

# Business Actions for a Healthy Society



## Action 3: Promote Mental Well-Being and Resilience

**Healthy Business  
Coalition**



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# Background

**The Healthy Business Coalition (HBC) is a collaborative initiative working to reimagine how business can invest in health along the value chain.**

- HBC's [Business Actions for a Healthy Society](#) are the result of an extended ideation process together with a multi-sector and cross-industry coalition of companies to identify actions and collaborative solutions that companies can take to improve health and well-being in the U.S.
- This document offers a roadmap for companies that are interested to advance Action 3, promoting mental well-being and resilience. It outlines a set of concrete actions that companies can take to destigmatize the workplace, address the role of workplace stress, and improve access to mental health services, especially for low-income or otherwise marginalized workers. Mental health is essential to a person's well-being, healthy family and interpersonal relationships, and the ability to live a full and productive life.
- This roadmap was developed and refined by BSR through an iterative qualitative research and corporate engagement process. HBC's corporate members inputted into the roadmap through a back-casting exercise, imagining how workplace mental health would need to evolve over time to achieve our desired outcome by 2030, and outlining actions companies can take today to initiate the necessary evolution.



## Action 3:

# Promote Mental Well-Being and Resilience

Cultivate a work environment that supports and provides resources for positive mental health—psychological, emotional, and social—for all workers so that mental health achieves parity with physical health

## The health and business issue

- **The burden of mental illness in the United States is among the highest of all diseases. Mental disorders are among the most common causes of disability.**<sup>1</sup> More than one in five adults in the U.S. experiences some type of mental illness each year, and many more go undiagnosed or live with symptoms.<sup>2</sup>
- **Mental health disorders also have a serious impact on physical health.** Anxiety and depression are prevalent among working-age adults and associated with worse physical health and adverse workplace outcomes such as absenteeism and presenteeism, as well as diabetes, respiratory diseases, and musculoskeletal disorders, resulting in higher medical costs.<sup>3</sup>
- **Mental health treatment accounts for 2.4% of total health care spending.** People seeking inpatient care for behavioral health issues are 5.2 times more likely to be relegated to an out-of-network provider than for medical care.<sup>4</sup>
- **Depression is the leading cause of disability and premature death.** It can result in about five missed workdays and 11.5 days of reduced productivity every three months, costing the U.S. 200 million lost workdays annually, resulting in \$17 to \$44 billion in lost productivity overall.<sup>5</sup>
- **Employers have a unique ability to improve the mental health of 157 million working U.S. adults, who spend more time “at work” than on any other activity while awake.**<sup>6</sup>



# Promoting Mental Well-Being and Resilience: What needs to happen?



**HBC's Vision:** Companies recognize and promote workplace mental health and wellbeing as equally important to physical health, and all workers can meet their psychological, emotional, and social mental health needs through access to resources and ongoing support.

## Objectives that need to be met in order to reach our vision



**1. Employers destigmatize mental health in the workplace** by raising awareness, inviting more constructive storytelling, and community-building around mental well-being and resilience.



**2. Workplaces address their role in contributing to stress** and other adverse impacts on mental well-being



**3. Workers benefit from improved access to mental health services**, including affordability, availability, acceptability, and quality services within the workplace and at a national level

# Promoting Mental Well-Being and Resilience: A Roadmap for Business Action



**HBC's Vision:** Companies recognize and promote workplace mental health and wellbeing as equally important to physical health, and all workers can meet their psychological, emotional, and social mental health needs through access to resources and ongoing support.

ACTION ROADMAP

## Objectives

- 1. Employers destigmatize mental health in the workplace** by raising awareness, inviting more constructive storytelling, and community-building around mental well-being and resilience.
- 2. Workplaces address their role in contributing to stress** and other adverse impacts on mental well-being
- 3. Workers benefit from improved access to mental health services**, including affordability, availability, acceptability, and quality services within the workplace and at a national level

### • De-stigmatization of mental well-being

- Supervisor trainings in mental health (EQ building) that are culturally nuanced and lead to manager accountability

### • Community building

- Social support networks and communication structures (i.e. ERGs, buddy systems, mentoring)
- A culture of positive storytelling and sharing experiences in the workplace

### • Focused interventions for vulnerable/at risk groups

- Interventions to address the mental health needs of different types of workers (i.e. frontline, high-stress jobs, overnight shifts, part-time, contingent workers)
- Interventions to address marginalized groups (i.e. BIPOC, women, LGBTIQ, etc.)

### • Addressing workplace harassment, bullying, and discrimination

- Anti-harassment policies and mechanisms for remedy

### • Improve work-life balance

- Measures to improve work-life balance (i.e. adequate PTO/wellness days, overtime)
- Measures to address workplace related stress/anxiety, including trainings for managers and supervisors

### • Improve job quality

- Measures related to improving employment stability, low-wage work, financial security, which contribute to high levels of workplace stress
- Training and workshops on financial management

### • Engage in policy advocacy

- Policy actions supporting universal access to mental health services at the state & federal level

### • Ensure worker access to high-quality mental healthcare

- Parity between physical health and mental health benefits for all workers
- Specific mental health benefits included in benefits offerings for all workers, regardless of type
- Mental health programming/ resources, stipends for counselling, or agreements with mental health professionals to support mental well-being

### • Incentives to reinforce healthy behaviors

- E.g. paid family leave, flexible working arrangements, taking PTO

**Interventions that companies can invest in to achieve the objectives and vision**

# How to use the Roadmap

## An action plan for business

- HBC's Mental Well-Being and Resilience roadmap identifies a set of core objectives that need to be met in order to achieve workforce mental health, wellbeing, and resilience in the U.S., as well as a set of interventions that companies can take individually and collectively to bring about these objectives. To advance holistic workforce mental well-being, companies are encouraged to invest in individual and collective interventions across all objectives.
- The roadmap is not intended to be formulaic, but rather to offer a framework for considering a suite of investments that a company might take to improve workforce mental well-being, and the expected social impacts of those investments. The interventions listed are indicative, highlighting existing approaches that have demonstrated high potential to contribute to their objective. Companies may identify additional interventions that complement the objectives.
- Companies can apply the roadmap framework to:
  - ☐ Refine the vision for mental well-being to be relevant to the company's unique workforce
  - ☐ Review the objectives to identify:
    - ☐ Where the company is already supporting workers to meet the objectives
    - ☐ Where there might be gaps in service where the company can invest further
  - ☐ Review the list of interventions to identify specific opportunities that the company can take further
  - ☐ Review the Objective Deep Dives on the following pages to find inspiration for actions the company can take for each objective.
  - ☐ Across each objective, select the intervention/set of interventions that enable the company to improve the mental well-being and resilience of direct and indirect workers across their value chain.

# Objective Deep Dives

## Case studies on each objective

- HBC participants identified the three objectives as areas of significant opportunity to advance workforce mental well-being and resilience.
- The following pages evaluate our three objectives in deeper detail, demonstrating how companies can utilize the Roadmap framework to take specific actions themselves, in collaboration with peers, and in partnership with suppliers to advance the mental health of their workforce.
- Each deep dive is accompanied by a curated set of resources that offer more detailed guidance across each action step.

Objectives		
<b>1. Raise awareness and de-stigmatization</b> by inviting more constructive storytelling and community-building around mental well-being	<b>2. Address the role of workplaces in contributing to stress and other adverse impacts on mental well-being</b>	<b>3. Improve access to mental health services</b> , including affordability, availability, acceptability, and quality services within the workplace and at a national/ global level
<ul style="list-style-type: none"><li>• <b>De-stigmatization of mental well-being</b><ul style="list-style-type: none"><li>• Supervisor trainings in mental health (EQ building)</li></ul></li><li>• <b>Community building</b><ul style="list-style-type: none"><li>• Social support networks and communication structures in place (i.e. ERGs, buddy systems)</li><li>• A culture of positive storytelling and sharing experiences in the workplace</li></ul></li><li>• <b>Focused interventions for vulnerable groups</b><ul style="list-style-type: none"><li>• Interventions to address the mental health needs of different types of workers (i.e. frontline, high-stress jobs, overnight shifts, part-time, contingent)</li><li>• Interventions to address marginalized groups (i.e. BIPOC, women, LGBT)</li></ul></li></ul>	<ul style="list-style-type: none"><li>• <b>Addressing workplace harassment, bullying, and discrimination</b><ul style="list-style-type: none"><li>• Anti-harassment policies and mechanisms for remedy</li></ul></li><li>• <b>Improve work-life balance</b><ul style="list-style-type: none"><li>• Measures to improve work-life balance</li><li>• Measures to address workplace related stress/ anxiety, including trainings for managers and supervisors</li></ul></li><li>• <b>Improve job quality</b><ul style="list-style-type: none"><li>• Measures related to improving employment stability, low-wage work, financial security, which contribute to high levels of workplace stress</li></ul></li></ul>	<ul style="list-style-type: none"><li>• <b>Engage in policy advocacy</b><ul style="list-style-type: none"><li>• Policy actions supporting universal access to mental health services</li></ul></li><li>• <b>Ensure worker access to high quality mental healthcare</b><ul style="list-style-type: none"><li>• Specific mental health benefits included in benefits offerings for all workers, regardless of type</li><li>• Mental health programming/ resources, stipends for counselling, or agreements with mental health professionals to support mental well-being</li></ul></li><li>• <b>Incentives to reinforce healthy behaviors</b><ul style="list-style-type: none"><li>• E.g. paid family leave, flexible working arrangements, taking PTO</li></ul></li></ul>
Interventions that companies can invest in to achieve the objectives and vision		



### Raise Awareness and Destigmatize the Workplace

- Destigmatize mental health in the workplace by raising awareness, inviting more constructive storytelling, and community-building around mental well-being and resilience, with focused interventions for vulnerable groups.



### Address the Role of the Workplace in Contributing to Stress

- Improve job quality and work-life balance by materially lowering the rate of work-related stress and other adverse impacts on mental well-being.



### Improve Access to Mental Health Services for All Workers

- Workers benefit from improved access to mental health services, including affordability, availability, acceptability, and quality services within the workplace and at a national level.



# Raise Awareness and Destigmatize the Workplace

**Destigmatize mental health in the workplace by raising awareness, inviting more constructive storytelling, and community-building around mental well-being and resilience, with focused interventions for vulnerable groups**



# Raise Awareness and Destigmatize the Workplace



## The Business and Health Issue

- **Stigma and discrimination can have profound negative effects on organizations and individuals.** Nearly nine out of ten people with mental health conditions say that stigma and discrimination have had a negative effect on their lives.<sup>7</sup>
- **About 43% of adults with mental illness received treatment in 2018**, according to the National Alliance on Mental Illness.<sup>8</sup> However, many people who need treatment don't seek out help because of the continued societal stigma of a mental health diagnosis and lack of access to mental health professionals.
- **Disclosure of mental health conditions to employers can be stressful and result in serious repercussions, and even job termination.** The COVID-19 pandemic has amplified the issue of discrimination as it pertains to mental health because of the perceived risk of lost job security or opportunity for disclosing a mental health challenge.<sup>9</sup>
- **Members of minority groups face considerable barriers to finding providers able to provide culturally competent care.**<sup>10</sup> Stigma or cultural biases may prevent people from seeking care based on mental health misunderstandings, distrust of healthcare providers, and/or an over-reliance on social communities for support.

## Why Destigmatize?

"Misperception and stigma are at the core of many of the challenges facing workers."<sup>11</sup>

**– One Mind at Work**

"Mental health is among the most stigmatized of categories. People are ashamed of being mentally ill. They fear disclosing their condition to their friends and confidants — and certainly to their employers."<sup>12</sup>

**– National Alliance of Healthcare Purchaser Coalitions**

# Raise Awareness and Destigmatize the Workplace: Taking Action



**HBC's Vision:** Destigmatize mental health in the workplace by raising awareness, inviting more constructive storytelling, and community-building around mental well-being and resilience, with focused interventions for vulnerable groups.

## Opportunities to Take Action

1. Build internal awareness of mental health resources through education campaigns	<ul style="list-style-type: none"><li>• Make mental health screening tools available to help workers determine whether they are experiencing symptoms of a mental health condition using publicly available mental health promotion and advocacy tools and resources.</li><li>• Publicize, promote and elucidate use of Employee Assistance Programs (EAPs) to increase use of services and connect awareness and educational efforts to action. Hold EAPs accountable for providing high quality services.</li></ul>
2. Nominate mental health and well-being champions amongst leadership	<ul style="list-style-type: none"><li>• Wellbeing champions and guardians play a significant part in communicating mental health initiatives of organizations and create events or programs that communicate executive endorsement of mental health programs.</li><li>• Vulnerability allows individuals to grow closer by sharing experiences. Senior leaders and employees who share their stories create an important culture of openness and vulnerability.<sup>13</sup></li></ul>
3. Foster connection through cultivating a workplace culture of trust	<ul style="list-style-type: none"><li>• The psychological contract between employee and employer is critical to an organizational culture of wellbeing.</li><li>• Fostering connections, sharing personal stories, and building meaningful connections continues to be a key priority that has a significant impact on awareness, perception, and engagement.<sup>14</sup></li><li>• Adopting "reduce stigma" messaging in employee communication strategies that treats mental health the same as physical health positively impacts the mental health of all.<sup>15</sup></li></ul>
4. Empower managers to support mental health at work.	<ul style="list-style-type: none"><li>• Train supervisors to acknowledge and prevent unnecessary stress at work and recognize and address mental health issues and take accelerated action to revise company programs and policies (e.g., offering sufficient and mandatory vacation time, improving return-to-work/accommodations practices).<sup>16</sup></li><li>• Hold managers/supervisors accountable for the workplace mental wellbeing of their teams/direct reports.</li></ul>
5. Go beyond Employee Assistance Programs (EAPs)	<ul style="list-style-type: none"><li>• Of the types of EAP interventions, stress management programs are one of the most effective at reducing stress and improving overall mental health.<sup>17</sup></li><li>• Digital health interventions offer an alternative and effective way to treat and target specific conditions such as substance abuse, eating disorder or depression, or skills such as resilience, mindfulness, or healthy habits.<sup>18</sup></li></ul>

# Raise Awareness and Destigmatize the Workplace: Resources



Action	Resources
1. Build internal awareness of mental health resources through education campaign	<ul style="list-style-type: none"><li>• <b>Resource:</b> <a href="#">Mental Health First Aid training course</a>: Self-assessment on the myths and stereotypes of mental health issues</li><li>• <b>Resource:</b> <a href="#">Mental Health America Mental Health Test</a>: Screening tool to determine whether you are experiencing symptoms of a mental health condition</li><li>• <b>Action Brief:</b> <a href="#">Mental Health: Accelerating Actions for Parity and Peak Performance</a> (National Alliance of Healthcare Purchaser Coalitions)</li></ul>
2. Nominate mental health and well-being champions from leadership	<ul style="list-style-type: none"><li>• <b>Report:</b> <a href="#">How to build a proactive mental health strategy in a post-Covid world</a> (Unmind)</li><li>• <b>Resource:</b> <a href="#">Stamp Out Stigma Pledge</a></li></ul>
3. Foster connection in the current environment through a workplace culture of trust	<ul style="list-style-type: none"><li>• <b>Article:</b> <a href="#">Supporting Mental Health</a> (Deloitte)</li><li>• <b>Report:</b> <a href="#">Mental Health: A Workforce in Crisis</a> (American Heart Association CEO Roundtable)</li><li>• <b>Resource:</b> <a href="#">De-stigmatization campaigns and storytelling for employees</a> (Bring Change to Mind)</li><li>• <b>Resource:</b> <a href="#">"How Are You Really?"</a>: Storytelling platform and Instagram campaign (The Mental Health Coalition)</li><li>• <b>Resource:</b> <a href="#">"A Missing Link to Workplace Resiliency"</a> (Association for Talent Development)</li></ul>
4. Empower managers to support mental health at work.	<ul style="list-style-type: none"><li>• <b>Report:</b> <a href="#">Employee Mental Health and Well-Being: Emerging Best Practices and Case Study Examples</a> (HERO)</li><li>• <b>Resource:</b> <a href="#">Workplace Mental Health Assessment</a>: Toolkits for employers support mental health in the COVID-19 environment (One Mind at Work)</li></ul>
5. Go beyond Employee Assistance Programs (EAPs)	<ul style="list-style-type: none"><li>• <b>Report:</b> <a href="#">Digital Tools and Solutions for Mental Health: An Employer's Guide</a> (One Mind Psyber Guide)</li><li>• <b>Report:</b> <a href="#">Technology and Mental Health</a> (One Mind Psyber Guide)</li></ul>





# Address the Role of the Workplace in Contributing to Stress

Improve job quality and work-life balance by materially lowering the rate of work-related stress and other adverse impacts on mental well-being



# Address the Role of the Workplace in Contributing to Stress



## The Business and Health Issue

- **Employers play an important role** in determining the conditions that impact a psychologically safe and thriving workplace. According to a 2017 national survey by the American Psychological Association (APA), **the workplace was reported as the third-leading cause of stress** (61 percent), after money (62 percent) and the future of the nation (63 percent).<sup>19</sup>
- **83% of US workers suffer from work-related stress.** Workplace stress causes around one million workers to miss work every day and US businesses lose up to \$300 billion yearly as a result.<sup>20</sup>
- Apart from the medical and productivity costs associated with poorly managed stress, work conditions that contribute to employee stress have been estimated to account for **120,000 annual deaths incurring annual health care costs of approximately \$190 billion.**<sup>21</sup>
- **"Leaveism," or working during non-paid hours or annual leave, is a feature of a tech-enabled 'always-on' workplace culture.** Rates of Leaveism are rising and are closely linked to employee burnout.<sup>22</sup>
- A 2018 Mental Health America survey indicated that **77% of professionals said that flexible work options would help them be healthier, both physically and mentally.**<sup>23</sup>

## What is Workplace Stress?

"Americans are among the most stressed-out population in the world - over half of the American population experience stress during the day - this is 20% higher than the world average of 35%."<sup>24</sup>

**– American Institute of Stress**

# Address the Role of the Workplace in Contributing to Stress: Taking Action



**HBC's Vision:** Improve job quality and work-life balance by materially lowering the rate of work-related stress and other adverse impacts on mental well-being.

## Opportunities to Take Action

1. Invest in self-care and a culture around stress management	<ul style="list-style-type: none"><li>• There is evidence that organizational climate is associated with improved employee mental health outcomes.<sup>25</sup> Engage leadership to model a psychologically safe work culture through supportive leadership and supervision.</li><li>• Promote self-care that addresses other aspects of healthful behaviors that enable better stress management, including exercise, movement, fresh air, socialization, nutrition, spiritual health, and sense of purpose.</li><li>• Encourage senior executives, or even boards, to take responsibility for contributing to stress and commit to change.</li></ul>
2. Use surveys and tools to conduct baseline assessment of worker stress in the workplace	<ul style="list-style-type: none"><li>• Although stress is not considered a clinical mental disorder, it is a risk factor for developing a mental disorder. Employers can use the Perceived Stress Scale-4 (PSS-4) to identify workers experiencing higher levels of unmanageable stress by comparing average scores.<sup>26</sup></li><li>• Evidence-based mental health promotion and science-based prevention programs can mitigate rates at which individuals develop symptoms and mental health disorders. Interventions using cognitive behavioral therapy (CBT) are proven to be highly effective at reducing symptoms of stress.<sup>27</sup></li></ul>
3. Reduce the risk of leaveism	<ul style="list-style-type: none"><li>• Encourage or mandate workers to take annual paid leave and 'switch off'.<sup>28</sup></li><li>• Enable smoother redistribution of work if workers are overstretched and proactively hire more people as workloads increase.</li></ul>
4. Measure health utilization outcomes and intervention impact	<ul style="list-style-type: none"><li>• Measurement and outcomes evaluations not only provide tangible evidence of positive outcomes from mental health and well-being initiatives, they also indicate when a program is not working as planned.</li><li>• These data help leaders establish strategies, policies, procedures and practices that are put in place to manage and monitor psychosocial risk factors and stressors.<sup>29</sup></li></ul>
5. Proactively research new drivers of workplace stress in the future of work	<ul style="list-style-type: none"><li>• More funding is needed to conduct high-quality studies among large, diverse populations, and in a variety of future workplace scenarios to measure the effectiveness of workplace mental health programs.<sup>30</sup></li></ul>

# Address the Role of the Workplace in Contributing to Stress: Resources



Action	Resources
1. Invest in self-care and a culture around stress management	<ul style="list-style-type: none"><li>• <b>Resource:</b> <a href="#">Depression Cost Calculator</a> (One Mind at Work)</li><li>• <b>Resource:</b> <a href="#">Right Direction</a> (American Psychiatric Association: Center for Workplace Health)</li><li>• <b>Resource:</b> <a href="#">Lyra</a>: A platform offering effective care programs</li></ul>
2. Use surveys and tools to conduct baseline assessment of worker stress in the workplace	<ul style="list-style-type: none"><li>• <b>Resource:</b> <a href="#">Perceived Stress Scale-4 (PSS-4)</a> (Ohio State University School of Nursing)</li><li>• <b>Resource:</b> <a href="#">Perceived Stress Scale Tip Sheet</a> (University of Wisconsin-Milwaukee)</li><li>• <b>Resource:</b> <a href="#">Stress Survey Self-Assessment</a> (American Institute of Stress)</li></ul>
3. Reduce the risk of leaveism	<ul style="list-style-type: none"><li>• <b>Article:</b> <a href="#">Mental Health and Employers: Refreshing the case for investment</a> (Deloitte)</li><li>• <b>Resource:</b> <a href="#">Corporate Health Partners</a>: a platform that offers solutions to workforces, like on-site coaching, and workshops</li></ul>
4. Measure health utilization outcomes and intervention impact	<ul style="list-style-type: none"><li>• <b>Report:</b> <a href="#">Employee Mental Health and Well-Being: Emerging Best Practices and Case Study Examples</a> (HERO)</li><li>• <b>Resource:</b> <a href="#">Certified Products to Relieve Stress</a> (American Institute of Stress)</li><li>• <b>Resource:</b> <a href="#">BetterUp</a>: coaching app</li><li>• <b>Resource:</b> <a href="#">Accreditation for workplace mental health called the "Bell Seal"</a> (Mental Health America)</li></ul>
5. Proactively research new drivers of stress in the workplace with the future of work	<ul style="list-style-type: none"><li>• <b>Report:</b> <a href="#">Mental Health: A Workforce in Crisis</a> (American Heart Association CEO Roundtable)</li><li>• <b>Report:</b> <a href="#">The Future of Jobs and Jobs Training</a> (Pew Research Center)</li></ul>



# Improve Access to Mental Health Services for All Workers

Workers benefit from improved access to mental health services, including affordability, availability, acceptability, and quality services within the workplace and at a national level



# Improve Access to Mental Health Services



## The Business and Health Issue

- **About half of Americans report that their mental health has been harmed by the pandemic.** 77% of organizations have experienced an increase in requests for mental health support since lockdown.<sup>31</sup>
- **Despite the law, mental health parity is a long way from becoming a reality in the U.S.**
- **Personal service occupations stood out as having the greatest risk of common mental disorders for both men and women.**<sup>32</sup> Environments that need to maintain continuous operation or remain open for public access may not be able to accommodate worker time off.<sup>33</sup>
- **Discrimination is typically something that occurs frequently at work** and as a result, creates a sustained level of stress and stress hormones in those who are the most likely to experience this discrimination.<sup>34</sup>
- **Historically, African Americans are underserved, understudied, and misdiagnosed as a group.** Only 4 percent of therapists are African-American, while Black people account for about 14 percent of the working population.<sup>35</sup>



## What is Equitable Access?

“Equitable mental health care does not vary in quality because of personal characteristics such as ethnicity, geographic location, gender, or socioeconomic status.”<sup>36</sup>

– **HERO**

# Improve Access to Mental Health Services: Taking Action



**HBC's Vision:** Workers benefit from improved access to mental health services, including affordability, availability, acceptability, and quality services within the workplace and at a national level.

## Opportunities to Take Action

1. Promote mental health care access options to 100% of all workers	<ul style="list-style-type: none"><li>• 42% of employees would like their employers to provide more information about mental health benefits and resources.<sup>37</sup> Promoting mental health care options through equitable service offerings extends, promotes, and supports enrollment into mental health care programs to all workers, including hard to reach workers.</li><li>• Ensure that HC provider networks include mental health screening in their preventive care, and that preventive care is made available at low cost/no cost to employees.</li></ul>
2. Meet and provide for frontline workers where they work	<ul style="list-style-type: none"><li>• Organizations need to have enough tools and resources to meaningfully customize and tailor support provided based on their workforce's needs.</li><li>• As well as offering a range of topics – from relationships to productivity, physical health to sleep – there should also be a breadth of formats for people to engage with – be it video, audio, text or interactive.<sup>38</sup></li></ul>
3. Employ a DEI lens to workplace mental health	<ul style="list-style-type: none"><li>• Formalize an organizational policy supporting diversity, inclusion, and equity within the workforce and seek opportunities for collaboration among diversity, inclusion, equity, and mental health and well-being initiatives.</li><li>• Provide access to the same level of high-quality care to all employees independent of location or job title.<sup>39</sup></li><li>• Include cultural competency in criteria for selecting diverse service providers and practitioners</li></ul>
4. Invest in pre-incident planning and resiliency training	<ul style="list-style-type: none"><li>• For workers, the content of resiliency training typically includes psycho-educational information about the relative risks of various types of incidents, common stress responses, appropriate self-care measures, signs of traumatic stress, and the availability of resources for assistance.<sup>40</sup></li><li>• For managers, training additionally covers how to identify stress symptoms in workers, constructive ways to approach performance issues, health promotion, and stress prevention/stress management.</li></ul>
5. Engage in policy advocacy to support universal access to mental health services	<ul style="list-style-type: none"><li>• Employers can extend the reach of their mental health and well-being initiatives by partnering with local and/or national organizations to enhance resources based on evidence-based principles, policies, and practices.<sup>41</sup></li></ul>

# Improve Access to Mental Health Services: Resources



Action	Resources
1. Promote mental health care access options to 100% of all workers	<ul style="list-style-type: none"><li>• <b>Report:</b> <a href="#">8 Ways Managers Can Support Employees' Mental Health</a> (Harvard Business Review)</li><li>• <b>Report:</b> <a href="#">Mental Health: A Workforce in Crisis</a> (American Heart Association CEO Roundtable)</li></ul>
2. Meet and provide for frontline workers where they work	<ul style="list-style-type: none"><li>• <b>Report:</b> <a href="#">How to build a proactive mental health strategy in a post-Covid world</a> (Unmind)</li><li>• <b>Report:</b> <a href="#">White Paper on Meaning and Purpose at Work</a> (BetterUp)</li><li>• <b>Report:</b> <a href="#">Psychological Trauma in the Workplace: Variation of Incident Severity among Industry Settings and Between Recurring vs. Isolated Incidents</a></li><li>• <b>Report:</b> <a href="#">Lessons in Loneliness</a> (Aspen Institute)</li></ul>
3. Employ a DEI lens to workplace mental health	<ul style="list-style-type: none"><li>• <b>Resource:</b> <a href="#">Race-based traumatic stress tools and resources</a> (Mental Health America)</li><li>• <b>Resource:</b> <a href="#">Tools 2 Thrive</a> (Mental Health America)</li><li>• <b>Report:</b> <a href="#">Employee Mental Health and Well-Being: Emerging Best Practices and Case Study Examples</a> (HERO)</li><li>• <b>Report:</b> <a href="#">Organizational injustice as an occupational health risk</a></li></ul>
4. Invest in pre-incident planning and resiliency training	<ul style="list-style-type: none"><li>• <b>Report:</b> <a href="#">First Responders: Behavioral Health Concerns, Emergency Response, and Trauma</a> (Substance Abuse and Mental Health Services Administration)</li><li>• <b>Report:</b> <a href="#">Mental health and psychosocial considerations during the COVID-19 outbreak</a> (World Health Organization)</li><li>• <b>Report:</b> <a href="#">Road to resilience: a systematic review and meta-analysis of resilience training programmes and interventions</a></li></ul>
5. Engage in policy advocacy to support universal access to mental health services	<ul style="list-style-type: none"><li>• <b>Report:</b> <a href="#">Parity of Mental Health and Substance Use Benefits with Other Benefits Using Your Employer-Sponsored Health Plan to Cover Services</a> (SAMHSA)</li><li>• <b>Resource:</b> <a href="#">Public Policy: Mental Health America</a></li><li>• <b>Resource:</b> <a href="#">Health Advocacy: American Psychological Association</a></li></ul>

The background of the image shows two men in a warehouse. They are wearing white hard hats and high-visibility orange safety vests. The man on the left is holding a blue clipboard and pointing at it with his right hand. The man on the right is looking at the clipboard. They are standing in an aisle between tall metal shelving units filled with boxes. The lighting is bright, and the overall tone is professional and industrial.

To learn more about the Business Actions,  
along with resources and case studies,  
visit our website:

BSR<sup>®</sup>

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# Current Corporate Contributors to HBC\*



With support provided by: Robert Wood Johnson Foundation

\*Companies that have attended the annual convening or webinars in 2020

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# Conclusion

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If your company is interested in learning more and participating in thought and action leadership on the Business Actions for a Healthy Society, please contact the Healthy Business Coalition at:

**[healthybusiness@bsr.org](mailto:healthybusiness@bsr.org)**

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