

Mental Health Awareness Toolkit

for
Leaders, Managers, and Supervisors



**SAN FRANCISCO
HEALTH SERVICE SYSTEM**

Better Every Day.

Table of Contents

Introduction & Background.....	3
Getting Started.....	4
1. Increase Awareness Through Communication.....	5 - 10
a. Highlight Mental Health Services	
b. Share Educational Resources	
2. Provide Opportunities for Growth Through Workshops and Training.....	11 - 14
a. Workshops	
b. Training	
3. Build a Culture of Connection, Community, & Caring.....	15 - 16
a. Group Exercise	
b. Department Led Well-Being Activities	
Additional Support Resources.....	17 - 18
References.....	19

Introduction

Mental health is a key component of overall well-being, and employers play a vital role in supporting their employees. Positively impacting employee mental health can help attract and retain top talent, boost productivity and performance, foster an inclusive and safe workplace culture, and ultimately reduce healthcare costs. The opportunity to improve workplace mental health exists at all levels of an organization.

Background

Mental health conditions are common, [affecting 1 in 5 adults](#), approximately 59 million individuals and equates to approximately 20% of City and County and San Francisco employees. [73% of employees](#) report that work-related mental health struggles negatively impact their productivity, and approximately [1/3 of U.S. workers](#) state that work-related stress and burnout as one of their top stressors. Key contributors include excessive workloads, inadequate staffing, and lack of recognition. [In 2024, 89% of employees](#) across the six countries experienced at least one mental health challenge in the past year, yet only [47% received care](#). Additionally, a recent poll conducted by the [National Alliance on Mental Illness](#), found that just over half of the workforce knows how to access their mental healthcare benefits.

The City and County of San Francisco provides resources to help employees, co-workers, and leaders make a positive difference. Additionally, all city Health Plan providers include mental health and substance abuse benefits that are available to all enrolled employees without going through their primary care physician.

Department Leaders, managers, and supervisors can successfully develop workplace culture by making employee well-being and mental health an organizational priority. Get started today and take action to provide information that raises awareness and improves access to mental health services. Create a supportive workplace culture that can help break down stigma.

Getting Started

Employees look to their leaders for support and to create a culture of caring. By implementing this toolkit, your department can create a workplace environment that normalizes and supports employees' mental health through communication, learning, modeling and compassion.

This toolkit provides guidance on building a mental health-friendly workplace and helping employees access resources to improve well-being in three key focus areas:

1. **Increase Awareness Through Communication**
2. **Provide Opportunities for Growth Through Workshops and Training**
3. **Build a Culture of Connection, Community, & Caring**

We recommend your leadership team starts with focus area number one above and build upon it over time. Your department can further develop this well-being initiative by developing a strategic plan for long-term impact. For assistance and support, the SFHSS Well-Being Division is available to help with the implementation of this toolkit.

Increase Awareness Through Communication

22% of employees at the manager level report that they don't know whether their employer offers mental health benefits. Increasing the visibility and accessibility of these resources helps demonstrate your organization's commitment to supporting employees in being proactive about their well-being. To raise awareness organizations are encouraged to develop a communication strategy that considers your workforce, identifies the most effective communication platforms and creates consistency through frequent messaging.

Take action by communicating at least once a month through a minimum of three different platforms. This could include email, posting print materials in high traffic areas, incorporating messages into all-staff meetings or team huddles, discussing resources in one-on-one meetings, or utilizing a shared drive or Microsoft Teams channel.

Explore these resources and share them across your organization.

Highlight mental health services by:

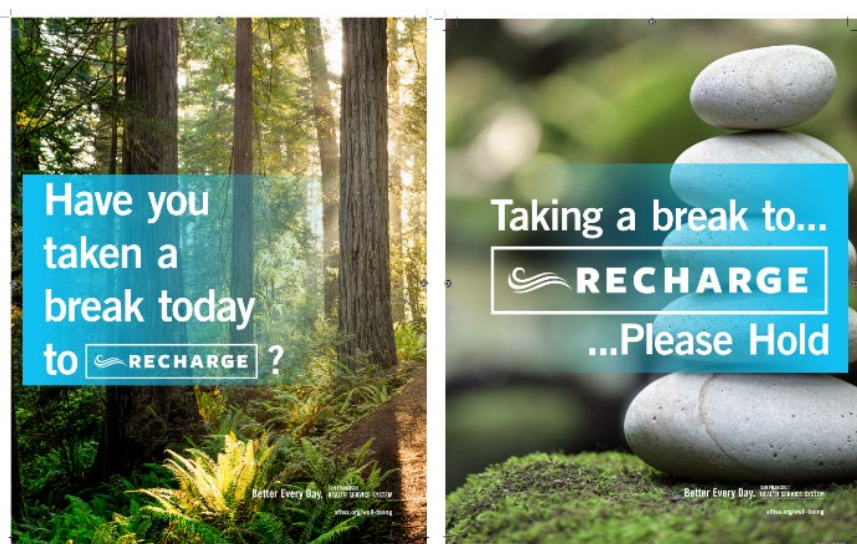
1. Playing a Video

COMING SOON!

EAP Orientation
(For non-First Responders)

eLearning EAP Orientation
(For Non-First Responders)

2. **Send a Department-Wide Email.** Download and use this template to get started.
3. **Post Flyers or Distribute Information.** Rotate your flyers so keep them fresh with new content. Click the image to download and print the file.



Break Signs



EMPLOYEE ASSISTANCE PROGRAM (EAP)

SFHSS EAP Counselors are available Monday through Friday from 8am to 5pm for confidential Tele-Counseling & Consultation.

EAP Guidance Resources Consultants are available 24/7 for confidential assessment and referral.

Your mental health is just as important as your physical health. If you think you need help - Call: (628) 652-4600

Visit EAP online at sfhss.org/eap & sfhss.org/crediblemind for more resources including your mental health benefits through your health plan.

We're Here *For You*



SAN FRANCISCO
HEALTH SERVICE SYSTEM

sfhss.org/eap

EAP Services Flyer

Quick Reference	Tips for Your Call with SFHSS EAP for CDP	PSYCHOLOGICAL FIRST AID (PFA)		As days and weeks pass:	
800/951-0001 (TOLL FREE) 900/951-0001 (SFHSS) 402-4000 (PsychFirst.org)	<ul style="list-style-type: none">Take a moment to breathe and gather your thoughts.Have someone with the event discuss on the call.Be prepared to discuss the situation and receive guidance on next steps.Interventions vary: your EAP counselor will guide you on the best approach.The immediate priority is ensuring employees feel safe and cared for through Psychological First Aid (PFA).	<p>Psychological First Aid (PFA) Recognizes that people react and are affected differently to events due to factors like:</p> <ul style="list-style-type: none">The event nature and severityPast experiencesCurrent stressSupport systemsCurrent mental health <p>PFA is an evidence-based approach to help individuals cope after a critical incident.</p>	<p>The first 0-24 hours:</p> <ol style="list-style-type: none">Check for employees who may be in serious distress and don't leave them alone.Identify employees who may need support.Identify employees who may need support.Identify employees who may need support.Identify employees who may need support. <p>As days and weeks pass:</p> <ol style="list-style-type: none">Ensure accuracy by getting information from a designated point person.Check in with employees individually and as a group.Monitor for ongoing distress and break with your SFHSS EAP counselor.Practice self-care for both you and your employees during this stressful time.Connect SFHSS EAP with resources.	<div>PSYCHOLOGICAL HEALTH SERVICE SYSTEM</div> <div>EMPLOYEE ASSISTANCE PROGRAM</div> <div>Leadership Pocket Guide</div>	
<p>National Crisis Hotline 988. Suicide or text www.988lifeline.org</p> <p>National Domestic Violence Hotline (800) 799-7233 (SAFE) www.thehotline.org</p> <p>SF Mobile Crisis Unit (415) 217-7000</p>				<div>NOTE: <i>For You</i></div>	
<p>EAP Counseling Services</p> <p>This Leadership Pocket Guide gives you a guide and easy reference to EAP services.</p> <ul style="list-style-type: none">FreeConfidentialVoluntaryToll-free or in-person6 sessions per problem in a 12-month period <p>Available to employees of:</p> <ul style="list-style-type: none">City & County of SFSF City CollegeSF Superior CourtSF Unified School District	<p>SFHSS Internal EAP</p> <p>Licensed clinicians with diverse experience in counseling, consulting, business, and navigating city systems.</p> <p>Monday-Friday 8 AM to 5 PM</p> <ul style="list-style-type: none">Individual & Organizational Counseling/ConsultationCritical Incident ResponseHelp managing ConfPsych External EAP and mental health and substance abuse benefitsWorkplace MediationWorkshops and Trainings	<p>ConfPsych External EAP</p> <p>Guidance Consultant Customer Service Representative for San Francisco in the community.</p> <p>Available 24/7/365 for referrals</p> <ul style="list-style-type: none">Personal problemsCouples CounselingTherapist preference such as: ethnicity, gender, LGBTQIA+ <p>For consultations or help with a critical incident, ask for an SFHSS EAP Counselor.</p>	<p>Management/Organizational Consultations</p> <p>Consultation for:</p> <ul style="list-style-type: none">Concerns about an employeeDisputes between employeesTeam or Unit difficultiesHelp with cultural resourcesHelp with challenges in times of change and transitionGuidance for referring an employee to EAP <p>Coaching for:</p> <ul style="list-style-type: none">New supervisors, managers, and directorsHow to manage long-term employee difficulties	<p>Critical Incident Response (CIR)</p> <p>A Critical Incident is a highly stressful or traumatic event that overwhelms a person's typical coping abilities and is a circumstance that is typical for the emergency work environment.</p> <p>Examples include:</p> <ul style="list-style-type: none">Death of a co-worker, client, patron or patientViolence in the workplaceWitness to violenceRefugee or traumatic eventPhysical or Sexual AssaultTheft/robbery	<p>Critical Incident Timeline</p> <p>0-24 Hours Call EAP and ask for an SFHSS EAP Senior Counselor for CIR.</p> <p>0-24 Hours Leadership principles: Psychological First Aid (PFA)</p> <p>0-24 Hours Distribute EAP handouts (PFA, self-care resources).</p> <p>48 Hours - 1 Week Individual and/or group CIR intervention.</p> <p>Timeline may vary, depending on incident and other factors.</p>

Pocket Guide for Leaders / Managers

(Click the [link to request printed copies](#))

Health Plan Resources and Benefits

There is no yearly or lifetime dollar limit for essential mental health benefits. Deductibles, co-payments, coinsurance, out-of-pocket limits, number of days or visits covered and any pre-authorization of treatment must be the same for mental health and medical/surgical services. Visit sfhss.org/using-your-benefits for more information

blue california	healthnet	canopy	KAISER PERMANENTE
<p>Lifeline: 24/7 (800) 965-2405</p> <p>Mental Health and Substance Abuse Services (877) 263-9952</p>	<p>Health Net Behavioral Health (833) 996-2567 www.healthnet.com</p> <p>Mental Health and Substance Abuse Services: healthnet.com/mental-health, or call the Mental Health Benefits number 833-996-2567 (TTY: 711)</p>	<p>Support Groups and Classes www.canopyhealth.com</p> <p>Telephone/Online coaching (866) 862-4295</p> <p>Mental Health and Substance Abuse Services (800) 464-4000</p>	<p>Support Groups and Classes www.kaiserpermanente.org/health</p> <p>Telephone/Online coaching (866) 862-4295</p> <p>Mental Health and Substance Abuse Services (800) 464-4000</p>
Free Mental Health & Emotional Well-Being Apps			
<p>Wellness - Free online platform that provides access to well-being apps.</p> <p>HeadSpace - One-on-one coaching, therapy, and psychiatry services alongside guided meditations, sleep content, and mindfulness tips.</p> <p>Visit getwellness.com to learn more.</p>	<p>myStrength - Online app to help you manage stress, anxiety, chronic pain, and more. Track your health, enjoy activities, and become inspired.</p> <p>Understanding My Stress - A digital mental well-being program designed to help you better understand how your mind works, reduce stress, and build healthier habits.</p> <p>Visit healthnet.com/health, canopyhealth.com/health, or kaiserpermanente.org/health for more information.</p>	<p>Calm - Improve sleep, relaxation, and mindfulness with guided meditations, stories, music, soundscapes and more.</p> <p>HeadSpace - Get one-on-one with an emotional support coach anytime, anywhere. Guided meditations, sleep content, and mindfulness tips are also available. Support is just a text message away.</p> <p>Go to healthnet.com/health, canopyhealth.com/health, or kaiserpermanente.org/health for more information.</p>	

Better Every Day. SAN FRANCISCO HEALTH SERVICE SYSTEM

sfhss.org/health

MENTAL HEALTH MATTERS

The San Francisco Health Service System and CredibleMind are here to help.

ALWAYS FREE
ALWAYS CONFIDENTIAL

Learn new skills, understand your own mental health, take a mental health assessment and browse our library of thousands of self-help mental well-being resources covering over 200 topics.

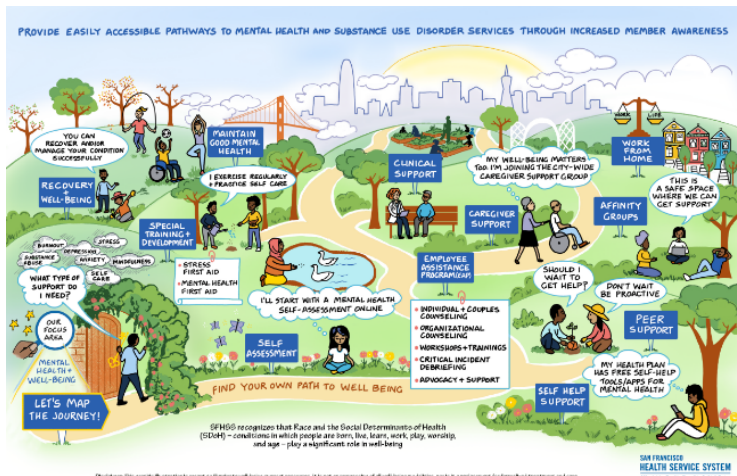
Find the right resources for you.
Start Today!

Scan the QR Code, Register and take the Mental Health Profile Assessment
sfhss.org/crediblemind

Better Every Day. SAN FRANCISCO HEALTH SERVICE SYSTEM

Health Plan Mental Health Benefits Flyer

CredibleMind

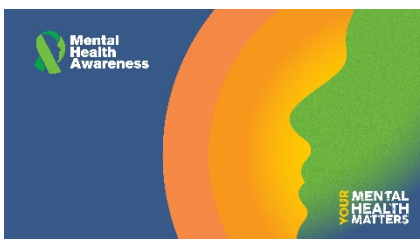


Journey Map – No Wrong Door

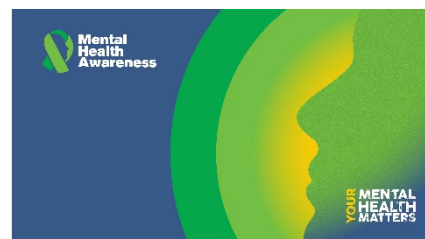
- Share Assessment Tools.** Many may not know where to start when seeking information to support their mental health, and everyone is at a different stage in their mental health journey. Encourage individuals to begin by taking an assessment to identify areas they may want to focus on most. In addition to mental health concerns such as feeling depressed, stressed or anxious, factors like relationship satisfaction, happiness, and work-life balance also play a role. The assessment *'What is your Mental Health Profile'* is a great place to start.



- Show Support.** There are several ways to show your support as a leader. Simple gestures, such as adding a mental health logo to your email signature or website, or virtual background during Mental Health Awareness Month in May, wearing a green ribbon pin, or sharing personal stories can help create a workplace culture where employees feel safe discussing their well-being. Small actions make a big impact in fostering a supportive work environment.
- Download and implement** a resource below:



Virtual Background V1



Virtual Background V2



**Mental
Health
Awareness**

Logo V1A



**Mental
Health
Awareness**

Logo V1B



Banner V1A



Banner V1B



Banner V2



Banner V3



Banner V4



Banner V5



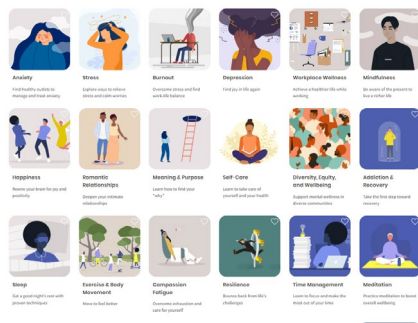
May is
**Mental
Health
Awareness**
Month

Banner V6

Reach out to SFHSS for other visual reminders are available for employees to show their support. Please note that supplies may be limited. To request resources, email the Well-Being team at well-being@sfgov.org.

Share Educational Resources:

Web Resources: Videos, Podcasts, Ted Talks, etc. (Click on the image to access more information.)



Mental Well-Being Topics Online

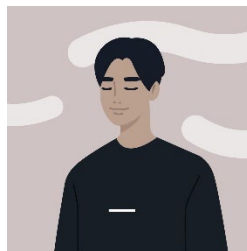
Online Resources

Online Learning Labs

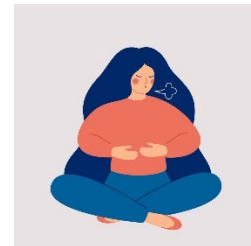
**EMPLOYEE
ASSISTANCE
PROGRAM**

WE'RE HERE *For You*

EAP We're Here for You

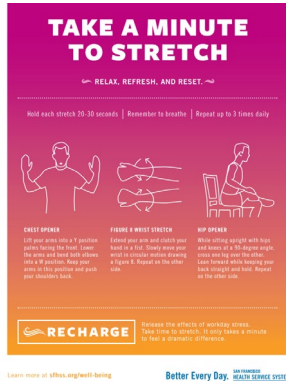
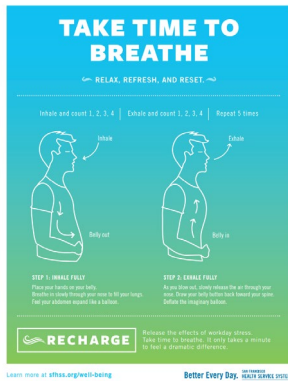


Mindfulness



Breathwork

Print Materials — Post signs to remind employees to take breaks, breathe, and stretch. Click the image to download and print the file. To request printed materials please complete the online form:



Breathe Poster

Stretch Poster

Breath and Stretch Handout

EMPLOYEE ASSISTANCE PROGRAM

WE'RE HERE *For You*

A Quick Tip for Instant Stress Relief:

Do a one minute meditation.

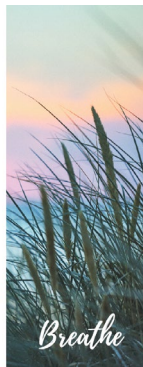
Take 5 deep breaths. Inhale 1, 2, 3, 4... Exhale 1, 2, 3, 4...

Repeat as needed.

Call EAP for Tele-Counseling: (628) 652-4600

Check out our website for resources and operational updates: sfhss.org/eap

SAN FRANCISCO HEALTH SERVICE SYSTEM
Better Every Day.



Just Breathe Posters

Breath & Stretch Pocket Guide

Mental health crisis handout

Provide Opportunities for Growth through Workshops and Training

When employees receive training on mental health and mental health care benefits, they report a [10-point decrease](#) in their concerns about being judged for sharing their mental health stories with colleagues. In addition, employees at workplaces offering mental health training are [less likely to report a decline](#) in productivity due to mental health challenges.

SFHSS offers a variety of webinars, training, and workshops to educate employees about mental health, stress in the workplace, self-care, communication, and so much more. Empower your team to thrive by investing in employee wellbeing. Take action today and make mental health a priority by equipping your employees with the tools they need to succeed and stay well. Explore training and workshops available and plan ahead, as most courses require 8 weeks to 90 days of lead time. If you're unsure where to begin, refer to the workshops and training courses in **bold**.

Workshops

The workshops offered are FREE and range from self-paced web-based to in-person or virtual formats. They typically last between two to four hours and include interactive learning, role playing and scenarios to provide hands-on experience. Recommended workshops to support employee mental health include:

Workshop Title	Target Audience	Description
Mental Health First Aid Introduction	All active employees	A self-paced eLearning course that introduces employees to workplace wellbeing practices and teaches how to understand and reduce stigma in the workplace, recognize and help a colleague who may be experiencing a noncrisis mental health or substance use challenge, build a resilient mindset, and implement best practices for self-care. 2 – hour online self-paced training
Mental Health First Aid Certification 2.0	All active employees	An instructor-led training where employees practice the skills needed to recognize and respond to a co-worker who may be experiencing a noncrisis or crisis mental health or substance use challenge – and connect them with the appropriate

		<p>resources in accordance with company policies. Upon completion, learners will receive a certification in MHFA at Work.</p> <p>Prerequisite: MHFA Intro, For all employees Virtual/in-person</p> <p>4 - hours</p>
Mental Health First Aid Champion	Well-Being Champions and/or employees who want to champion for mental health within their department	<p>An instructor-led session that empowers a network of employees to provide mental health and substance use support to other employees as the company's go-to resource. Employees will develop an action plan for their role as a MHFA at Work Champion.</p> <p>Prerequisites: MHFA Intro and Certification Select employees Virtual/in-person</p> <p>1.5 - hours</p>
Mental Health First Aid Transform	Leaders, Managers, and Supervisors	<p>An interactive workshop for HR professionals and leaders from different departments to discuss their organization's current mental health culture and create a cohesive strategy to address factors that may be impacting the workforce on their path to a healthy workplace culture that enhances employee well-being.</p> <p>2-hours Prerequisites: MHFA Intro and Certification For leaders and HR professionals Virtual/in-person</p>
Stress First Aid	All active employees	<p>Stress First Aid is an evidence-based peer support and self-care model that anyone can use in any setting during stressful times. In this training, you will</p>

		<p>learn what stress first aid is, how to recognize distress in yourself and others and build essential skills to help others in a time of distress.</p> <p>2-hour interactive training</p>
EAP Essentials for Leadership	Leaders, Managers, and Supervisors	<p>Learn about how and when to refer an employee, what you can do for your employees to help them after a critical incident, and when to reach out for EAP services to come to your workplace. Learn about the training and workshop opportunities available to you and your work unit.</p> <p>This can be a stand-alone or coupled with Psychological First Aid – what to do in a crisis.</p> <p>1.5-hour training.</p>
Leadership in Action	Leaders, Managers, and Supervisors	<p>Join EAP and your colleagues for a series of three interactive workshops designed to address the unique challenges faced by Supervisors, Managers, and Directors. Through self-assessment and discussion, learn about yourself as a leader.</p> <p>This is 3 or 4 sessions, 10.5-hour learning, and self-assessment experience begins with 1.5-hours EAP Essential for Leadership + Psychological First Aid</p> <ul style="list-style-type: none"> • Session One – 1.5 hours • Session Two – 3-hours • Session Three – 3-hours <p>Scheduled in consecutive weeks</p>
Making Work, Work	All active employees	<p>Being able to manage stress and emotions is essential for well-being. Learning to communicate effectively and handle difficult people can have a positive impact on your work environment. Join SF HSS EAP for</p>

		<p>these four counselor-facilitated workshops to learn and practice skills to make work, work for you.</p> <p>This is a 7-hour series, offered in 4 sessions:</p> <ul style="list-style-type: none"> • Managing Stress, 1.5-hour • Effective Communication, 2-hour • Dealing with Difficult People 1.5-hour • Managing Ourselves, 2-hour
--	--	--

Download the full list of [mental health and emotional well-being offerings](#) to learn more about training requirements and learning objectives.

Training

The training offered covers a wide range of topics and can be delivered either in person or virtually. Sessions typically last between 30 minutes to one hour and address areas such as EAP services, personal development, legal and financial support, communication skills, behavioral health and wellness, and resilience among others.

For a full list of well-being activities offered through SFHSS, download the [Activity Description List](#).

Requesting a Workshop or Training

Follow these steps to request a workshop or training.

Step 1: Determine the workshop or training you'd like to offer for your employees. If you are interested in a workshop or training facilitated by the SFHSS EAP, please contact them directly at eap@sfgov.org to determine the best workshop or training for your team.

Step 2: Identify the preferred day, time, and location for the workshop or training.

Step 3: Complete the online [Event Request Form](#).

Step 4: Email well-being@sfgov.org to confirm that you've submitted your request.

Build a Culture with Connection, Community, & Caring

Work-related stress is the leading stressor for adults in the US and is linked to poor mental health. One in four employees in the US say they have considered quitting their jobs due to mental health concerns and the [US economy spends more than \\$280 billion annually](#) on mental health costs.

Over our lifetime, we spend over [1/3 of our lives or 90,000 hours at work](#). We spend more time with those we work with than with those who are family and friends. Implementing positive leadership practices can serve as a foundation for building and maintaining a positive organizational environment. Positive leadership practices play an important role in influencing workplace culture and employee attitudes toward mental health. Emphasizing the importance of improved mental health in the workplace helps to shape employee perceptions of the organization's commitment to whole health and well-being and serves to destigmatize mental health issues.

[91% of employees](#) say mental health care benefits are important in creating a positive workplace culture. Begin to create a healthy workplace culture that focuses on connection, community and caring by providing employees opportunities to support their well-being when they need it. Allow community and team building opportunities and recognize and appreciate your employees on a regular basis. Focus on consistency and showing this through actions by walking the walk. What are you going to do today?

Explore and consider implementing the following activities at a minimum of once a month.

Group Exercise Classes are a great way to bring people together, focusing on the mind and body. Classes like Tai Chi, Meditation, Yoga/Chair Yoga, and Stretching help mental health and overall well-being. Bringing an activity to an all-staff meeting or group huddle, dedicating one day a month to offer a class, or simply providing opportunities for employees to engage in activities, can lead to a culture of caring. SFHSS Well-Being offers free group exercise classes for active city employees. For more information on how to request a class visit: <https://sfhss.org/well-being/WB-activities>.

Department Led Activities can bring groups of individuals together, build social connections and create opportunities for developing meaningful relationships. Organizational leaders must be proactive at dedicating time, creating spaces, and offering programs and to breakdown the walls of mental health stigma. Check out some of the ideas below to get started.

1. Implement a **Mental Health Fair**. Work with SFHSS Well-Being to bring in various city departments, health plan partners and vendors to provide interactive activities and materials that support mental health for employees.

2. Offer a **Recess Break**. [Download the Instant Recess toolkit](#) to learn more.
3. Implement a **1-minute mental well-being break** in all meetings or focus on a day of the week such as Well-Being Wednesday and offer an activity.
4. Bring together **small groups** to have open dialogue around mental health. Leverage the SFHSS EAP team to support you.
5. Offer a **scavenger hunt** where small groups of employees can get out and find specific landmarks around their work location or focus on items colored green to show support for mental health.
6. Create a **pop-up wellness space** in different areas throughout your workspace that allows individuals to relax and de-stress. Provide puzzles, coloring books or just simply create a **RECHARGE space** that is conducive for someone to find a quiet place to recharge. Download the [RECHARGE Space toolkit](#) to learn more.
7. Organize a **community/department art project**. Ask employees to bring in art supplies such as paint, pens, paintbrushes, canvases, paper, etc. Have employees create a vision board or provide a prompt such as things that bring you joy and ask them to paint something that supports that prompt. Bring together everyone's art and display it collectively in an open space for others to see.
8. Offer **teambuilding activities**. Sometimes something as simple as an ice breaker can help to get people talking and learning about each other, which fosters a culture of caring. Download this [list of ice breakers](#) and find the right ones for your department.
9. Have your employee **learn and role play by listening using the rules of R.A.S.A.**
10. Make opportunities to **recognize and appreciate employees**. This can be done through peer-to-peer recognition, manager-to-employee or department wide. Download the [Recognition and Appreciation Guide](#).
11. **Explore what others are doing** and check out department [Well-Being@Work Spotlights](#) that are submitted by many of the city departments which highlight the activities they are bringing to their workforce that support well-being.

Additional Resources

There are many additional resources that you can implement to support employee well-being. Consider allowing employees flex time to attend well-being activities and events. To understand how employees can use their accrued time to engage in well-being activities, download and review the [DHR Well-Being Memo](#). For questions, reach out to your Department Personnel Officer (DPO).

The City provides policies and resources that directly support the mental health and well-being of our workforce. If you are interested in how to support your workforce related to the policies outlined, please reach out to well-being@sfgov.org.

1. Support employees in their journey to find a work/life balance through the implementation of the [Telecommute Policy](#). Not only does it help with increased productivity, but it can also improve employee morale, job satisfaction, and decrease energy consumption while being an efficient use of City resources. Additionally, through the [Family Friendly Workplace Ordinance](#), employees can request changes in the terms and conditions of their employment that would provide flexibility or scheduling predictability to assist with caregiving responsibilities.
2. Support lactating mothers as they return to work after giving birth. Provide them information on the [Lactation Policy](#) webpage, where they can read the policy, download the Request for Lactation Accommodation Form, locate a lactation space offered at City worksites, and review a breastfeeding support guide. Encourage employees to contact SFHSS EAP to support their transition back to work
3. Create an environment where people feel safe to come to work. [According to the Psychological Association](#), in 2022 more than two-in-five workers reported that health and safety concerns negatively affected their stress level at work. Ensure your department has a [Workplace Violence Prevention Plan](#) and that employees have read and understand the plan. Ensuring employees understand their respective departments' Workplace Violence Prevention Plans enhances their safety, security, and well-being at work by creating a structured and proactive approach to preventing and addressing workplace violence.
4. Ensure that every individual is treated with civility and dignity, free from disrespectful behavior. Commit to creating a safe, healthy, and respectful workplace for all employees by implementing the [Equitable, Fair, and Respectful Workplace Policy](#) in your department. This includes having discussions about the policy and coming up with team agreements to foster collaboration, communication, and accountability. Train your managers on how to implement the policy, review the policy annually with employees, and print and hang

posters throughout your workspaces using resources from the [Get On Board With Respect Campaign](#) webpage.

References

1. [More than 1 in 4 workers don't know if they have mental healthcare benefits, survey finds](#)
2. [MHA - 2024 Workplace Wellness Research](#)
3. [CDC - Protecting the Nations Mental Health](#)
4. [US Surgeon General Report: Workplace Mental Health and Well-Being](#)
5. [The 2025 NAMI Workplace Mental Health Poll](#)
6. [Employees want more workplace mental health resources](#)
7. [NAMI - Stigma Free](#)
8. [NAMI Stigma Free Guides](#)
9. [NAMI Annual Survey](#)
10. [Workers appreciate and seek mental health support in the workplace - American Psychological Association](#)
11. [Campfire Experiences for Connection](#)
12. [Emotional Intelligence in Organizations](#)
13. [Employee Mental Health at a Crossroads](#)
14. [Organizational Best Practices Supporting Mental Health in the Workplace](#)
15. [The Economic Cost of Mental Disorders - National Library of Medicine](#)
16. [Mental Health and the Economy -- It's Costing Us Billions](#)
17. [2025 State of Workforce Mental Health Report - Lyra](#)
18. [Workplace Stress](#)