national organizations
- Training for managers on detecting and responding appropriately to signs of emotional distress or mental health issues
- Mental health Employee Resource Group (ERG), which can encourage employees to share resources, and may include volunteers trained as designated worksite contacts for colleagues who want to speak with someone

The **Well-being at Work: Mental Health Toolkit** is designed to work in tandem with your company's existing mental health and wellness programs – it does not replace them. Before getting started, make sure you have leadership support. Use the information in the section above to help make your case if your organization does not yet have a mental health initiative. You'll want to tailor the messages around this program and use the presentation as a way to increase awareness of the additional tools and support available to employees and their families, including EAP, health insurance, health and wellness initiatives, and other related programs.

In preparation for this campaign, create a list of programs and resources already available to employees. These may include:

- Employee Assistance Program (EAP)
- Mental health and substance abuse treatment through your organization's health insurance carrier
- Long-term and short-term disability coverage
- Wellness program
- Nurseline
- Work-Life resource and referral program
- Legal and financial programs (including financial well-being education or legal/financial consultation)
- Caregiving support
- Expert organizations in the community and nationally
- Employee Resource Groups (ERGs)
- Celebrities or experts who can speak to emotional well-being
- Mental and physical health screenings at events/health fairs

Think about which programs and resources you want to highlight in this campaign, and include them in promotional materials and during the presentation.

Note: Based on the Mental Health Parity and Addiction Equity Act of 2008, it is important to avoid language that suggests that people must go through an EAP in order to access benefits.

# Getting started (continued)

## Step 1: Get comfortable

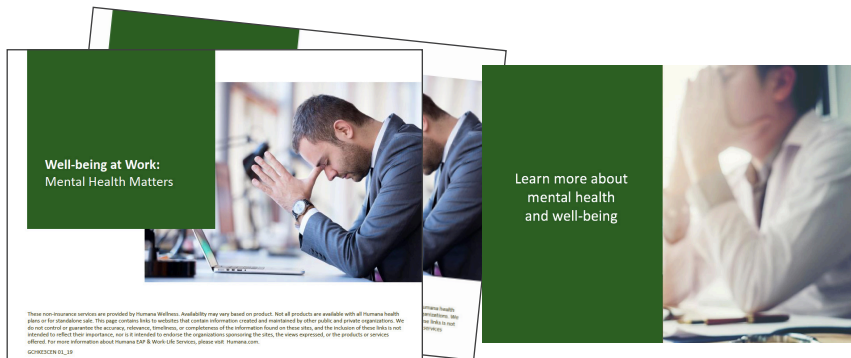
Downloadables:  
(click box to download)

**Presentation:**  
PowerPoint

**Handout:**  
PDF

**Mental Health Resources List:**  
PDF

Familiarize yourself with the resources provided, namely the PowerPoint presentation. The presentation is the core component of the toolkit, aiming to teach employees how to recognize when a colleague may be suffering and steps to take to help guide the person to professional help. You may present this yourself, or contact your Humana representative to learn about the expert seminar offering through the EAP.



## Step 2: Plan to measure impact

Before launching this campaign, determine how you will measure the impact the program is having on employees and the overall culture at your organization. Which specific metrics will you use to define success and track impact?

Here are a few suggestions as to how you might evaluate success:

- Work with health and wellness partners and your HR and benefits colleagues prior to launching the campaign to get their buy-in and participation.
- Review data on EAP utilization, mental health claims, pharmacy claims, unscheduled PTO, mental health disability claims, etc. Enlist health and wellness partners and benefits colleagues to help measure any post-campaign changes.
- Survey participants before and after the presentation to compare pre- and post-campaign attitudes and knowledge
  - Include statements that assess the comfort level of speaking about mental health at work.
    - For example: “I feel comfortable approaching a colleague who is visibly distressed.”
    - Sample responses: Strongly agree, Agree, Neutral, Disagree, Strongly disagree
  - Build questions about emotional well-being into annual workplace culture surveys you may already be using.
- Conduct surveys and/or focus groups to solicit feedback from managers/supervisors and employees.

# Getting started (continued)

## Step 3: Promotion

Downloadables:  
(click box to download)

**Email template:**  
Announcement email for managers/supervisors

**Email template:**  
Announcement email for employees

**Promotional Flyer:**  
Mental Health Presentation

**EAP Flyer:**  
Mental Health Awareness

Introduce the campaign to leadership, and generate curiosity and buzz among employees in the weeks leading up to the presentation:

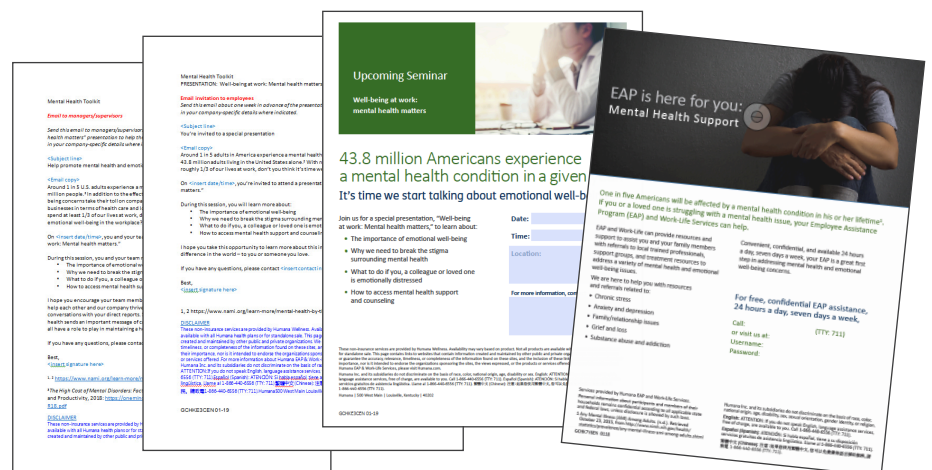
- Post flyers in heavily trafficked areas such as breakrooms, cafeteria, bathroom stalls, hallways, lobby, screens, intranet, meeting rooms and other common areas.
- Use the email for managers/supervisors to encourage them to mention and support the campaign and presentation in team meetings.
- You may want to align your campaign with national or world mental health observances including:
  - January: Mental Wellness Month
  - May: Mental Health Month
  - July: Minority Mental Health Month
  - September: Suicide Prevention Awareness Month
  - October: Depression and Mental Health Screening Month
  - October 10: World Mental Health Day

## Communicating effectively

Send out the invitation email to employees one-two weeks prior to the event. You may want to include a brief RSVP survey in the invitation email so you can monitor attendee numbers and gauge office space needs.

Post the promotional flyer around the office one-two weeks in advance of the presentation to promote the session. Make sure to fill in your company-specific details where indicated.

Ask managers and leaders to mention the presentation in team meetings to build awareness. (Use email template above left.)



# Getting started (continued)

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## Step 4: Preparation and logistics

Determine how you will be presenting (in-person, virtually or both) and set a date or dates to present **Well-being at Work: Mental Health Matters**. Take into consideration work schedules and coverage, manager approvals needed, and time of day that will be most feasible. You may also choose to present on multiple times/dates to accommodate schedules and time zones. Consider recording webinars and making them available on your intranet for employees unable to attend live. If you would like to schedule a more in-depth presentation through the EAP seminar offering, please contact your Humana representative four weeks in advance.

### If presenting in person...

- o Find a location that can accommodate the anticipated number of participants, has a projector and screen, and is accessible for those with special needs and/or mobility issues.
- o Check out the detailed presenter notes included in the PowerPoint, which have been reviewed by mental health experts. Regardless of whether you're in-the-know about mental health, the presenter notes offer guidance around what to say throughout the presentation. However, you may choose to have a subject-matter expert present to your employees through the EAP seminar offering by contacting your Humana representative. Consider involving colleagues in HR, benefits, and health/wellness administration, too.





# Getting started (continued)

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## Step 5: Follow up

Keep this topic top-of-mind with employees once the campaign is complete. Embed similar messaging into existing communications (newsletters, company intranet, wellness communications, etc.) on a regular basis.

## Step 6: Evaluate success

Track the specific metrics you defined in Step 2 to assess the campaign's success. If you sent a survey, send a follow-up six months post-campaign to see if the learnings have stuck and if attitudes or behaviors have changed. If you held focus groups or interviews, review the results a few months after the campaign to identify issues or ideas that you want to address or revisit.

Use the feedback you gather to make informed decisions about future iterations of this program, i.e., whether it worked as is, there's room for expansion, messaging needs to be reinforced, etc.

Share results with leadership and key stakeholders, and be prepared to recommend the next course of action.

## Step 7: Tell us your story!

Has the **Well-being at Work: Mental Health Toolkit** campaign helped shift your culture? We want to hear from you!

Contact us at [EAPseminars@humana.com](mailto:EAPseminars@humana.com)

# Sources

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- 1 <https://www.nimh.nih.gov/health/statistics/mental-illness.shtml>
- 2, 8 <https://www.cdc.gov/vitalsigns/suicide/index.html>
- 3 <https://www.cdc.gov/drugoverdose/epidemic/index.html>
- 4 <https://www.cNBC.com/2017/03/29/most-american-workers-are-stressed-most-of-the-time.html>
- 5 <http://www.workplacementalhealth.org/Mental-Health-Topics/Depression/Quantifying-the-Cost-of-Depression>
- 6 <http://www.workplacementalhealth.org/Mental-Health-Topics/Depression/Quantifying-the-Cost-of-Depression>
- 7 <https://www.apa.org/helpcenter/data-behavioral-health.aspx>
- 8 The High Cost of Mental Disorders: Facts for Employers, Tufts Medical Center Program on Health, Work and Productivity, 2018: <https://onemindinitiative.org/wp-content/uploads/2018/02/OMI-White-Paper-R18.pdf>

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