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Over 80% of employees agree:
how employers support mental health will be an important
consideration for them when they look for future work



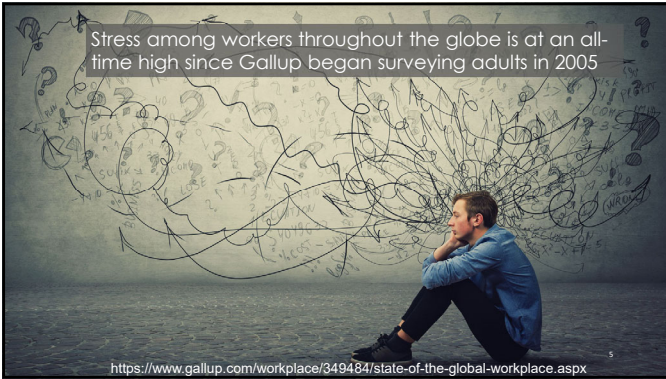
<https://www.apa.org/pubs/reports/work-well-being/2022-mental-health-support>



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Stress among workers throughout the globe is at an all-
time high since Gallup began surveying adults in 2005



<https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>

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76% of workers
reported a
symptom of at least
one mental health
condition



[2021 Mental Health at Work
Report—The Stakes Have Been
Raised \(mindsharepartners.org\)](#)

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- Each year in the US, anxiety and depression account for 167,000 new short-term disability claims totaling \$1.6B in disability payments
- 8% transition to long term disability

 [Disability Diagnostics: Depression and Anxiety |hubspotusercontent10.net](https://hubspotusercontent10.net)

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Companies Return on Investment

Mental health programs in place for one year:
ROI of \$1.62 for every dollar invested



Programs in place for three or more years: ROI of \$2.18 for every dollar invested

 [Deloitte research reveals significant return on investment for workplace mental health programs | Deloitte Canada](https://www.deloitte.com/ca/en/insights/industry/healthcare/deloitte-research-reveals-significant-return-on-investment-for-workplace-mental-health-programs.html)

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WELLNESS






Lifestyle management interventions as part of workplace wellness programs:

- can reduce risk factors such as smoking
- increase healthy behaviors such as exercise
- effects are sustainable over time and clinically meaningful

 <https://www.rand.org/pubs/periodicals/health-quarterly/issues/v3/n2/07.html>

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Employees with access to 7-8 wellness program categories are:

 2.9X MORE LIKELY to recommend their employer as a place to work (eNP™)	 1.5X MORE LIKELY to continue working for their employer	 3.3X MORE LIKELY to be proud to work for their employer
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 https://www.optum.com/content/dam/optum3/optum/en/resources/white-papers/optum-engs_wf715193-white-paper.pdf
(2018) 10

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Access to care
 Mis-utilization
 (under or over)
 Industry culture
 Budget constraints

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PSE UPMC



It's a marathon...
 not a sprint.


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PUGET SOUND ENERGY

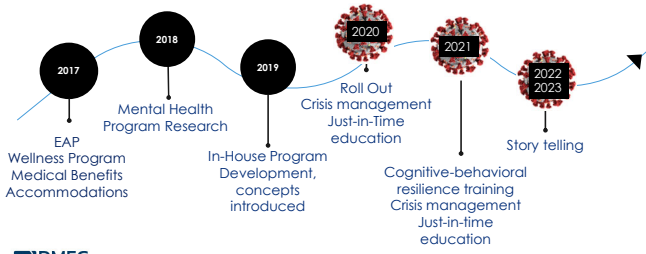
Privately held PSE is an energy company with 1.2 million electric and 900,000 natural gas customers primarily in the Puget Sound region of Western Washington with 3,200 employees.




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Puget Sound Energy Mental Health Program Evolution



- 2017**: EAP, Wellness Program, Medical Benefits, Accommodations
- 2018**: Mental Health Program Research
- 2019**: In-House Program Development, concepts introduced
- 2020**: Roll Out Crisis management, Just-in-Time education
- 2021**: Cognitive-behavioral resilience training, Crisis management, Just-in-time education
- 2022-2023**: Story telling



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Program Design 2019--Cultural Vision



- Employees feel they can ask for help
- Resources are known and easy to access
- Leaders are supportive
- Colleagues know how to support each other



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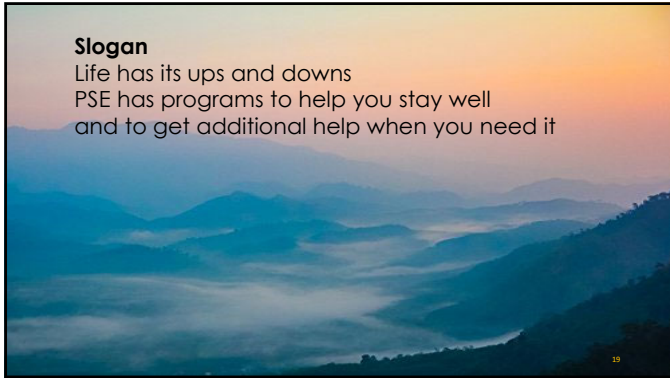
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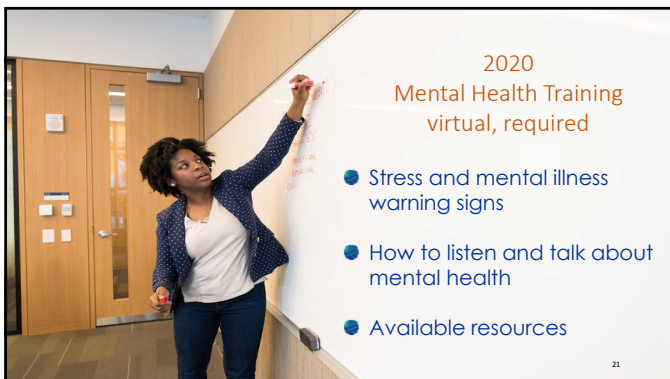
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Core Concept
 "We all have a state of mental health 100% of the time"

The Mental Health Continuum Source: United States Marine Corps Department of Psychiatry and the Canadian Forces Primary Leadership Curriculum
 Graphic design by Puget Sound Energy

Healthy

- Normal mood fluctuations
- Calm, taking things in stride
- Good sense of humor
- Performing well
- In control mentally
- Normal sleep patterns
- Few sleep difficulties
- Physically well
- Good energy level
- Physically & socially active
- No or limited alcohol use/gambling

Reacting

- Irritable/irritated
- Nervous
- Quick to withdraw
- Depressed sarcasm
- Procrastinating
- Forgetful
- Trouble sleeping
- Intrusive thoughts
- Nightmares
- Muscle tension/headaches
- Low energy
- Decreased activity/socializing
- Regular but controlled alcohol use/gambling

Injured

- Angry
- Anxious
- Excessively sad/hopeless
- Negative attitude
- Poor performance/workaholic
- Poor concentration/decisions
- Restless/disturbed sleep
- Recurrent images/nightmares
- Increased aches & pains

Ill

- Angry outbursts/aggression
- Excessive anxiety/panic attacks
- Depressed/suicidal thoughts
- Overtly insubordinate
- Can't perform duties, control behavior, or concentrate
- Can't fall asleep or stay asleep
- Sleeping too much or too little
- Physical illnesses
- Constantly fatigued
- Not going out or answering phone
- Alcohol or gambling or other addictions

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HEALTHY	Wellness program Employee Assistance Program	Self development • Mindfulness • Diet • Resilience • Fitness • Financial planning	Support options
REACTING	Wellness Program Employee Assistance Program	Mindfulness Resilience Counseling	
INJURED	Accommodation program Medical leave Medical plans	Accommodations Leave of absence Counseling Psychiatric care	
ILL	Medical plans Medical leave Suicide intervention programs	Counseling Psychiatric care Leave of absence Suicide prevention	

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2020 Education

- Nutrition & Stress
- Supporting Individuals with Alcoholism
- Squashing Telecommuting Fatigue
- Finding Happiness in Winter


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 Puget Sound Energy

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Internal contact emphasis

Jenny, I've got your number



Help with employee situations
For employees seeking directions
for help




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2020 Results

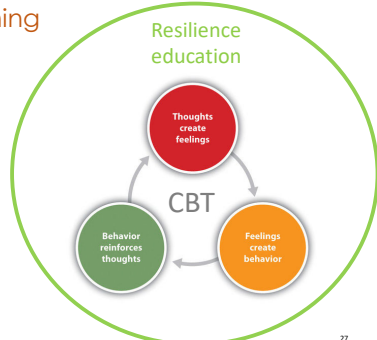

- 97.5% of employees completed the mental health training
- Visits to HR's mental health page average visits of 31 page views a week spiked with national crises with a high of 621 visits
- Enrollment rate was 71% in the resilience platform offered in the wellness program
- Employees and spouses/domestic partners logged 746 hours in mindfulness activities through platform in the wellness program
- Mental Health Disability Claims decreased 15%



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2021 Required training

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2022 & 2023

Employees wrote in their top learning priorities on the survey
The results informed future offerings on topics including:



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Future plans



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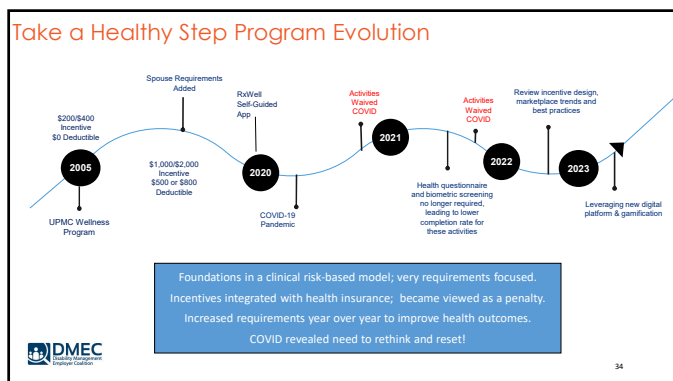


Non-profit UPMC operates 40 hospitals and more than 700 doctors' offices and outpatient centers in Pennsylvania, New York and Maryland with 94,000 employees.

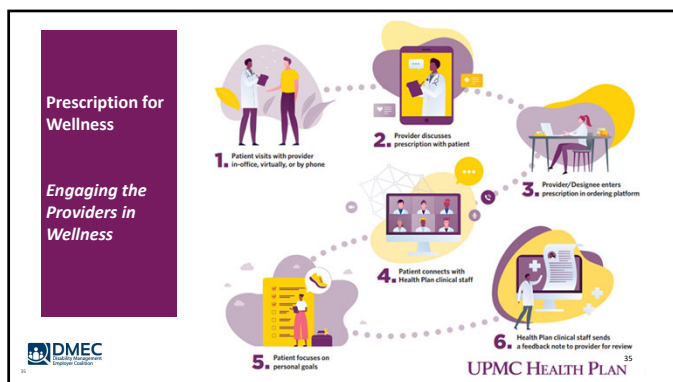


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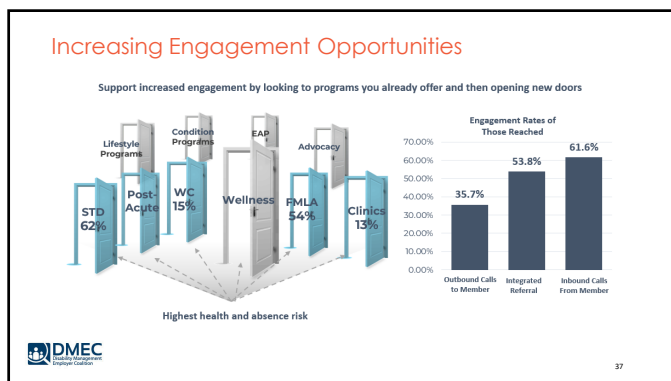
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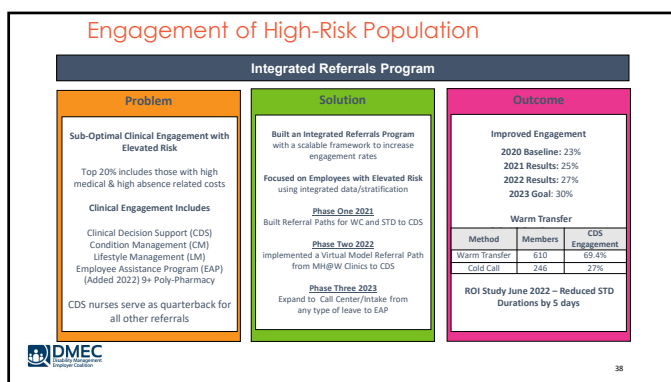
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- ### MyHealth Clinical Programs
- Lifestyle Coaching**
 - Weight Management
 - Nutrition Basics
 - Stress Management
 - Physical Activity
 - Tobacco Cessation
 - Sleep
 - Healthy Families
 - Diabetes Prevention
 - Pediatrics**
 - Lifestyle
 - Condition
 - Behavioral Health
 - Case Management
 - Maternity**
 - Prenatal
 - Postpartum
 - Case Management
 - Behavioral Health Coaching**
 - Anxiety
 - Depression
 - Pain Management
 - Grief
 - ADHD
 - Substance Use
 - Behavioral Health Case Mgmt.**
 - Care Coordination
 - Complex Care Needs
 - Follow up care
 - Pharmacy**
 - Medication review
 - Medication use education
 - Physical Health Condition Mgmt.**
 - Cardiac
 - Respiratory
 - Diabetes
 - Rare and Chronic Disease
 - Oncology
 - Low Back Pain
 - Kidney Health
 - Case Management**
 - Care Coordination
 - Complex Care Needs
 - Social Work
 - Patient/Family Support**
 - Education
 - Food
 - Transportation
 - Housing
 - Shared Decision Making**
 - Preference Sensitive Surgeries
 - Cancer Treatment
 - Advance Care Planning
- Significant resources available
- DMEC
 Quality Management
 Program Evaluation
- 36

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RxWell

A self-guided mobile app

Delivers evidence-based, cognitive behavioral therapy techniques to help you manage stress, anxiety, depression, nutrition, physical activity, weight, or tobacco cessation through a self-paced, personalized experience.

Topics include the following:

- Sleep
- Worry
- Grounding
- Emotions
- Pleasant imagery
- Mindfulness
- Breathing
- Habits

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RxWell Health Improvement Outcomes

Enrollments 2,287

Overall Health Rating

- 48.9% of users make health improvements

Anxiety

- 49.4% had a 3pt decrease in GAD7 from baseline

Depression

- 56.3% had a 3pt decrease in PHQ8 from baseline

Stress

- 49.9% had a 3pt decrease in PSS from baseline

Diabetes

- 60% had improvement in A1C

Nutrition

- 71.3% eat at least 1 fruit or vegetable per day

Physical Activity

- 68.6% get at least 150 minutes of physical activity per week

Tobacco Cessation


- 10.3% reported no tobacco use within 7 days of program completion

Sleep

- 47.4% reported better sleep quality

Weight

- 56% decreased weight, 8.5% lost 5% of most recent assessment



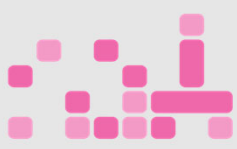
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The Aftermath of COVID:

About 20% of health care workers have quit during this period, and 4 out of 5 of those who remain say that staff shortages have affected their ability to work safely and to satisfy patient needs. Research estimates that burnout cost the health care system about \$4.6 billion a year before the spread of COVID-19, and that number has surely risen since then.

GOAL:
Human connection to relieve stress, anxiety, and burnout.



[U.S. Faces Crisis of Burned-Out Health Care Workers | Health News | US News](#)



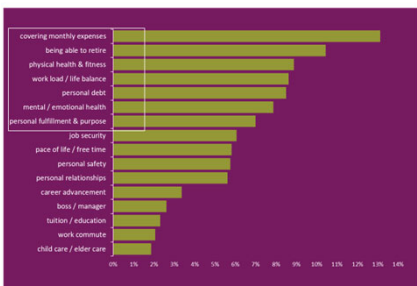
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What's Keeping Healthcare Industry Workers Up at Night?

Financial concerns reign supreme in 2022

- Financial concerns** – Covering monthly expenses claims the #1 spot – up from #8 last year – and ability to retire and debt are also top concerns
- Burnout remains a top concern** with work load / life balance again claiming a top spot
- Physical health** has declined in importance relative to last year with better measures in place with COVID – but still remains a top concern at #3



Source: Mercer's 2022 Work Engagement World Study Results for Healthcare Industry Sector



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Employer Benchmarking on Incentives

73% of large ERs are offering financial incentives/penalties for wellness, up from 68% in 2022

Average dollar value of incentives/penalties is \$716 for employees and \$662 for spouses

More ERs are focused on gift cards (52%) and fewer are connecting to health plan (e.g., premium reductions)

Participation rates average:
 • EEs 35% full/33% partial (68%)
 • Spouses 32% full/30% partial (62%)


Future dimensions of well-being: mental health, financial and work/life balance will have the highest level of expansion.

More change to incentives than seen in the past 4 years; 43% are expanding, while 21% are either reducing or eliminating incentives.

14th Annual Employer-Sponsored Health & Well-being Survey; 2023 Business Group on Health 46

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Limeade Best Practices: Improving Organizational Support



24 TIPS FOR IMPROVING ORGANIZATIONAL SUPPORT
Limeade

MANAGER SUPPORT

• **Manager Support**
Managers don't always understand how to talk with their employees about well-being. Educate all managers (even those with only one direct report) on how they can talk with employees about wellbeing and overcome hurdles.

• **Physical Work Environment**
Small enhancements to a workspace can make a big difference in supporting employees. Provide on-site resources for well-being improvements (things like healthy snack options and common rooms). Post motivational reminders in common areas.

• **Strategic Alignment**
Organizations that show a direct connection between their business strategy, people strategy and wellbeing initiatives will be the most likely to succeed. Align program design and incentives to specific business strategies. Give an explicit reason for why well-being improvement matters to the organization.

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Manager Engagement/Organizational Support is critical

Our well-being program redesign needs to evolve to address all the factors that impact outcomes.

Social Determinants of Health*	Leadership Culture Environment	Missing Elements	Solutions for Consideration
Physical Environment (10%)	➔	Manager Support	Expand Toolkits/ Education
Social & Economic Factors (40%)	➔	Time for Activities**	Pilot Well-being Time
Clinical Care (20%)	➔	Leadership Support & Strategic Alignment	Quarterly Themes BU Incentives & Competitions
Healthy Behaviors (30%)	➔	Robust Financial Approach	Aight Enhancements
	➔	Physical Work Environment	Site Assessments
	➔	New Hire Experience	Well-being Journey

Current model mainly focuses on Clinical Care and Healthy Behaviors on an individual level. But 50% of the factors that impact health outcomes include the physical environment, social, and economic factors that are most influenced at the local level and by the supervisor/manager.

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Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in best-practice research, shared across industries and roles.

Components
Creating a plan with all stakeholders to enact these components can help reimagine workplaces as engines of well-being.

Protection from Harm

- Promote workplace physical and psychological safety
- Establish adequate rest
- Normalize and support mental health
- Operationalize DEIA* across, policies, and programs

Connection & Community

- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

Work-Life Harmony

- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time

Matterings at Work

- Provide a strong voice
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Opportunity for Growth

- Offer quality training, education, and mentoring
- Foster clear, equitable pathways for career advancement
- Encourage relevant, ongoing feedback

*Diversity, Equity, Inclusion & Accessibility © 2022 UPMC U.S. Department of Health & Human Services

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Dignity Matters
Empower Growth

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Thank You

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