



# WELLBEING IN THE WORKPLACE

A PRACTICAL GUIDE FOR BUSINESS

**HIRING OUR  
HEROES**

U.S. CHAMBER OF COMMERCE  
FOUNDATION

**PREVENTS**

The President's Roadmap to Empower Veterans  
and End a National Tragedy of Suicide



U.S. CHAMBER OF COMMERCE FOUNDATION



**VA**

U.S. Department  
of Veterans Affairs



# MENTAL HEALTH & WELLBEING IN THE WORKFORCE

Good mental health and emotional wellbeing are strategic imperatives for American business. Depression, anxiety and feelings of isolation and hopelessness not only plague productivity and work quality, they have a significant impact on employee morale and a sense of shared purpose. These feelings have only magnified as more and more Americans feel the impact of COVID-19 and the resulting economic challenges.

More than ever before, the American business community sees and understands the impact of poor mental health within our communities. Working with a broad coalition of private and public sector partners, we are committed to promoting and supporting good mental health and emotional wellbeing. Together, we can make a difference in the lives of our employees, the communities in which we work and live, and the collective wellbeing of our nation.

**Disclaimer:** This report is the product of the U.S. Chamber of Commerce Foundation and its Hiring Our Heroes and Corporate Citizenship programs. It does not necessarily represent the views or opinions of any single organization that participated in our meetings and helped to draft this guide.

America is at its best when the private and public sectors work together to address and provide solutions for complicated social issues. In collaboration with the President's Roadmap to Empower Veterans and End the National Tragedy of Suicide (PREVENTS) Executive Order Task Force and the Department of Veterans Affairs, the U.S. Chamber of Commerce Foundation worked with the following companies and organizations to identify best practices on mental health and create this practical guide. We are appreciative of their support and commitment to mental health and emotional wellbeing in the workplace.

- **Accenture**
- **Aetna**
- **Amazon**
- **America's Warrior Partnership**
- **Bank of America**
- **Boeing**
- **Booz Allen Hamilton**
- **Capital One**
- **CarMax**
- **Centerstone**
- **Cerner**
- **Cicero Group**
- **Cigna**
- **Cisco**
- **Cohen Veteran's Network**
- **Comcast NBCUniversal**
- **Cushman & Wakefield**
- **Deloitte**
- **Department of Defense**
- **Department of Veterans Affairs**
- **Easter Seals**
- **Edelman**
- **EY**
- **Freedom Learning Group**
- **General Electric Co.**
- **George W. Bush Institute**
- **Google**
- **Grant Thornton**
- **HCA Healthcare**
- **Hillrom**
- **Hilton Worldwide**
- **HPI Advisors**
- **IBM**
- **IMAC Regeneration Centers**
- **Johnson & Johnson**
- **JPMorgan Chase**
- **Leidos**
- **Lewin**
- **Lockheed Martin**
- **McKinsey**
- **Meadows Mental Health Policy Institute**
- **Microsoft**
- **National Council for Behavioral Health**
- **Nestle**
- **One Mind**
- **Optum**
- **PenFed**
- **PG&E**
- **Philips North America**
- **Prudential Financial**
- **PsychArmor**
- **Purina**
- **RallyPoint**
- **S&P Global**
- **Sanford Health**
- **Soldier Strong**
- **Sprint T-Mobile**
- **Starbucks**
- **Taking the Hill LLC**
- **Team RWB**
- **Texas State of Mind**
- **The Kennedy Forum**
- **Tiatros**
- **U.S. Chamber Foundation**
- **Union Pacific**
- **USAA**
- **Verizon**
- **Veterans Bridge Home**
- **Walmart**
- **Wounded Warrior Project**

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# BACKGROUND

Even before COVID-19, American business well understood the impact of poor mental health and wellbeing. Last year alone, nearly 20 percent of, or 47 million, Americans reported a mental health condition. Nearly 20 million stated they struggled with alcohol or substance abuse and another ten million suffered from a serious mental illness (e.g., major depressive disorder, schizophrenia, bipolar disorder) that impaired their day-to-day functionality.

The financial cost of poor mental health is staggering. Depression and anxiety, for example, was estimated to cost the American economy \$210 billion on an annual basis through direct (e.g., medical costs) and indirect costs (e.g., lost productivity, lost earning potential). Businesses were expected to shoulder about half of those costs. Alcohol and substance abuse added another \$400 billion in costs. Overall, the estimated annual cost of untreated mental illness around the world is nearly \$1 trillion.

## MENTAL HEALTH & WELLBEING FACTS

- In 2019, **nearly 20% (47 million)** Americans reported a mental health condition.
- Depression and anxiety cost the American economy **\$210 billion annually**.
- The estimated yearly cost of untreated mental illness around the world is **nearly \$1 trillion**.
- There has been a **30% increase in suicide** in the U.S. in the last 25 years.
- **Suicide is the 10th leading cause of death** in the U.S. (nearly 50,000 annually).



The toll on our communities is equally significant. Poor mental health affects nearly every aspect of a person's life and relationships. One's overall mental health affects how they view themselves, how they relate to others, and how they communicate with friends, coworkers, and family members. Poor mental health can cause withdrawal and a sense of hopelessness and can disrupt sleep, concentration and decision-making. The result is often a pathway of broken relationships and lost career opportunities.

Finally, let's not forget the great cost associated with suicide. Over the last decade we have lost far too many Americans to an ever-increasing number of suicides. Sadly, we have seen a 30% increase in suicide in the United States over the last 25 years. Suicide is now the 10th leading cause of death in the United States, resulting in nearly 50,000 deaths each year. It is the 2nd leading cause of death for youth between 15-24. We are seeing some of our country's greatest assets—our veterans, youth, and students—dying by suicide at alarming rates. We must reverse this trend.

The challenges associated with poor mental health will only increase as a result of COVID-19 and the economic crisis. Businesses are on the front lines when it comes to seeing and helping employees overcome poor mental health. As employers, coworkers, colleagues and friends, we can help to destigmatize mental health, raise awareness and provide education about available resources, as well as to ensure they have medical coverage that helps them address their challenges. **Together, we can make a difference.**

# IMPACT OF COVID-19 ON MENTAL HEALTH & WELLBEING

The COVID-19 pandemic and economic crisis will have an undeniable impact on our collective mental health and wellbeing. The fear and anxiety caused by the virus, coupled with widespread economic strife and social isolation, are creating a perfect storm for America's psyche and its wellness.

Our country faced similar mental health challenges in 2007-2008. Those Americans who experienced financial, housing or job-related hardship during the Great Recession were more likely to have depression, anxiety or substance abuse for three years after the recession.<sup>1</sup> We also saw a 4.8% increase in death by suicide during the Great Recession.<sup>2</sup>

COVID-19 has the potential to create greater strife. A March 2020 ABC News/Washington Post survey found that 70 percent of people were experiencing stress as a result of COVID-19. That compares to the March 2009 peak of 61 percent reporting stress during the last recession.<sup>3</sup> Similarly, McKinsey & Company reported that 63% of Americans reported feeling anxious or depressed.<sup>4</sup>

The long-term impact of COVID-19 will be difficult to assess in the near-term, but American businesses have an opportunity to help mitigate the emotional strain caused by the virus. Taking action now for your employees—providing them with the right resources and time to focus on their mental health and wellbeing—will deliver long-term benefits to your business.

1 <https://www.psychologicalscience.org/news/releases/great-recession-mental-health.html> (also cited underlying research by Forbes & Krueger)

2 <https://www.cambridge.org/core/journals/the-british-journal-of-psychiatry/article/economic-suicides-in-the-great-recession-in-europe-and-north-america/DF85FA16DFB256F4DC7937FAEA156F8B/core-reader> (see footnote 3)

3 <https://abcnews.go.com/Politics/coronavirus-impacts-disrupted-lives-elevated-stress-soaring-worry/story?id=69812058>

4 <https://www.mckinsey.com/industries/healthcare-systems-and-services/our-insights/returning-to-resilience-the-impact-of-covid-19-on-behavioral-health>

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# THE PLEDGE

On August 21, 2019, the U.S. Chamber of Commerce Foundation hosted a group of private and public sector organizations, in collaboration with the Department of Veterans Affairs, to discuss mental health and emotional wellbeing in the workplace and how best to support the **President’s Roadmap to Empower Veterans and End the National Tragedy of Suicide (PREVENTS)** Executive Order Task Force.

That coalition worked to identify best practices for creating a mentally healthy workplace, shared lessons-learned, and identified ongoing challenges. We committed to expand our coalition of private and public sector partners. We also agreed to learn from our veterans, understand their struggles, and explore how best to leverage their experience for the benefit of all Americans.

Together, we developed and signed a “Pledge to Prioritize Mental Health and Emotional Wellbeing in the Workplace.” [See Appendix A](#). The pledge provides a holistic approach to addressing employee mental health and focuses on six principles of action:

- 1. Overcome Stigma**
- 2. Adopt a Comprehensive, Proactive Educational Approach**
- 3. Provide Access to Assistance and Services**
- 4. Assess and Measure**
- 5. Build a Culture of Inclusion**
- 6. Continuous Evaluation and Ongoing Collaboration**

The remainder of this guide examines each core principle, provides commonsense strategies and real-world examples, and identifies tools and resources to implement change. Our goal is to create a practical guide for businesses of all sizes as they work to prioritize mental health and emotional wellbeing in their workplaces.



## OVERCOME STIGMA

Addressing and overcoming stigma is a foundational element for any employer working to support employee mental health and wellbeing. Employees need to feel safe to discuss their mental and emotional health and, if necessary, seek assistance or care. Without addressing stigma, even the best programs and resources will not be utilized by those who need them most.

What is stigma? Stigma about mental health takes two forms: **(1)** how your employees generally view or talk about mental health challenges or someone who is dealing with a mental health issue; and **(2)** the fear felt by employees who are struggling with mental health challenges about how they will be perceived or treated by their coworkers.

Both forms of stigma are real and both can impact whether an employee decides to seek care or treatment. If an employee is fearful of losing his or her job or a promotion opportunity, or is concerned about coworker perception or attitudes toward them, that employee is far less likely to seek or receive help and will remain in the shadows.

Little steps can make a big difference. By normalizing the conversations around mental health, businesses will not only help to address the larger social issues around mental health and wellbeing, they will help their employees live healthier and more productive lives, inside and outside of the workplace.

# 8 OUT OF 10

**The number of employees who will not seek care for a mental health issue because of stigma.**

UNUM Survey & NAMI

Here are few actions that nearly all businesses can take:



**1. Engage Leadership.** The fight against stigma starts at the top. Leaders who openly discuss mental health set the stage for open and honest conversations. If mental health is a priority for business owners or executives, it sends a clear message about the importance of mental health to all employees. Finding ways for leaders to discuss their own experiences through storytelling and modeling self-care can serve as a powerful reminder that we all have mental health—just as we have physical health—and we all struggle at times. These struggles, however, do not prevent us from being successful.



**2. Learn from Local Heroes.** Those who experience mental health challenges are not weak. Nor are they failures. Mental health challenges impact many Americans including first responders, veterans, community and business leaders and celebrities. Identifying these powerful voices in our communities and sharing their stories of resilience and success as part of an awareness campaign will help to combat negative stereotypes and myths associated with behavioral health.



**3. Promote Stigma-free Discussion Zones.** Fear is the cornerstone of stigma. If employees feel safe to discuss their challenges, and know the appropriate and available forums in which to do so, they are more likely to utilize resources and support services. Businesses of all sizes should help identify safe spaces for their employees to discuss mental health. That safe spaces could be internal to a business (e.g., counselor's office or manager's office) or located outside in the community (e.g., faith-based group or other support network).



**4. Join a Campaign.** A number of organizations and government entities have created online campaigns to address mental health stigma. These ready-made campaigns are low-cost ways to encourage discussion and raise awareness. Please see [Appendix B](#) for a list of such campaigns.

*Addressing and overcoming stigma is a foundational element for any employer working to support employee mental health and wellbeing.*

## BUSINESS EXAMPLE: PRUDENTIAL FINANCIAL

### *Addressing Mental Health & Wellbeing in the Workplace*

Prudential embraces a holistic approach to the wellbeing of its employees and understands the health of its workforce is intrinsically linked to that of the organization. Its multi-dimensional definition of health focuses on the physical, emotional, social, cognitive, spiritual and financial wellbeing of its employees and provides a foundation for the development and delivery of its programs and services.

Within that framework, Prudential recognizes behavioral health as an integral component which serves the emotional and overall health needs of its employees. And Prudential does not rest at offering mental health-related benefits to its employees and their families. Rather, their proactive approach encourages employees to become actively involved in their emotional health. An extensive Behavioral Health program provides a myriad of programs and services, including confidential on-site and external EAP counseling, life, budget and adult care coaching, mental health related webinars, mindfulness sessions, Serenity Rooms, and work-life resources and referral services. An Alternative Work Arrangement program further supports the company's commitment to wellbeing by recognizing the importance and value of a flexible work schedule.

The Behavioral Health team also partners with managers to help appropriately address behavioral concerns within the workplace and serves as a valued resource to assist in identifying services that support the emotional health needs of employees, both at work and home. Partnering with the business continuation and crisis management teams further broadens the scope and depth of support Prudential provides to its employees, as unexpected and extraordinary events affect the safety and health of employees and their families. Various training programs are offered to managers to address challenging situations, provide information and consultation for how to refer employees to supportive services and build leadership behaviors that serve to sustain a healthy work environment. »



To complement the broad scope of services offered, Prudential facilitates a variety of forums that encourage employees at all levels to participate in open conversations focused on mental health and wellbeing. In addition, Health & Wellness gathers data from multiple sources to gain insight into employee wellbeing. This information helps drive strategy, identifies employee population needs, and supports business groups and outcomes. Findings over time demonstrate that supervisor support in several areas is linked to higher job satisfaction, lower job stress, and increased work productivity.

**Prudential understands that the work environment is a critical driver of health and is committed to continuing its focus on reducing the stigma of mental health in the workplace and building a culture of health that benefits employees, their families and the enterprise.**



## ADOPT A COMPREHENSIVE, PROACTIVE EDUCATION APPROACH

Education plays a critical role in every workplace mental health program. Employees armed with facts can help to dispel misperceptions and myths associated with mental health challenges. Facts can also help employees to identify those who may be struggling and encourage treatment.

Businesses must be proactive in their approach. Don't wait to implement an education program until the situation becomes dire for either an employee or the workforce as a whole—stay in front of mental health challenges by providing timely, relevant and evidence-based information and pragmatic training. These educational efforts can be started at employee onboarding for all levels and can become a regular part of employee education efforts.

Many of the best training programs are offered at little or no cost. Over the years, a number of nonprofit organizations have developed world-class training for businesses, in person and online, as they work to educate their employees about good mental health. From front-line manager training to broad-based employee training, such trainings often provide a cost-effective way to address stigma and create an inclusive workplace. Evidence based trainings, either administered virtually or in-person, can provide your workforce with salient information to help employees develop skills, identify risk factors for themselves and others, elevate the coping skills of individuals, and promote help seeking. Nonprofit programs are found in the resource list in [Appendix B](#).

Here are a few additional thoughts to consider:



**1. Use Facts and Real Experiences.** The facts related to mental health are powerful and tell a story of hope, healing and community. People who experience mental health challenges are not alone. It is a common experience for many Americans and one that can be successfully overcome with a variety of support and treatment options. Highlight the positive outcomes that can be associated with taking holistic care of one's self and seeking resources when needed.



**2. Start with Frontline Managers.** Frontline managers are the eyes and ears for any business. They see and know their teams better than anyone else in a business. Arming them with the knowledge to identify challenges, as well as available resources and tools, will be an important part of your business's proactive plan to improve overall mental health and wellbeing.



**3. Connect on a Personal Level.** Finding ways to connect with employees on a more personal level can be highly effective. Sharing an employee's story (with permission) or engaging an employee assistance program to conduct a discussion session focused on effective techniques used by employees provides your workforce with real world, tangible examples.



**4. Encourage Engagement, Not Compliance.** A comprehensive, proactive education program is not a once-a-year compliance exercise. Businesses should look for a variety of ways to engage and train their employees on a frequent basis. Less formal group-led discussions, brown bag lunches featuring speakers or self-help exercises, internal social media chats, or "did you know" emails can be an effective way to supplement more formal training and helps to keep the conversation fresh.



**5. Don't Forget About Human Resources (HR) Professionals.** HR Professionals play a critical role when it comes to ensuring employee wellness—both physical and emotional wellness. Not only do HR professionals help employees with understanding their resources and benefits, they often serve as the "chief people officer" helping to manage relationships between managers and their direct reports. Making sure they are well-educated about mental health challenges and have the right resources will ensure they can fulfill their important roles in your business.

## PROVIDE ACCESS TO ASSISTANCE & SERVICES

Businesses should take a holistic view of mental health and provide a range of services to meet employee needs. Employers should view their programs across a broad continuum, not only meeting the needs of those employees who are struggling but providing services and assistance to keep everyone emotionally healthy.

Programs may include employee assistance programs coupled with onsite or virtual counselors, high quality medical treatment and prescription coverage; as well as other wellness-related benefits. Mental health and wellbeing programs that include advanced behavioral health support services and social healing environments are emerging as a high priority for employers.

The investment is worth it! According to the American Psychiatric Association, offering mental health treatment and promoting wellness by an employer is cost effective to that employer.<sup>5</sup> Poor mental health not only exacts a high toll on workforce health and wellbeing, it also negatively impacts work absenteeism and poor work productivity (presenteeism). In fact, the American Heart Association estimates that the return on investment when offering mental health benefits ranges from roughly \$2 to \$4 saved for every dollar invested in treatment.<sup>6</sup>



Here are a few additional things to consider:

**1. Know What Your Health Plan Covers.** Notwithstanding federal law requiring parity for mental and physical health care coverage, those struggling with mental health often face difficulties finding care. Those challenges stem from a shortage in mental health care providers and can be magnified if a provider is “in network” or “out of network.” Coverage does not always mean access. Consult with your ERG and insurance experts to determine whether your health care coverage is providing enough access. If you are looking to provide more direct access to mental health or guidance, consider plan design changes that would encourage employees to utilize these services more regularly.

<sup>5</sup> American Psychiatric Association. American Psychiatric Association - Foundation - Center for Workplace Mental Health. <https://apafdn.org/impact/workplace/center-for-workplace-mental-health>. Published 2019. Accessed October 3, 2019

<sup>6</sup> American Heart Association. Mental Health: A Workforce Crisis.; 2019. <https://ceoroundtable.heart.org/mentalhealth/>. Accessed October 3, 2019



**2. Focus on Highest Impact.** Employers should consider solutions that utilize modern technology and data to better identify the unique needs of its workforce, qualify where the greatest need lies, and subsequently make the largest impact on its employees. While it may not be feasible to have a program or resource for every behavioral health concern or challenge, there are a number of evidence-based programs and strategies that can be beneficial to all or large segments of your workforce. For example, including designated “wellness spaces” in an office or offering a subsidy for “wellness initiatives” that employees can tailor to their own individual needs. Ensure you review with your Tax or Legal department if any of these programs would need to be considered as taxable income to employees.



**3. Incorporate Telehealth.** Telehealth care enables individuals to receive treatment from whatever location and at whatever hour is most comfortable and conducive to individual needs. The telehealth option can increase access for those with challenges relating to transportation, childcare or language needs and can minimize the effects of stigma. The outbreak and impact of COVID-19 also has emphasized the necessity of flexible virtual delivery of services to support continuity of care.



**4. Think Outside of the Benefits Box.** Going beyond resources covered under leave and insurance policies, there are a variety of ways employers can support holistic wellness within their organization. These may include partnerships with outside groups to provide wellness coaching, free fitness classes or mindfulness and meditation trainings. It may also include leveraging internal expertise such as employees sharing their wellness practices with their colleagues.

## BUSINESS EXAMPLE: THE DEPARTMENT OF VETERANS AFFAIRS

### *Prioritizing suicide prevention for the veteran community*

**The Department of Veterans Affairs (VA)** is committed to addressing challenges facing the veteran community. Suicide prevention, stigma, understanding military culture, and veteran employment are priorities. The VA works to reduce veteran suicide through various outreach activities. Recent estimates show an average of 17 veteran deaths per day. 11 of the 17 average daily suicides are veterans who are not connected with the VA, further highlighting the importance of community partnerships. Also, though employers desire to hire veterans, many have misconceptions about veterans and mental health that could unintentionally impact veterans' employment prospects. There also continues to be a substantial social disconnect between civilian and military understanding, making communication difficult and causing relationship issues in the workplace.

**The Battle Creek VA Medical Center** identified their Compensated Work Therapy (CWT) Program as an avenue to address these issues through community outreach. CWT is a VA vocational rehabilitation program that endeavors to match and support veterans in jobs and to consult with business and industry regarding their employment needs. CWT began a partnership with Charles River Laboratories to increase veteran recruitment and retention activities. A significant aspect of the partnership is dedicated to lending the expertise of VA clinicians to help inform Charles River employees on veteran and mental health topics. CWT vocational rehabilitation staff have provided trainings for veteran employees, human resources professionals, and supervisors. Due to the success of these trainings, VA clinicians are poised to provide additional trainings designed to increase understanding of mental health and awareness of resources. To date, multiple trainings on VA programs have been completed, including eligibility and enrollment, veteran culture, mental health stigma, the importance of relationships, and mindfulness. Future trainings are planned to discuss PTSD, depression, substance use disorders, and anxiety. While these activities are designed to improve the lives and work environments for veterans, they also are easily transferable as the civilian population experiences many of the same issues.

## ASSESS & MEASURE

Understanding the unique needs of employees will be critical for the near- and long-term success of any wellness program. Smart businesses take an evidence-based approach to create, implement and evolve their mental health efforts.

As one example of a best practice, many businesses start their wellness program with an assessment of their current culture through an online, anonymous survey. Using a relatively simple, but inexpensive tool like Survey Monkey, businesses can measure the current stress level of their employees, the source of that stress, stigma associated with mental health challenges, the utilization of current programs such as EAPs, and/or other needs of its employees. Simply put, survey data helps a business make informed decisions, allocate resources in a targeted manner and avoid costly mistakes.

Additional points:



**1. Define what success will look like before you launch.** Before you launch a new program, define and write down what you are trying to achieve, how success will be measured and the frequency upon which you will report success. Many companies use employee satisfaction surveys and/or program usage as ways to gauge the success of programs.



**2. Consult an Expert.** Businesses have benefited from conducting workplace culture assessments to understand the existing needs of employees for mental health care and overall wellness to ensure that programs are addressing the specific needs of the population. A scorecard approach includes utilizing an evidence-based assessment tool to gauge the extent to which a business has implemented best and promising practices, as well as progress in achieving a culture of health and wellbeing in the workplace, particularly in mental health. A Mental Health in the Workplace Scorecard would enable employers to conduct an objective self-assessment of their worksite environment and identify areas requiring remediation or attention for future intervention.<sup>7</sup>

<sup>7</sup> Goetzl RZ, Roemer EC, Holiugue C, et al. Mental Health in the Workplace: A Call to Action Proceedings From the Mental Health in the Workplace-Public Health Summit. *J Occup Environ Med.* 2018;60(4):322-330. doi:10.1097/JOM.000000000000127



**3. Ask your People.** It is important to ensure that both leaders and employees provide input. Leaders provide subject matter expert input, while employees offer the “lived experience” input. Both of these should be incorporated into organizations’ efforts. Formalized feedback loops within an organization are important to ensure effective qualitative feedback (e.g. key informant interviews, workgroups, surveys) to supplement other quantitative metrics (e.g. sick days, performance indicators).



**4. Importance of Confidentiality.** Employees are more likely to be open and honest, especially as it relates to their mental health, when businesses emphasize the confidentiality of their information. Be mindful of how information is collected, used and discussed to maintain trust and build broader support.



**5. Be Transparent.** Good, bad or ugly, businesses need to be transparent about the impact of their mental health programs, how metrics are stored and reviewed and the results of workplace culture surveys. Without transparency, employees will have greater levels of distrust and question a business’s commitment to address workplace mental health and culture.

## **BUSINESS EXAMPLE: FAIRFAX COUNTY POLICE DEPARTMENT**

### *Prioritizing the mental health of first responders.*

The suicide rate among first responders is 1.5 times that of the average population. More than 350 police officers and firefighters died by suicide in 2019, making them a heightened-risk population by suicide prevention experts. First responders work in high-stress situations and repeatedly witness traumatic events. This consistent exposure significantly impacts their mental health—sometimes resulting in post-traumatic stress disorder—yet many first responders are resistant to expressing its impact and seeking help.

With 15 sworn, retired and former officers lost to suicide in recent years in the Fairfax County Police Department (FCPD) in Virginia, its leadership focused on a proactive culture shift to remove stigma as the first line of defense. »

The FCPD assessed its force, examining incident reports, constituent complaints and those officers who self-identified with depression, anxiety and PTSD, and then approached the culture shift with a focus on treatment and mental health resources rather than punitive measures. The department made large policy shifts including training its supervisors and squads on self-reporting and reporting others, utilizing an Employee Assistance Program through its healthcare provider, and engaging psychologists, nutritionists, wellness coordinators, chaplains, and other support resources. It also made efforts to incorporate destigmatizing language, evaluating officers to “return to duty,” rather than “be fit for duty,” with psychologists making those decisions.

The FCPD has invested in the mental health of its first responders through a six-pronged strategy: leadership, training, wellness, programs, safety nets and policy.

## **BUILD A CULTURE OF INCLUSION**

Businesses understand the value of inclusion. When employees bring unique thoughts and perspectives to work, it allows businesses to be less stagnate, more creative and places a premium on innovation.

Building a culture of inclusion, however, requires more than workplace diversity. Inclusion embraces diversity, celebrates what makes us different but valuable, and makes everyone feel welcomed and empowered to contribute equally. An inclusive workplace allows employees to be themselves without fear of being ostracized or rejected.

Inclusive workplaces must be willing to address mental health and varying individual challenges head-on. With 80% of Americans expected to face a mental health challenge in their lifetime, such challenges must be normalized. A culture of inclusion supports employees in their wellness journeys and can reduce the shame and isolation often resulting from stigma. It also allows those employees to seek and receive proper mental health care which also can improve work performance. »

Think about the following when building a culture of inclusion that includes mental health:



**1. Leverage Employee Resource Groups.** Building a culture of inclusion starts with employee resource groups (ERGs). Many companies are creating mental health-focused ERGs to not only provide support and safe places, but to leverage such groups to promote awareness and train fellow employees.



**2. Promote Communities of Support.** Peer support and social connection are protective factors that support mental health and wellbeing. Organizations like Mind Share Partners and Mental Health America have created mental health focused peer support groups (PSGs) that provide peer support outside of a company. Communities of support can serve as a source of hope and encouragement, as well as accountability, for seeking necessary resources.



**3. Promote Awareness.** An ongoing barrier to seeking appropriate treatment for a mental health condition is the prevalence of negative perceptions or stigma associated with mental health care. Promoting awareness in the workplace can be used as one strategy to combat associated stigma and promote treatment-seeking. Promoting awareness through an internal campaign, for example, offers that employer the potential of reaching the entirety of its workforce. Creating a company specific campaign or engaging with or promoting existing national campaigns, can increase knowledge of mental health and treatment, reduce negative attitudes and perceptions toward those with mental illness, and serve as cost-effective strategies for reducing the stigma associated with mental health challenges.



**4. Engage Your Lines of Business and Locations.** Often, an initiative that is driven from “Corporate” or “Human Resources” can be well intended but employees may be more prone to be attentive to messaging from their specific leadership – whether in their direct line of business or their location. Firmwide campaigns may need to be modified by each business or location to have optimal impact on that specific segment of the workforce. Engage your biggest challenger and your easiest win before you launch to ensure buy in and support. Consider identifying business or site-specific champions to drive the firmwide agenda at the business or local level. Employees are more likely to respond to communications from specific leaders they know.

## **BUSINESS EXAMPLE: DELOITTE**

*Creating a culture of inclusion helps reduce stigma, encourages treatment, and enables everyone to be their authentic self.*

Many of us will struggle with a mental health challenge or condition in our lifetime or have a friend or family member who will. People with mental health challenges often feel alone and anxious about seeking help due to associated myths, stigma and potential discrimination. To combat this, organizations have an opportunity to create a culture of inclusion that can drive the reduction of stigma, promote authenticity and courageous conversations around mental health, encourage resource utilization and treatment if needed, and provide programs to support mental and emotional wellbeing.

Deloitte recommends six research-based inclusive behaviors to advance a culture of inclusion: commitment, courage, curiosity, collaboration, cultural intelligence, and cognizance of bias. These behaviors can help leaders drive a culture shift at the top, creating an environment of acceptance and awareness about mental health through communications, leadership transparency, and encouraging people to share their stories. It is also important for managers to be educated on mental health so that they can be more mindful of creating an inclusive environment. Open lines of communication between managers and employees can create the space for employees to communicate their needs, including any workplace adjustments or accommodations.

Changing the conversation around mental health in the workplace is all about bringing the conversation down from the theoretical into the practical day-to-day with managers and employees. For Mental Health Awareness Month in May 2020, Deloitte launched a campaign around sharing personal stories to further build awareness and communicate a culture that promotes self-care and authenticity.

*An inclusive workplace allows employees to be themselves without fear of being ostracized or rejected.*

# CONTINUOUS EVALUATION & ONGOING COLLABORATION

As society increases awareness and knowledge of mental health and emotional wellbeing in general and works to address challenges that individuals may experience, businesses are likely to see an ever-changing landscape of employee needs and opportunities to improve the health of their employees.

Businesses must be willing to embrace change, especially change based upon continuous evaluation of needs. By committing to ongoing efforts to review the effectiveness of wellbeing programs and make necessary adjustments, businesses can meet the needs of their employees and create a workplace that maximizes their talent. Wellness in the workplace is good for a business's most important asset and its bottom line.

Ongoing collaboration is critical to achieve the common goal of a healthier American workforce. Much like the benefits of an inclusive workforce, businesses thrive when they work with a broad array of private and public sector partners to solve complex social issues like the impact of poor mental health. By sharing best practices across communities and leveraging unique learnings, businesses have the ability to impact the lives of their employees, as well as the broader communities in which they work and live.

To expand on your efforts, consider the following steps:



**1. Establish Meaningful Partnerships.** No company can do it all in isolation. There are many successful and effective organizations providing various mental health resources and services. National, state and community partnerships can bring exceptional resources and programs to your workforce that you may not have been able to provide internally.



**2. Embrace the Philosophy of Kaizen.** Even the best mental health and wellness programs can be improved. Kaizen—or the belief that everything can be improved—is a philosophy encouraging employees at all levels to evaluate and work together to find improvements to any process or program. In the context of mental health, Kaizen will drive employee engagement in mental health, provide a sense of ownership, and help to improve the program on a continuous basis.



**3. Refine Best Practices.** Just as the needs of an individual change over time, so do the needs of an organization. Best practices should be considered a dynamic and living “toolkit” that need periodic refreshing and updating. Continuous evaluation efforts will help to provide meaningful and actionable insights into the state of creating a mentally healthy workforce.

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# APPENDIX A

## PLEDGE TO PRIORITIZE MENTAL HEALTH AND EMOTIONAL WELLBEING IN THE WORKPLACE

Mental health and wellness are strategic imperatives for American business. Depression, anxiety and feelings of isolation and hopelessness not only plague productivity and work quality, they can have a real impact on employee morale and our sense of shared purpose. Some of our most vulnerable employees are at greater risk of long-term health challenges, self-harm and suicide. By addressing problems and providing support early on, employers have the opportunity to prevent much more serious outcomes in their employees' lives.

Our nation has learned a great deal about mental health through our veteran community. Veterans have shown great strength and resiliency as many have addressed and overcome challenges associated with mental health problems. They have worked to address stigma by openly discussing their challenges, creating support networks, and looking for community-based solutions.

In collaboration with the President's Roadmap to Empower Veterans and End the National Tragedy of Suicide (PREVENTS) Executive Order Task Force, the business community is working with the U.S. Chamber of Commerce Foundation and the Department of Veterans Affairs to help identify and develop best practices around mental health and wellbeing in the workplace. Businesses are in the unique position to leverage the learnings from our employees, including veterans, to encourage a national discussion on mental health in the workplace, and collaborate on meaningful solutions.

Together, we pledge to prioritize mental health in the workplace and undertake the following core actions to effect change in the United States:

**1. Overcome Stigma.** We will work to reduce stigma related to mental health and emotional wellbeing by encouraging senior leaders to engage in open and healthy conversations. Our senior executives and front-line managers are key to our efforts. We will leverage them as well as our business and community leaders to serve as role models in the fight to normalize mental health problems and encourage mental and emotional wellness.

**2. Adopt a Comprehensive, Proactive Education Approach.** We will make available resources, training and/or educational opportunities to employees to help them recognize the signs of possible struggles in themselves and their colleagues, as well as available tools and resources to address mental health and wellbeing issues when they arise. We will emphasize the important role of front-line managers in our effort to prioritize the mental wellbeing of all employees.

**3. Provide Access to Assistance and Services.** We will make behavioral health services such as Employee Assistance Programs (EAP) and/or mental health benefits available to support employees in need and to create a culture of health and wellbeing. We will encourage employees to use these confidential services, creating a culture of health that can help promote self-care along with multiple pathways to access behavioral health support and treatment.

**4. Assess and Measure.** We will use qualitative information related to efforts to reduce stigmas, promote awareness and provide access to services in order to inform future interventions and services on a continuous basis.

**5. Build a Culture of Inclusion.** We will promote a safe, inclusive work environment and leverage employee resource groups to help drive awareness around mental health and emotional wellbeing topics, creating communities of support.

**6. Continuous Evaluation and Ongoing Collaboration.** We will commit to ongoing efforts to review the effectiveness of our mental health and emotional wellbeing programs and make necessary adjustments based on the needs of our employees and available data from private and public partners. We will collaborate as community leaders to share best practices and lessons learned, working to provide greater understanding among the business community.

Overall employee mental health and emotional wellbeing is a critical priority for forward-looking employers, such as our organization. The workplace will benefit from improved productivity and employee engagement to drive better business performance and outcomes for those we serve. ***Together, we are committed to implementing proven best practices to enhance productivity and engagement, and enrich the lives of our employees, their families, our business partners and the broader community we are dedicated to supporting. Make the pledge at [hiringourheroes.org/wellbeing](http://hiringourheroes.org/wellbeing).***

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# APPENDIX B: RESOURCES

## OVERCOME STIGMA



### **ABOUTFACE**

[ptsd.va.gov/apps/AboutFace](https://ptsd.va.gov/apps/AboutFace)

Produced by VA's National Center for PTSD, AboutFace features the real stories of Veterans who have experienced PTSD, and their family members and VA clinicians. By watching the videos on AboutFace, you can learn about PTSD, explore treatment options, and get advice from others who have been there.



### **BRING CHANGE TO MIND**

[bringchange2mind.org](https://bringchange2mind.org)

A national campaign to end the stigma and discrimination surrounding mental illness through the creation of multimedia campaigns, curation of storytelling movements, and development of youth programs.



### **THE CAMPAIGN TO CHANGE DIRECTION**

[changedirection.org](https://changedirection.org)

The Campaign to Change Direction, an initiative of the Give an Hour nonprofit organization, launched in 2015. The goal of the Campaign is to change the way we think about, talk about and address mental health, mental illness and emotional suffering. The public health effort focuses on educating individuals on the Five Signs of Emotional Suffering and the Five Healthy Habits of Emotional Wellbeing. The Campaign has hundreds of corporate partners and thousands of individuals who have made the pledge to Change Direction, including Time to Change, One Mind at Work, Stigma Free, Real Warrior Campaign, This Is Me, National Alliance on Mental Illness, Center for Workplace Mental Health, Make It OK, the Campaign to Change Direction, and Bring Change to Mind.



### **CENTER FOR WORKPLACE MENTAL HEALTH**

[workplacementalhealth.org](https://workplacementalhealth.org)

Offers tools and resources to support the “tools, resources and information needed to promote and support the mental health of employees and their families.” Educational initiatives are provided including trainings designed to decrease stigma associated with depression and other mental health challenges.



## **MAKE IT OK**

[makeitok.org](http://makeitok.org)

The “Make It OK” campaign aims to reduce the stigma of mental illness. The campaign provides tips, language and other resources for having conversations about mental illness. Participating organizations pledge their commitment to change the hearts and minds about the misperceptions of mental illnesses by encouraging open conversations and education on the topic.



## **MAKE THE CONNECTION**

[maketheconnection.net](http://maketheconnection.net)

MakeTheConnection.net is an online resource designed to connect veterans, their family members and friends, and other supporters with information, resources, and solutions to issues affecting their lives.



## **NATIONAL ALLIANCE ON MENTAL ILLNESS (NAMI)**

[nami.org](http://nami.org)

NaMI is the nation’s largest grassroots mental health organization dedicated to building better lives for the millions of Americans affected by mental illness. It is an alliance of more than 600 local affiliates who work in communities to raise awareness and provide support and education to those in need.



## **ONE MIND AT WORK**

[onemind.org](http://onemind.org)

One Mind is a patient-led and patient-centric leading mental health nonprofit that focuses on healing the lives of people impacted by brain illness and injury. This nonprofit has become a leading mental health nonprofit that catalyzes comprehensive action across the scale of the brain health crisis, working from science to patients to society.



## **REAL WARRIORS**

[realwarriors.net](http://realwarriors.net)

The Real Warriors Campaign promotes a culture of support for psychological health by encouraging the military community to reach out for help whether coping with the daily stresses of military life, or concerns like depression, anxiety and post traumatic stress disorder.



## **STIGMA FREE CAMPAIGN**

[nami.org/get-involved/pledge-to-be-stigmafree](http://nami.org/get-involved/pledge-to-be-stigmafree)

The StigmaFree campaign is an effort launched by the National Alliance on Mental Illness (NAMI) to end stigma and create hope for those affected by mental illness. Through powerful words and actions, the campaign aims to shift the social and systemic barriers for those living with mental health conditions.

## ADOPT A COMPREHENSIVE, PROACTIVE EDUCATION APPROACH



### **BRAINLINE**

[brainline.org](https://brainline.org)

BrainLine is a national multimedia project offering authoritative information and support to anyone whose life has been affected by brain injury or PTSD: people with brain injuries, their family and friends, and the professionals who work with them. BrainLine also provides military-specific information and resources on traumatic brain injury and post-traumatic stress disorder (PTSD) to veterans, service members, and their families. Through BrainLine, we seek to provide a sense of community, a place where people who care about brain injury can go 24 hours a day for information, support, and ideas.



### **PSYCHARMOR**

[psycharmor.org](https://psycharmor.org)

PsychArmor is a national nonprofit organization harnessing the power of education and technology to transform the connection between military and civilian communities. PsychArmor provides education on a wide variety of wellbeing topics important to the military community and those who work with, live with and support them, ranging from employment, financial wellness, healthcare, mental health, suicide prevention, and transition assistance.



### **EMPLOYERS HEALTH COALITION**

[employershealthco.com](https://employershealthco.com)

Employers Health Coalition, Inc. is an employer-led business group focusing on human resource, legal, finance and procurement issues facing client organizations in the delivery of health benefits. Founded in 1983, it has provided resources, tools and expertise to help employers deliver access to high-quality health benefits at a sustainable cost. Employers Health consists of four entities that provide services to more than 215 clients representing approximately 400 organizations domiciled in 34 states.



### **JOHNS HOPKINS CENTER FOR PUBLIC HEALTH PREPAREDNESS**

[jhsph.edu/research/centers-and-institutes/johns-hopkins-center-for-public-health-preparedness/training/online/mental-health-trainings.html](https://jhsph.edu/research/centers-and-institutes/johns-hopkins-center-for-public-health-preparedness/training/online/mental-health-trainings.html)

Offers training, research and funding related to taking a public health systems approach to preparedness and emergency response, including Psychological First Aid and Self-Care Trainings for Mental Health Preparedness



### **MENTAL HEALTH AMERICA**

[mhanational.org](https://mhanational.org)

Provides support services addressing the needs of those living with mental illness and promoting the overall mental health of all Americans. Information and programs available at [mhanational.org](https://mhanational.org).



### **MIND SHARE PARTNERS**

[mindsharepartners.org](https://mindsharepartners.org)

A nonprofit organization changing the culture of workplace mental health so that employees and organizations can thrive. We do this through movement building, professional communities, and workshops available at [mindsharepartners.org](https://mindsharepartners.org).



### **MOVING FIRWARD: OVERCOMING LIFE'S CHALLENGES**

[veterantraining.va.gov/movingforward](https://veterantraining.va.gov/movingforward)

Moving Forward is a free online educational and life-coaching program that teaches problem-solving skills to help you better handle life's challenges. While it's designed to be especially helpful for Veterans, Service members, and their families, Moving Forward teaches skills that can be useful to anyone with stressful problems



### **NATIONAL COUNCIL FOR BEHAVIOR HEALTH**

[thenationalcouncil.org](https://thenationalcouncil.org)

Mental Health First Aid at Work training helps employees address mental health and substance abuse issues at work regardless of cause, be more aware of the adverse impacts of work on mental health and promote the positive aspects of work on wellbeing. An enterprise-level approach to mental health training can improve early recognition and encourage help-seeking, enhancing utilization of timely and appropriate support and possibly minimize the impact mental health issues may have on the work environment.



### **PSYCHOLOGICAL FIRST AID: FIELD OPERATIONS GUIDE**

[ptsd.va.gov/professional/treat/type/psych\\_firstaid\\_manual.asp](https://ptsd.va.gov/professional/treat/type/psych_firstaid_manual.asp)

Created by the VA National Center for PTSD for use by disaster responders and supporters.



## PSYCHU

[psychu.org](https://psychu.org)

A free community and online resource library for mental health. Our members share one simple belief: Enhanced information, increased collaboration, and ongoing discussion will lead to improved mental health care and patient outcomes for individuals with mental illnesses. Information and programs available at [psychu.org](https://psychu.org).

## PROVIDE ACCESS TO ASSISTANCE & SERVICES



### AMERICA'S WARRIOR PARTNERSHIP NETWORK

[americaswarriorpartnership.org/the-network](https://americaswarriorpartnership.org/the-network)

The America's Warrior Partnership Network links more than 230 local veteran-serving community organizations, colleges, and businesses with resources, connections and expertise from across the nation to ensure they are empowered to provide needed services and support to local military, veterans, families, and caregivers. This 24/7 program is supported by a nationally recognized peer support hotline.



### COACHING INTO CARE

[mirecc.va.gov/coaching](https://mirecc.va.gov/coaching)

This VA resource provides guidance to Veterans' family members and friends for encouraging a reluctant Veteran they care about to reach out for support with a mental health challenge.

**Free, confidential assistance is available by calling 1-888-823-7458 Monday - Friday, 8am - 8pm ET, or emailing [CoachingIntoCare@va.gov](mailto:CoachingIntoCare@va.gov).**



### GIVE AN HOUR

[giveanhour.org](https://giveanhour.org)

A nonprofit organization that has provided over 300,000 hours of free care to veterans, service members, their families and other populations in need. The organization also offers educational programming to communities, schools and employers through their "Emotional Life Skills."



## **HEADSTRONG**

[getheadstrong.org](https://getheadstrong.org)

Headstrong provides confidential, cost-free and frictionless mental health care treatment for military veterans and their families. In partnership with Weill Cornell Medicine, one of the nation's leading mental health care centers, Headstrong offers an effective, individually tailored and comprehensive treatment program for Post-Traumatic Stress Disorder and related military trauma.



## **INTIMATE PARTNER VIOLENCE ASSISTANCE PROGRAM**

[socialwork.va.gov/IPV/Index.asp](https://socialwork.va.gov/IPV/Index.asp)

IPVAP committed to helping Veterans, their partners, and VA staff who are impacted by IPV. If you or someone you know could be experiencing and/or using IPV - help is available.



## **JOB ACCOMMODATION NETWORK (JAN)**

[askjan.org/disabilities/Mental-Health-Impairments.cfm](https://askjan.org/disabilities/Mental-Health-Impairments.cfm)

The Job Accommodation Network (JAN) provides free, expert, and confidential guidance on workplace accommodations and disability employment issues. JAN consultants offer one-on-one guidance on workplace accommodations, the Americans with Disabilities Act (ADA) and related legislation for employers and for individuals. Workplace accommodations for mental health impairments are addressed, as well as coverage of mental health impairments under the ADA, providing valuable information and resources to support the success of individuals with mental health impairments in the workplace. Accommodations related to COVID-19 are also addressed.



## **MENTAL HEALTH APPS**

[mobile.va.gov/appstore/mental-health](https://mobile.va.gov/appstore/mental-health)

This website provides a list of many free apps that equip you with tools and information to assist you in managing mental health related symptoms and stress, learning to practice mindfulness and strengthening parenting skills.



## **NATIONAL CENTER FOR PTSD**

[ptsd.va.gov](https://ptsd.va.gov)

This website contains in-depth information on PTSD and traumatic stress. You can find answers to Frequently Asked Questions About PTSD; Fact Sheets on Common Reactions; information about the effects of trauma on Family and Friends; and much more.



## **THE NATIONAL CHILD TRAUMATIC STRESS NETWORK (NCTSN)**

[nctsn.org](https://nctsn.org)

NCTSN is an organization focused on raising the standards of care and improving access to services for children, their families, and communities throughout the United States. There are numerous resource sheets on this site, including a COVID specific resource.



## **PYSCHHUB**

[psychhub.com](https://psychhub.com)

A large online learning platform on mental health, substance use, and suicide prevention topics. Topics are divided by target audience with a category for Employers to access resources specific to their needs.



## **QUIT VET**

[mentalhealth.va.gov/quit-tobacco/how-to-quit.asp](https://mentalhealth.va.gov/quit-tobacco/how-to-quit.asp)

Tobacco quitlines can double your chance of quitting compared with getting no support at all. Any Veteran receiving health care through VA is eligible to use the Quit VET quitline. Call to speak with a tobacco cessation counselor.

**Call 1-855-QUIT-VET (1-855-784-8838) Monday - Friday, 8 a.m. - 8 p.m. ET.**



## **TRANSITION AND CARE MANAGEMENT (OEF/OIF/OND)**

[oefoif.va.gov](https://oefoif.va.gov)

Provides information for our newest Veterans returning from the armed services. You can find information about the benefits the VA provides, eligibility, and family support services.



## **VET CENTERS**

[vetcenter.va.gov](https://vetcenter.va.gov)

Vet Centers are located in your community and stand ready to help you and your family with readjustment counseling and outreach services. Services include individual and group counseling, marital and family counseling, medical and benefits referrals, and employment counseling.



## **VA EMPLOYEE WHOLE HEALTH: SELF-CARE RESOURCES FOR YOUR WHOLE HEALTH**

[va.gov/WHOLEHEALTH/professional-resources/EWH-resources.asp](https://va.gov/WHOLEHEALTH/professional-resources/EWH-resources.asp)

Offers list of compiled resource connections to quick, virtual tools to help individuals manage stress and promote your Whole Health during these unprecedented times



### **VA MENTAL HEALTH**

[mentalhealth.va.gov](https://mentalhealth.va.gov)

From anxiety, to depression, to posttraumatic stress, there is a wide range of conditions that can affect your mental health. These pages will walk you through mental health conditions and other mental health topics, and outline programs and services that are in place to help.



### **VA PUBLIC HEALTH & WELLNESS**

[publichealth.va.gov/health-wellness.asp](https://publichealth.va.gov/health-wellness.asp)

Find out how to stay healthy with vaccinations and infection-control habits, employee wellness programs, and violence prevention.



### **WOUNDED WARRIOR PROJECT**

[woundedwarriorproject.org](https://woundedwarriorproject.org)

Wounded Warrior Project® (WWP) provides free programs and services to injured, post-9/11 veterans and service members with the vision to foster the most successful, well-adjusted generation of wounded warriors in our nation's history. The organization's direct service programs create a 360-degree model of care focusing on connection, independence, physical health, financial education, and support for veterans living with invisible wounds of service. WWP collaborates with other military and veteran support organizations to amplify the impact of their efforts and help warriors on their journeys to recovery.

## **ASSESS AND MEASURE**



### **THE HENRY JACKSON FOUNDATION**

[hjf.org](https://hjf.org)

HJF is a nonprofit organization dedicated to advancing military medicine, serving as a link between the military medical community and its federal and private partners. The Foundation serves military, medical, academic and government clients by administering, managing and supporting preeminent scientific programs that benefit members of the armed forces and civilians.



## BUILD A CULTURE OF INCLUSION



### EMPLOYEE ASSISTANCE & RESOURCE NETWORK (EARN)

[askearn.org](https://askearn.org)

Employee Assistance and Resource Network on Disability Inclusion (EARN) supports employers in their efforts to recruit, hire, retain and advance qualified individuals with disabilities. Their website is the initiative's online hub and includes a centralized source of employer-focused tools and resources, free training, research and exemplary practices, and publications on disability inclusion. EARN's Mental Health Toolkit includes resources for creating a mental health-friendly workplace.



### OFFICE OF DISABILITY EMPLOYMENT POLICY (ODEP)

[dol.gov/odep/topics/Mental\\_Health.htm](https://dol.gov/odep/topics/Mental_Health.htm)

Office of Disability Employment Policy (ODEP) promotes policies and coordinates with employers and all levels of government to increase workplace success for people with disabilities. Their website offers a number of resources available to help ensure that disability-related policies and practices in the workplace take into consideration the needs of people with mental health conditions.



### TIATROS

[tiatros.com](https://tiatros.com)

Tiatros is an online therapeutic and peer support platform that is designed to help build resilience in the workforce that can be scaled and adapted to help a global workforce thrown into a state of uncertainty. Tiatros uses technology to support open dialogue around mental health, which can help alleviate any stigma head-on while creating a judgement-free work environment.



## CONTINUOUS EVALUATION & ONGOING COLLABORATION



### **COMPENSATED WORK THERAPY (CWT)**

[va.gov/HEALTH/cwt/employers.asp](https://va.gov/HEALTH/cwt/employers.asp)

Department of Veteran Affairs Compensated Work Therapy (CWT) Program is a national vocational rehabilitation program that assists veterans return to competitive employment. CWT vocational rehabilitation staff provide support to veterans and employers, to maximize job retention and success. CWT programs are available at every VA Medical Center nationwide.



### **THE PRESIDENT'S ROADMAP TO EMPOWER VETERANS AND END A NATIONAL TRAGEDY OF SUICIDE (PREVENTS)**

[va.gov/prevents](https://va.gov/prevents)

The President's Roadmap to Empower Veterans and End a National Tragedy of Suicide (PREVENTS) focuses on a holistic public health approach to suicide prevention. The PREVENTS task force is co-chaired by the secretary of the U. S. Department of Veterans Affairs (VA), Robert Wilkie, and the director of the Domestic Policy Council, Brooke Rollins, and partners with stakeholders from multiple sectors, including nonprofits, state and local organizations, Fortune 500 companies, and government leaders, to implement best practices to improve health and prevent suicide. To learn more about the PREVENTS National Public Health Campaign, REACH, visit [wearewithinREACH.net](https://wearewithinREACH.net).

## HOTLINES



### **211**

[211.org](https://211.org) | [211](https://211.org)

211 is the most comprehensive source of locally curated social services information in the U.S. and most of Canada. Teams of compassionate, highly trained specialists are available 24/7 by chat, call or text to help individuals find local services and resources.



### **DISASTER DISTRESS HOTLINE**

[redcross.org/get-help/disaster-relief-and-recovery-services/recovering-emotionally.html](https://www.redcross.org/get-help/disaster-relief-and-recovery-services/recovering-emotionally.html) | [1-800-985-5990](https://www.redcross.org/get-help/disaster-relief-and-recovery-services/recovering-emotionally.html)

Trained counselors are available by phone or text at “TalkWithUs” to 66746. The counselors offer guidance and assistance dealing with the emotional responses associated with disaster, providing support throughout the recovery process.



### **DOMESTIC VIOLENCE HOTLINE**

[thehotline.org](https://www.thehotline.org) | [1-800-799-SAFE\(7233\)](https://www.thehotline.org)

The Hotline provide 24/7, confidential assistance to those experiencing domestic abuse. It can be accessed via the nationwide number 1-800-799-SAFE(7233) or TTY 1-800-787-3224 or (206) 518-9361 (Video Phone Only for Deaf Callers), and provides service referrals to agencies in all 50 states, Puerto Rico, Guam, and the U.S. Virgin Islands.



### **SUICIDE PREVENTION LIFELINE**

[suicidepreventionlifeline.org](https://www.suicidepreventionlifeline.org) | [1-800-273-8255](https://www.suicidepreventionlifeline.org)

The Lifeline offers free and confidential support for people in distress, prevention and crisis, providing resources for individuals and best practices for professionals.



### **VETERANS CRISIS LINE**

[veteranscrisisline.net](https://www.veteranscrisisline.net) | [1-800-273-8255](https://www.veteranscrisisline.net) \* [Press 1 for Veterans](https://www.veteranscrisisline.net)

The Veterans Crisis Line connects Veterans and Service members in crisis and their families and friends with qualified, caring VA responders through a confidential toll-free 24/7 hotline, online chat, or text.

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