



## Forming a Mentally Healthy Workplace Culture

Cal Beyer, Sr. Director; SAFE Workplaces  
May 9, 2024

[safeproject.us](http://safeproject.us)

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- Over 30 years professional experience in risk management, safety & wellness. Human capital risk management specialist
- Helped launch the mental health and suicide prevention movement in the AEC industry
- Serves on Executive Committee of National Action Alliance for Suicide Prevention and Lived Experience Advisory Committee for Suicide Prevention Resource Center
- Serves on Advisory Boards for Goldfinch Health and MindWise Innovations.
- Formerly served in advisory roles for The Center for Workplace Mental Health, AGC of America's Mental Health & Suicide Prevention Committee, and Youturn Health.
- Frequent presenter at industry events & regular contributor to industry publications



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## Learning Objectives

- Understand how mental and behavioral health impacts workers and company performance
- Identify hallmarks and benefits of mentally healthy cultures
- Discuss 4 key strategies for building mentally healthy cultures
- Share key takeaway actions and supplemental resources



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## May is Mental Health Month



### Download The Mental Health Month Toolkit

Mental Health America's 2024 Mental Health Month toolkit provides free resources to help plan your efforts and raise awareness during the month of May and beyond. It has DIY tools, social media assets, resources, templates, printable handouts, and more!

<https://www.mhanational.org/mental-health-month>



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#1042791**

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**Where is your company on its mental health  
and wellbeing journey?**

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## How Behavioral Health Impacts Workforce and Company Performance

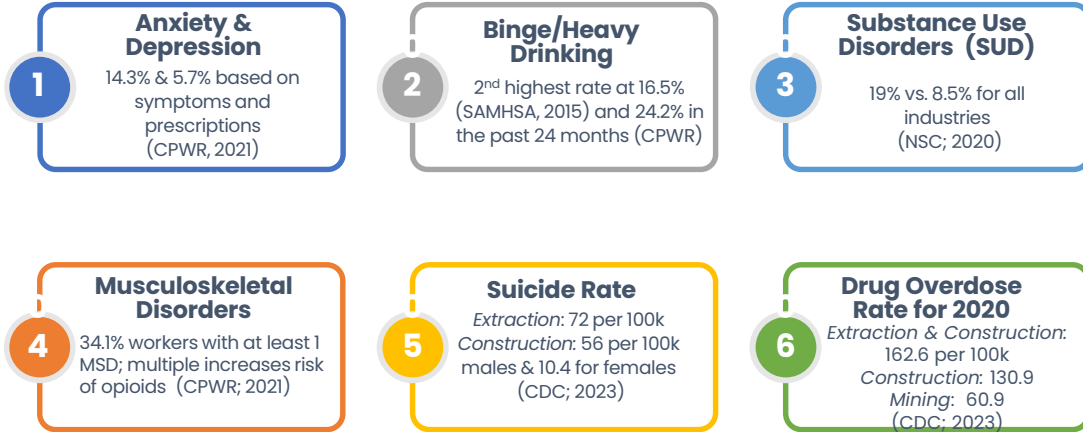


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## Behavioral Health Data Points: Extraction & Construction Industries



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### Depression Costliest Under Total Cost View

	Medical	Pharmacy	Medical & Pharmacy	Productivity	Total Cost
1	Other Cancer	GERD	Other Cancer	Depression	Depression
2	Back/Neck Pain	Diabetes	Back/Neck Pain	Obesity	Obesity
3	Other Chronic Pain	Hypertension	Other Chronic Pain	Anxiety	Arthritis
4	Coronary Heart Disease	Arthritis	Depression	Arthritis	Back/Neck Pain
5	Depression	Allergy	Coronary Heart Disease	GERD	Anxiety
6	Sleeping Problem	Depression	Arthritis	Allergy	GERD
7	Arthritis	Asthma	Diabetes	Hypertension	Allergy
8	Skin Cancer	Anxiety	Hypertension	Back/Neck Pain	Other Cancer
9	Diabetes	Migraine	GERD	Sleeping Problem	Other Chronic Pain
10	Obesity	Osteoporosis	Sleeping Problem	Fatigue	Hypertension



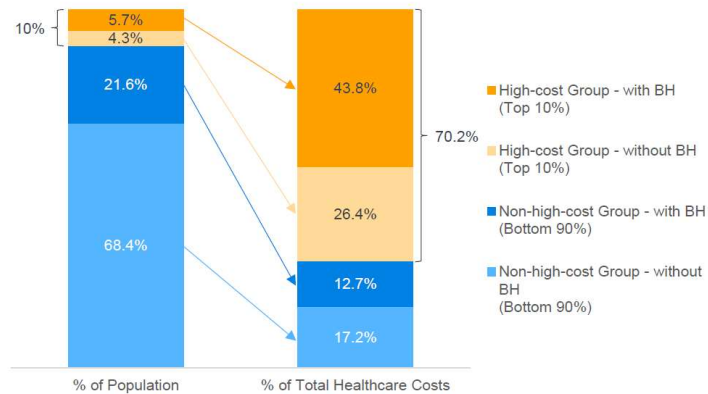
Integrated Benefits Institute (IBI) Data Published Pre-COVID-19



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## Cost Implications of Behavioral Health Claims

FIGURE 4: DISTRIBUTION OF THE POPULATION AND TOTAL HEALTHCARE COSTS AMONG COST AND BEHAVIORAL HEALTH GROUPS, 2017



<https://www.milliman.com/-/media/milliman/pdfs/articles/milliman-high-cost-patient-study-2020.ashx>



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## Health Conditions & Comorbidities


- Health Impacts of Stress
- Physical pain, persistent headaches or GI issues
- Sleep deprivation, fatigue
- Vulnerability to Illnesses
- Heart disease
- High blood pressure
- Type 2 Diabetes

Mental health frequently co-occurs with chronic health conditions and substance use disorders



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## What behavioral health risk are you most concerned about for your employees?

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## Strategic Risks Activated by Behavioral Health



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### Behavioral Health Risks: Potential Impacts on Company Performance & Profitability

The diagram consists of five interlocking puzzle pieces arranged in a horizontal line. From left to right: a blue piece with 'P' labeled 'Productivity' above it; an orange piece with 'Q' labeled 'Quality' below it; a grey piece with 'R' labeled 'Risk Management' above it; a yellow piece with 'S' labeled 'Safety' below it; and a blue piece with 'S' labeled 'Schedule' above it. Dashed lines connect each letter to its respective label.

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## Instituting a Leadership and Cultural Approach to Workplace Mental Health & Wellbeing



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**In 2-3 words, what are the characteristics of a "mentally healthy workplace culture"?**

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**What are the outcomes/benefits of a "mentally healthy workplace culture"?**

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## Mental Health & Wellbeing Company-Wide Impacts

- Organizational Culture
- DE&I/Belonging
- Recruitment/Retention
- Employee Experience
- Productivity – Quality – Risk – Safety (PQRS)
- Career Development
- Financial Performance
- Profitability



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## UKG 2023 UKG Workforce Institute Global Study Mental Health at Work

- 60% of employees worldwide say their job is the biggest factor influencing their mental health
- Managers have just as much of an impact on people's mental health as their spouse (both 69%) — *and even more of an impact than their doctor (51%) or therapist (41%)*
- 81% of employees worldwide would prioritize good mental health over a high-paying job
  - 64% admit they would take a pay cut for a job that better supports their mental wellness

**35% of leaders in the Workforce Institute study reported being stressed at work with  
42% saying it was because of the stress they put on themselves.**

<https://www.ukg.com/resources/article/mental-health-work-managers-and-money>



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## 2023 Work in America Survey

Workplaces as engines of psychological health and well-being

### Positive Findings:

- 77% of workers reported being very (36%) or somewhat (41%) satisfied with the support for mental health and well-being they receive from their employer
- 59% strongly (22%) or somewhat (37%) agreed that their employer regularly provides information about available mental health resources.

<https://www.apa.org/pubs/reports/work-in-america/2023-workplace-health-well-being>



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## 2023 Work in America Survey

Workplaces as engines of psychological health and well-being

### Improvement Opportunities:

- 55% of workers strongly (21%) or somewhat (34%) agreed that their employer thinks their workplace environment is a lot mentally healthier than it actually is
- 43% worry if they told their employer about a mental health condition it would have a negative impact
- 77% of workers reported experiencing work-related stress in the last month
  - 57% indicated experiencing negative impacts because of work-related stress associated with workplace burnout

<https://www.apa.org/pubs/reports/work-in-america/2023-workplace-health-well-being>



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## Creating a Caring Organizational Culture



Normalizing what people are experiencing  
(stress, anxiety, etc.)

Promoting & modeling self-care

Supporting managers to check in with direct reports

Encouraging stress management

Promoting resiliency: bending but not breaking



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## Key Workplace Mental Health Strategies



**Leadership  
Engagement**



**Raising Mental  
Health Awareness  
Resources and  
Strategies**



**Creating a  
Mentally Healthy  
Organizational  
Culture**



**Enhancing Access  
to Services and  
Supports**

Acknowledgement: Center for Workplace Mental Health; 2021 Mental Health & Wellbeing in Construction Survey



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## Leadership Engagement

Articulate a vision and implement policies and practices that communicate that addressing mental health is a strategic imperative and where senior leadership is:

**Visible**

**Vocal**

**Vulnerable**

Acknowledgement: Center for Workplace Mental Health; 2021 Mental Health & Wellbeing in Construction Survey



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## Raising Mental Health Awareness: Resources & Strategies

Integrate resources & policies on mental health, substance misuse, suicide prevention, & worker well-being into existing functions, programs, & practices in key areas:



Acknowledgement: Center for Workplace Mental Health; 2021 Mental Health & Wellbeing in Construction Survey



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Raising Mental Health Awareness:  
Resources & Strategies

## Examples of Integration

### HR & Benefits

- Communications
- Recruitment / D&I
- Onboarding & Engagement
- Training & Development
- Performance Management
- EAP/Chaplain
- Drug & Alcohol Testing Programs
  - “Last”/2<sup>nd</sup>/Next Chance Agreements
  - Treatment & Recovery Programs
- Benefits Open Enrollment
- Wellness Programs

### Safety & Health

- Safety Orientation
- Pre-season /Pre-Project Kickoffs
- Daily Safety Huddles
- Safety Observations
- Posters & Banners
- Toolbox Talks
- Stand-Downs
- Critical Incident Response
- Drug & Alcohol Testing
- Workers Compensation Case Management
- Wallet Cards & Hardhat Stickers

Acknowledgement: Center for Workplace Mental Health; 2021 Mental Health & Wellbeing in Construction Survey

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## Enhancing Access to Services and Supports

Assess key issues related to your company’s Employee Assistance Program (EAP) and create a promotional campaign to educate employees about the EAP.

Remove barriers to care and improve access to medical and mental health care. Know the best practice strategies to do so.

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## Employee Assistance Program (EAP): Quick Knowledge Check



1. Does your company have an Employee Assistance Program (EAP) included with your Behavioral Health Benefits Plan? Your unions, if applicable?



2. Do you know who is eligible for your EAP?



3. Do you know your EAP benefits and services?



4. Do you share the EAP number with your employees? How well is it communicated?



5. Do you know the utilization rate and impact metrics for your EAP?



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## Removing Barriers and Improving Access to Care: *Examples of Best Practices*

1. Expanded education on Employee Benefits
2. Invite spouses and domestic partners to attend Employee Benefit Open Enrollment meetings
3. Changed Employee Assistance Provider
4. Expanded number of EAP counseling sessions per issue/concern
5. Offered telehealth options for physical and mental health services
6. Invited labor union partners to offer jobsite explanations of how to access benefits
7. Negotiated increased preventive care services
8. Reduced co-pays for in-network providers
9. Expanded number of "in-network" mental health counselors
10. Allowed biometric testing to be performed by primary care physicians
11. Sponsored family health/wellness fair
12. Incentivized participation of wearable monitors
13. Provided app for mental health counseling services
14. Offered mindfulness, resiliency and wellbeing apps

Acknowledgement: Center for Workplace Mental Health; 2021 Mental Health & Wellbeing in Construction Survey



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## Key Takeaways

Top-down leadership support for mental health and wellbeing

Caring, respectful & inclusive workplace culture

Visible-Vocal-Vulnerable leadership to model *"it's ok to not be ok"* and that help is available

Evaluate services available through Employee Assistance Program (EAP) & Health Benefits Program

Provide all managers and first-line supervisors with training on mental health and wellbeing

Discuss mental health support with employee benefits & risk management advisors

Connect with local resources (AFSP, NAMI, and social service nonprofits and governmental agencies)



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Would you be interested in learning more about the following topics:

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[safeproject.us/noshame](https://safeproject.us/noshame)

- 1 Take the #NoShame Pledge
- 2 Be an Advocate for Change!
- 3 Tag SAFE Project on Social!

**I TOOK THE NO SHAME PLEDGE!**

---

I have committed to doing my part to stop the stigma surrounding addiction and mental health challenges by empowering others while encouraging care, treatment, and recovery.

@safeprojectus #NoShame

**SAFEProject**  
Stop the Addiction Fatality Epidemic

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**WE ARE NO SHAME**

“I joined the No Shame Movement because substance use disorder is a disease, not a moral failure, and those struggling with it, like those with any other disease, should be supported and cared for, not stigmatized.”

Chris Perry  
Executive Director,  
Hennrich Beverly Foundation

**JOIN THE MOVEMENT**

#NoShame  
#MentalHealthAwareness

FullCircle Program  
Forsyth County, GA

## Join the No Shame Movement

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## Contact Information

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## Tools & Additional Resources



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## MENTAL HEALTH RESOURCES BY TOPIC

"ASK FOR HELP NOT BECAUSE YOU'RE WEAK, BUT BECAUSE YOU WANT TO REMAIN STRONG." - LES BROWN

<https://www.ruralminds.org/mental-health-resources-by-topic>



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## Man Therapy [www.ManTherapy.org](http://www.ManTherapy.org)

### 20 POINT HEAD INSPECTION

Get a run down of how you excel and where you can improve your mental health.

**TAKE THE INSPECTION**

Taken by over 300,000 guys just like you.



Free

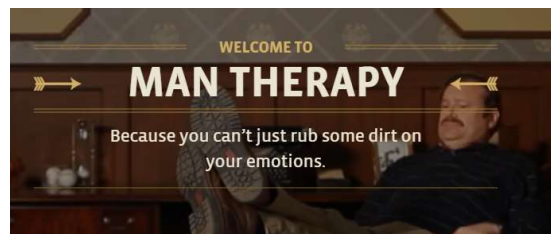


Anonymous



Scientifically  
Validated

Get the lowdown on the head inspection




<https://mantherapy.org/head-inspection/question>




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**National Alliance on Mental Illness**




**NAMI** | Keystone  
National Alliance on Mental Illness | Pennsylvania


HOW WE HELP



**WE SUPPORT**




**WE EDUCATE**



**WE ADVOCATE**


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



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**American Foundation for Suicide Prevention**



**American  
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for Suicide  
Prevention**

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American Foundation for Suicide Prevention



**American  
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American Foundation for Suicide Prevention



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[www.preventconstructionsuicide.com](http://www.preventconstructionsuicide.com)



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PREVENTION WEEK**

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