

The U.S. Surgeon General's Framework for

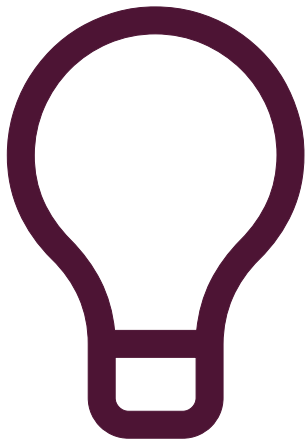
WORKPLACE MENTAL HEALTH & WELL-BEING



**MSU WORKLIFE OFFICE
UNIVERSITY HEALTH
AND WELLBEING**



BEFORE WE START...



- You are a unique person with a unique set of identities, experiences, and perspectives. They are all valid.
- Discussing mental health and wellbeing can be challenging for various reasons.
- There are mentions of mental health and physical health struggles throughout the presentation.
- Wherever you are today, you are welcome.



What *is* the MSU WorkLife Office?

- 1 of 11 units in University Health and Wellbeing
- Supports all MSU faculty and staff
- Connecting individuals with resources, programming, one-on-one consultations, and assistance
- Help navigate **family, workplace wellbeing, campus/community, newcomers, and career.**



MSU WorkLife Team



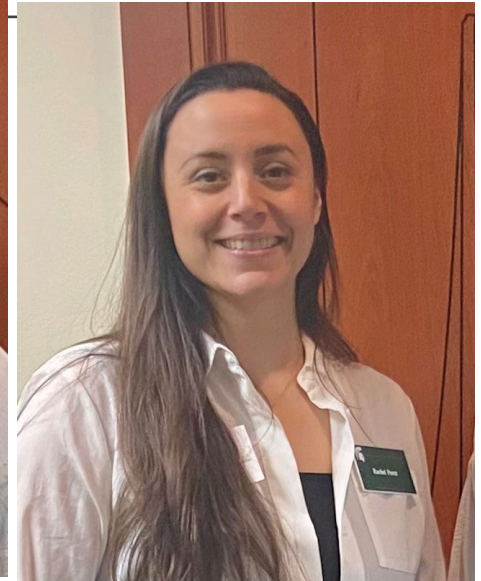
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INTRODUCTION FROM DR. MURTHY



Vivek Murthy

- This research and framework was **created in 2022**
- COVID-19 made the work-health relationship even more evident
- Today's struggles: making ends meet, chronic stress, demands of work and personal lives
- COVID-19 sparked the reckoning that **sacrificing personal lives for work is no longer an acceptable trade off**

- There was a multi-organizational call for a need of rethinking how we work
- A healthy workforce is **the foundation for thriving organizations and a healthy community.**
- **Workplaces have power to provide belonging, happiness, learning, and professional growth**



Vivek Murthy



*Workplaces Can
Be Engines of
Mental Health
and Well-Being*

02

Workplaces Can Be Engines of Mental Health and Well- Being

- 160 million+ people are part of the workforce in the U.S.
- When people thrive at work, they are more likely to feel physically and mentally healthy overall
- **Leaders hold a unique responsibility to create a workplace that support the health and well-being of others**



Mental health is a **critical priority for public health**, impacts workers, families, productivity, and the U.S. economy

THE CASE FOR WORKPLACE MENTAL HEALTH AND WELL-BEING

Consensus **professional and medical societies** called national attention to effects of workplace on health

- National Academy of Medicine
- American Psychological Association
- Department of Veterans Affairs
- Occupational Safety and Health Administration (OSHA) at DOL
- Substance Abuse and Mental Health Services Administration (SAMHSA)
- Centers for Disease Control and Prevention (CDC)
- National Institutes of Occupational Safety and Health (NIOSH)

TOP STRESSORS

Heavy workloads, long commutes, unpredictable schedules, low wages



Hostile or dangerous working conditions, harassment, and discrimination



A “toxic” organizational culture: disrespectful, non-inclusive, unethical, cut-throat, abusive

CHRONIC STRESS

- Increase vulnerability to infection, diabetes, and other chronic conditions
- Mental and behavioral challenges affect others (family, friends, loved ones)



ROLE CONFLICT

Role conflicts magnify negative impact on the health and well-being of workers causing:

- Psychological distress
- Risk for health compromising behaviors such as smoking, substance use, medication overuse, etc.

The above can cause disruptions to relationships **both at work and at home.**



THE PANDEMIC

- COVID-19 did not create, but worsened, rates of social isolation, depression, burnout, financial insecurity, etc. (March 2020 - mid-2022)



COMPANY'S IMPACT

- 80% workers across the U.S. report workplace stress affects their relationships with others
- Only 30% who know about the organization's mental health services feel comfortable using them
 - MSU EAP eap.msu.edu
- Leaders need to address structural barriers to seeking help and decrease stigma



DIVERSITY

- Workers face different challenges based on occupation, setting, personal characteristics and organizational structures
- U.S. workforce demographics are becoming more diverse
- Workplaces need to be intentional in preventing institutionalized bias

Productivity

Workplace well-being can affect productivity and organizational performance.





ORGANIZATIONAL GAINS/COSTS

Organizational efforts to invest in workplace well-being can support:

- Happier, healthier, more productive workforce
- Success and economic well-being of an organization
- Organizations that focus on worker well-being reported higher productivity and retention rates

Costs

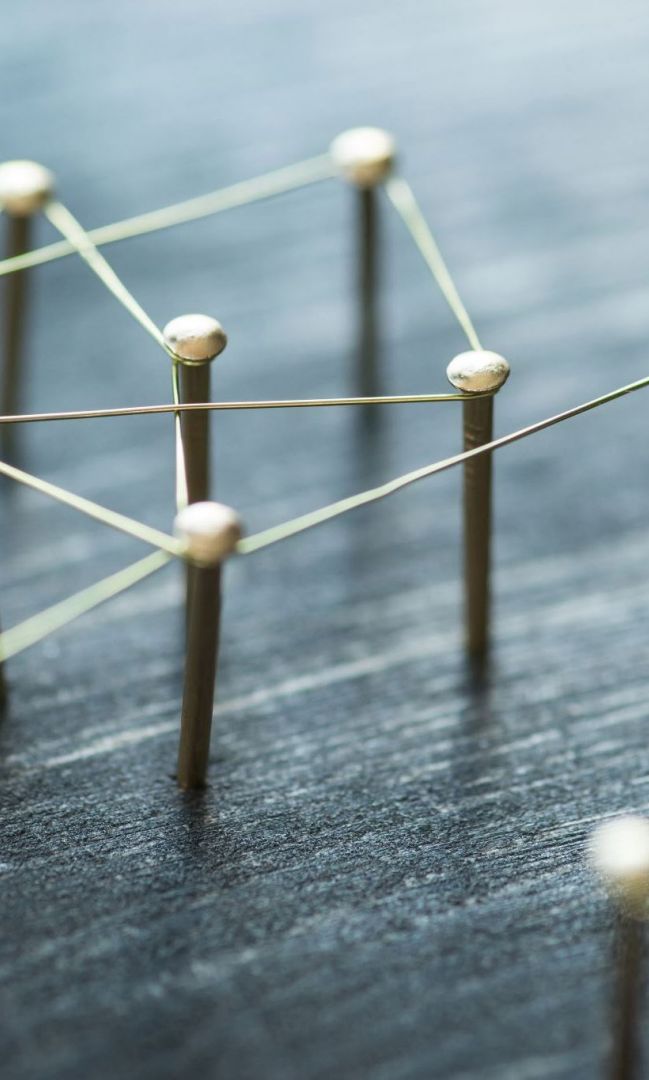
- Chronic diseases and injuries in workforce costs employers more than half a **trillion dollars** in lost productivity every year



PSYCHOLOGICAL SAFETY

- Where workers' voices are supported without fear of job loss or retaliation
- Where they can safely come to work as their full selves

These are essential component of healthy organizations.



INTENTION OF FRAMEWORK

- Spark organizational dialogue and change in workplace
- Share the 5 Essentials and necessary components for addressing workplace mental health and well-being based on human needs

Overview of the Five Essentials

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 two human needs, shared across industries and roles.





APPLICATION-WHAT CAN YOU DO?

Leaders and supervisors can impact well-being by:

- Setting positive, healthy organizational culture
- Shaping day-to-day experiences
- Prioritizing workforce engagement

Most effective leaders:

- Express compassion
- Communicate openly
- Practice human- and wellness-centered leadership
- Recognize connection between individual strengths and organizational change

ESSENTIAL I: PROTECTION FROM HARM

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize Diversity, Equity, Inclusion, and Accessibility (DEIA) norms, policies, and programs



ESSENTIAL I: PROTECTION FROM HARM

This essential rests on **safety** and **security**

- All workers are in a safe and healthy work environment
- Protected from **physical harm**, injury, illness, death
- Protected from **psychological harm**, bias, discrimination, emotional hostility, bullying, harassment



**PRIORITIZE WORKPLACE PHYSICAL
AND PSYCHOLOGICAL SAFETY**

CAUSES OF INSUFFICIENT REST

- Lack of quality sleep
- Long work hours
- Night shift work
- Stress/Anxiety
- Pain
- Health conditions
- Medications
- Caffeine
- Alcohol
- Lack of refresh breaks





IMPACT OF INSUFFICIENT REST

- Impaired emotional, physical, and mental health
- More likely to have workplace injury
- Long work hours associated with high workers' risk for exhaustion, anxiety, depression



IMPACT OF INSUFFICIENT REST

- Diminishes productivity as risk of burnout soars
- **Adequate rest enables workers to be resilient to workplace mistakes and injuries**
- **Leaders can consider the length of working hours, overtime shifts, *offline rest*, refresh time**



NORMALIZE AND SUPPORT MENTAL HEALTH

Suggestions for Leaders

- Validate challenges
- Communicate mental health and well-being as priorities
- Encourage time off for mental health care
- Support access to quality mental health care services

NORMALIZE AND SUPPORT MENTAL HEALTH

Suggestions for Leaders

- Address the stigma around mental health
- Create culture of inclusivity, which includes:
 - Modeling, communicating, promoting, and supporting workers' access to MH supports and time off
 - Training and support for supervisors at all levels (i.e., EAP, WLO)



OPERATIONALIZE DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY NORMS, POLICIES AND PROGRAMS

- Confront structural racism, microaggressions, and implicit bias
- Ensure considerations for people with disabilities
 - Workplace participation
 - Accommodations/modifications



ESSENTIAL 2: CONNECTION AND COMMUNITY

- Create culture of inclusion & belonging
- Cultivate Trust
- Foster collaboration and teamwork



SOCIAL SUPPORT AND BELONGING

- **Social support** and networks can offer physical and psychological help

- **Belonging** – feeling of being an accepted member of a group, or of connectedness given one's interpersonal relationships



CREATE CULTURES OF INCLUSION AND BELONGING

- Build social connections and community at work
 - Encourage prosocial behavior
- Promoting belonging can foster a powerful protective force against bias, discrimination, and exclusion in the workplace

CULTIVATE TRUSTED RELATIONSHIPS





FOSTER COLLABORATION AND TEAMWORK

- Be intentional about building teams, communication, and collaboration
- Encourage frequent communication
- Model authenticity
- Include time for non-work connections



SUGGESTIONS FOR LEADERS

- Cultivate environments **where connection is encouraged** for all workers
- Structure and opportunities for workers to **build trust** and better understand one another
- **Clear and consistent communication** is foundational in building trust
- It is difficult to foster trust if workers don't feel connected to leaders and organization



SUGGESTIONS FOR LEADERS

- **Listen to worker concerns** and explaining key decisions within organizations
- Engage in **small, everyday interactions**
- **Model** and invite others to share important moments of their lives with each other

ESSENTIAL 3: 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



WORK-LIFE HARMONY OR INTEGRATION

- The ability to integrate work and non-work demands rests on the human needs of **autonomy** and **flexibility**.



PROVIDE AUTONOMY

Be flexible on:

- How to work (*remote or hybrid*)
- When to work (*morning, afternoon or evening*)
- Where to work (*at-home, in-office, hybrid*)

MAKE SCHEDULES AS FLEXIBLE AND PREDICTABLE AS POSSIBLE





INCREASE ACCESS TO PAID LEAVE

- Modeling taking time off, and time away to promote an atmosphere where employees are encouraged to take time off



RESPECT BOUNDARIES BETWEEN WORK AND PERSONAL TIME

When boundaries are set by leaders and supervisors:

- Workers report a greater sense of well-being
- Optimizes the workers' health
- Increases productivity, and creativity

ESSENTIAL4: MATTERING AT WORK

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

ESSENTIAL 4: MATTERING AT WORK

Dignity

- The sense of being respected and valued
- **Meaning**
- Meaning in the workplace can refer to the sense of broader purpose and significance of one's work



PROVIDE A LIVING WAGE

- Organizations should meet job demands, including compensation, to offer workers a **living wage**
- **And access to benefits** to further promote and protection of well-being.



ENGAGE WORKERS IN WORKPLACE DECISIONS

Employee engagement is:

- The extent to which organizational mission statements, values, and objectives.
- The level of enthusiasm and commitment that workers have in their work and workplace.



BUILD A CULTURE OF GRATITUDE AND RECOGNITION



- When people feel appreciated, recognized, and engaged by their supervisors, their sense of value and meaning increases.
- Staff who received frequent appreciation at work are more likely to recognize and appreciate others.

CONNECT INDIVIDUAL WORK WITH ORGANIZATIONAL MISSION

Having a shared purpose, or a collective sense of working toward a common goal is crucial.



ESSENTIAL 5 OPPORTUNITY FOR GROWTH

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

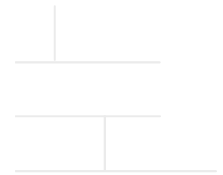
OFFER QUALITY TRAINING, EDUCATION, AND MENTORING



FOSTER CLEAR, EQUITABLE PATHWAYS FOR CAREER ADVANCEMENT



ENSURE RELEVANT, RECIPROCAL FEEDBACK






CONCLUSION

This Surgeon General's Framework for Workplace Mental Health & Well-Being underscores the **inextricable connection between the well-being of workers and the health of organizations.**

It offers a foundation and resources that can be used by **workplaces of any size, across any industry.**

To learn more about this framework and to find shareable resources, visit the webpage at [surgeongeneral.gov/workplace](https://www.surgeongeneral.gov/workplace)



THANK YOU.

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HONORING YOUR WORK AND PERSONAL LIVES.

Presentation created in 2023 by Jaimie Hutchison, Director, MSU WorkLife Office. Thank you to Bella Burns and Vanessa Nguyen for compiling the report into the master slide show.

Essential I: Protection from Harm

Resources

Manuals, Guidebooks, Training

- Americans with Disabilities Act National Network
- Fundamentals of Total Worker Health® Approaches Centers for Disease Control and Prevention (CDC) / National Institute for Occupational Safety and Health (NIOSH)
- “What is a Safety Climate?” CDC/NIOSH Webinar
- Sleep: An Important Health and Safety Concern at Work CDC Workplace Health Resource Center
- Workforce GPS Guide: Beyond the Record, a Justice-oriented Approach to Background Checks John Jay College Institute for Justice and Opportunity

Essential I: Protection from Harm

Resources

Manuals, Guidebooks, Training

- Resources and Technical Assistance DOL Office of Disability Employment Policy (ODEP)
- Workplace Violence Program Resources DOL
- Training Resources for Employers to Protect Workers DOL / Occupational Safety and Health Administration (OSHA)
- Spanish-Language Compliance Assistance Resources DOL/OSHA
- Safety & Health Improvement Program Oregon Healthy Workforce Center
- Mental Health Toolkit Employer Assistance and Resource Network on Disability Inclusion (EARN)

Essential I: Protection from Harm

Resources

Mental Health and Substance Use Recovery Support

- Workplace Supported Recovery CDC/NIOSH
- CDC Mental Health Resources
- Recovery for Every Worker, Every Employer DOL
- What can YOU do?: The “Mental Health at Work: What Can I Do” PSA Campaign DOL
- Drug-Free Workplace Resources Substance Abuse and Mental Health Services Administration (SAMHSA)

Essential I: Protection from Harm

Resources

Suicide Prevention

If you or someone you know is experiencing emotional distress or thoughts of suicide, help is available.

Call the Suicide Prevention Lifeline 24/7 at 988.

Or in a crisis, text 741741 for 24/7, confidential, free crisis counseling. Or call the National Alliance for Mental Illness (NAMI) Helpline at 1-800-950-6264, Monday-Friday, 10 a.m. to 10 p.m., ET.

- [Preventing Suicide: A Technical Package of Policy, Programs, and Practices](#) CDC
- [Comprehensive Blueprint for Workplace Suicide Prevention](#) National Action Alliance for Suicide Prevention
- [National Suicide Prevention Lifeline: 988](#)

Essential I: Protection from Harm

Resources

Other

- [Helping Small Businesses](#) DOL/OSHA
- [On-Site Consultation](#) DOL/OSHA
- [Stigma-Free Company](#) National Alliance for Mental Illness (NAMI)
- [Resources for Prioritizing Staff Wellness](#) Office of Head Start
- [Wellbeing In The Workplace Guidebook](#) U.S. Chamber of Commerce
- [Advancing Health Equity](#), The Community Guide
- [Guidelines on Mental Health at Work](#) World Health Organization (WHO)

ESSENTIAL 2: CONNECTION AND COMMUNITY

Connection and Community Resources

- Worker Resource and Organizing Center *U.S. Department of Labor (DOL)*
- Disability Inclusion in the Workplace: Why It Matters *Employer Assistance and Resource Network (EARN)*
- Empower Work Text Line
- Work Design Principle #3: Improve Social Relationships in the Workplace *The Work and Well-Being Initiative (Harvard T.H. Chan School of Public Health/ MIT Sloan School of Management)*
- A to Z of Disabilities and Accommodations *Job Accommodation Network*
- Center for Peer Support *Mental Health America*
- Find Local Assistance and Network of Partners *U.S. Small Business Administration (SBA)*

ESSENTIAL 3: WORK-LIFE HARMONY

Work-Life Harmony

Resources

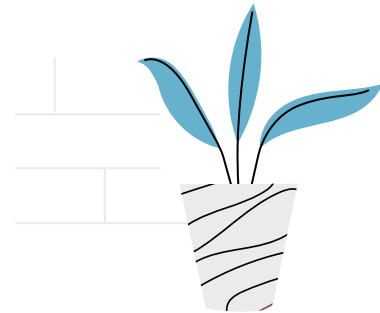
- Work Design Principle #1: Give Employees More Control Over Their Work The Work and Well-Being Initiative (Harvard T.H. Chan School of Public Health/ MIT Sloan School of Management)
- Work and Life: A Behavioral Approach to Solving Work-Life Conflict Ideas 42
- How Can We Grant Employees More Flexibility in Their Job Positions Mental Health America
- Five Ways Leaders Can Support Remote Work MIT Sloan Management Review
- National Business Group on Health
- Paid Leave National Partnership for Women & Families

ESSENTIAL 4: MATTERING AT WORK

Matteing at Work

Resources

- [Job Quality Toolkit](#) U.S. Department of Commerce
- [Tool for Conducting a Pay Analysis to Understand Whether Full-time Hourly Employees Earn Enough Money to Support their Household](#) Good Jobs Institute
- [The Power of Four Words: "What Matters to You?"](#) Institute for Healthcare Improvement
- [Addressing Burnout in the Behavioral Health Workforce through Organizational Strategies, Chapter 3- Planning Processes](#) Substance Abuse and Mental Health Services Administration
- [Health Workplace Participatory Program Toolkit](#) University of Massachusetts Lowell
- ["Who is Engaged at Work?"](#) Article (2019), American College of Occupational and Environmental Medicine
- ["6 Job Quality Metrics Every Company Should Know"](#) Article (2021), Brookins
- [NIOSH Worker Well-Being Questionnaire](#) Centers for Disease Control and Prevention (CDC)/ National Institute for Occupational Safety and Health
- [Workplace Health Promotion](#) CDC
- [Valid and Reliable Survey Instruments to Measure Burnout, Well-Being, and other Work-Related Dimensions](#) National Academy of Medicine (NAM)



ESSENTIAL 5: OPPORTUNITY FOR GROWTH

Opportunity for Growth

Resources

- Resource Leveraging & Service Coordination to Increase Competitive Integrated Employment for Individuals with Disabilities Federal Joint Communication to State and Local Governments
- Toolkits to Achieve Workplace Change Harvard University Work, Family & Health Network
- Bridging the Advancement Gap: What Frontline Employees Want and What Employees Think They Want McKinsey & Company
- What Professional Development Opportunities Can We Offer? Mental Health America
- 4 Tools to Help Managers Connect with Remote Teams MIT Sloan School of Management
- President's Executive Order on Diversity Equity Inclusion and Accessibility in the Federal Workforce
- 7 Tips for Making the Most of Your Check-Ins The Management Center
- Learning at Work and Wellbeing What Works Centre for Wellbeing

