

CAHRS VIRTUAL FALL PARTNER MEETING

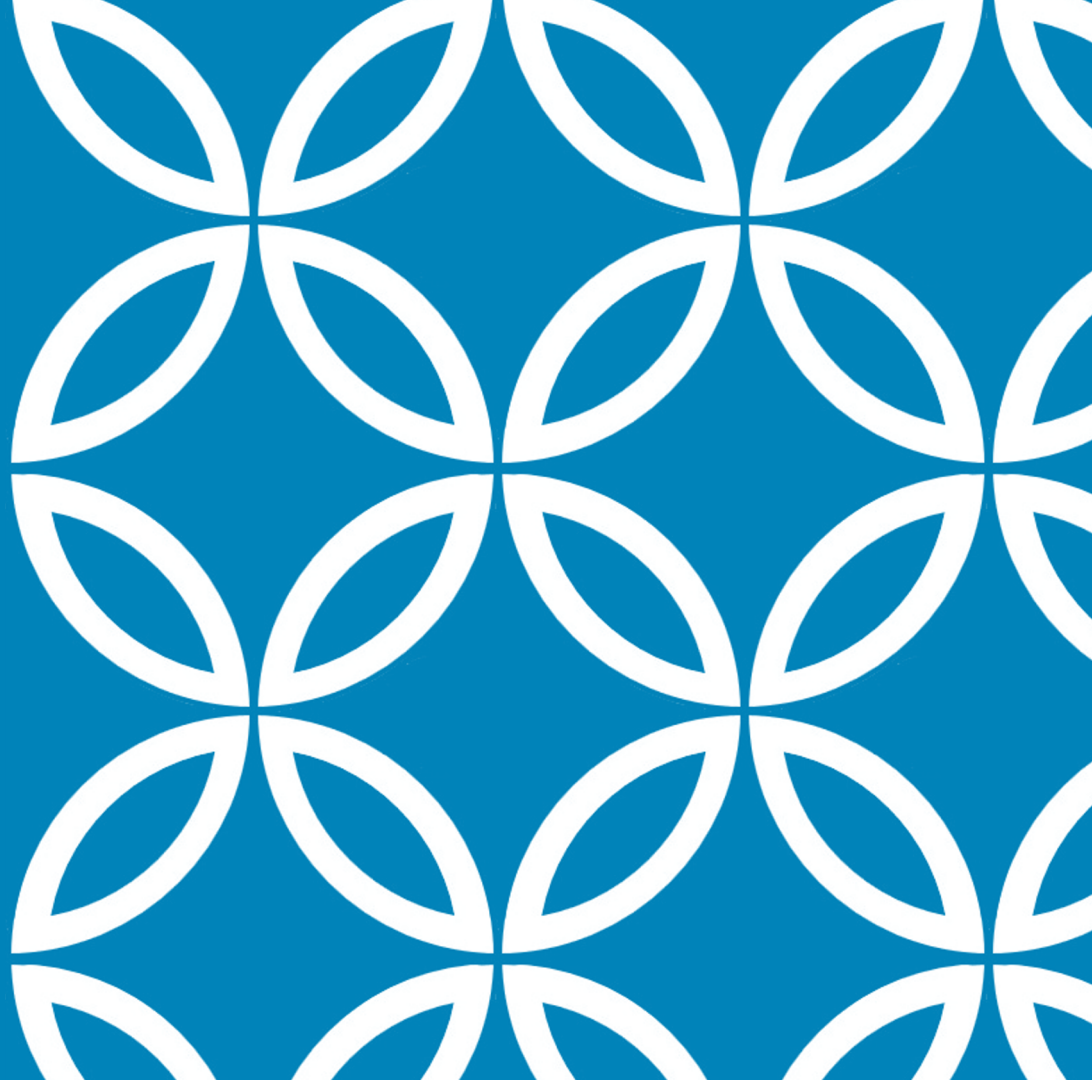
A Crisis is a Terrible Thing to Waste:
Opportunities for HR During and After COVID-19

December 8, 2020



PROMOTING MENTAL HEALTH & WELL- BEING AT WORK: THE ROLE OF THE MANAGER

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AGENDA



OVERVIEW



FINDINGS



BEST PRACTICES



GUEST
PRESENTATIONS



CHALLENGES



OVERVIEW



IMAGES OF 2020

EVENTS OF 2020 HAVE TAKEN A TOLL ON MENTAL HEALTH

HEALTH OUTCOMES

2/3 of people more stressed during COVID

3x as many experiencing anxiety or depression

IMPACTS

1/3 have trouble sleeping or eating

12% increase in stress-related substance use

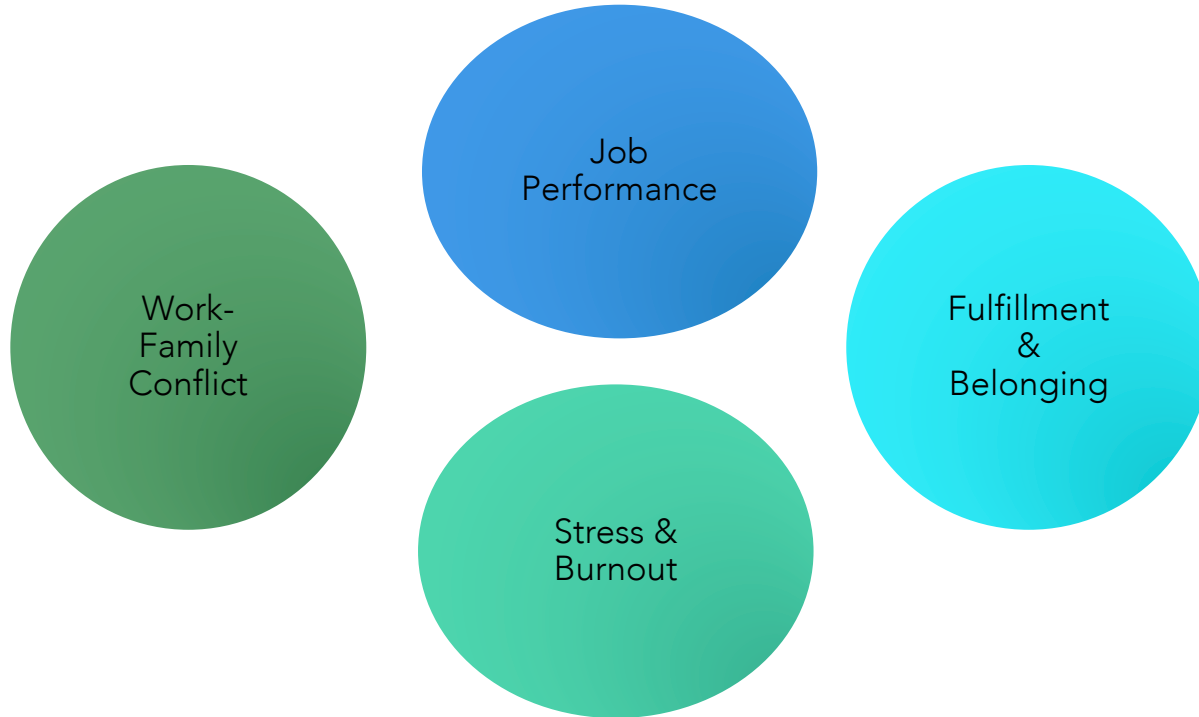
INFLUENCES

Isolation and loss of community

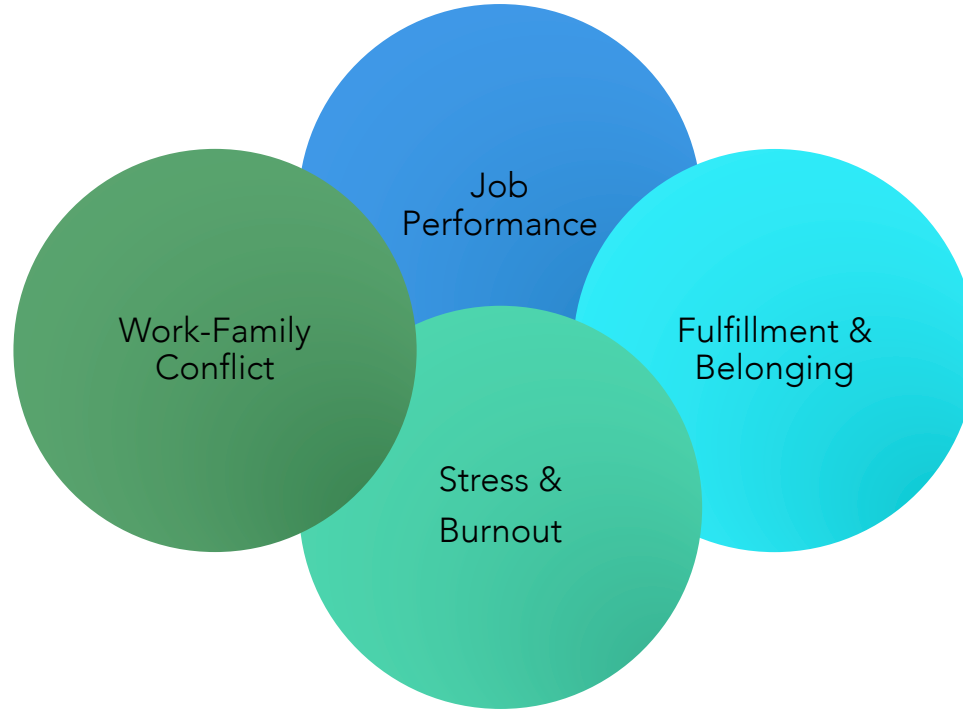
Finances an increasing source of stress

Sources: Kaiser Family Foundation, MetLife

MENTAL HEALTH AND WORK ARE CONNECTED IN MANY WAYS



THOSE CONNECTIONS HAVE BEEN INTENSIFIED IN 2020



OUR RESEARCH AIMS WERE TWOFOLD



- How can companies promote mental health among their employees?
- What role do managers play in these efforts?
- How can companies support them and promote their own well-being?

RESEARCH METHODS



INTERVIEWS

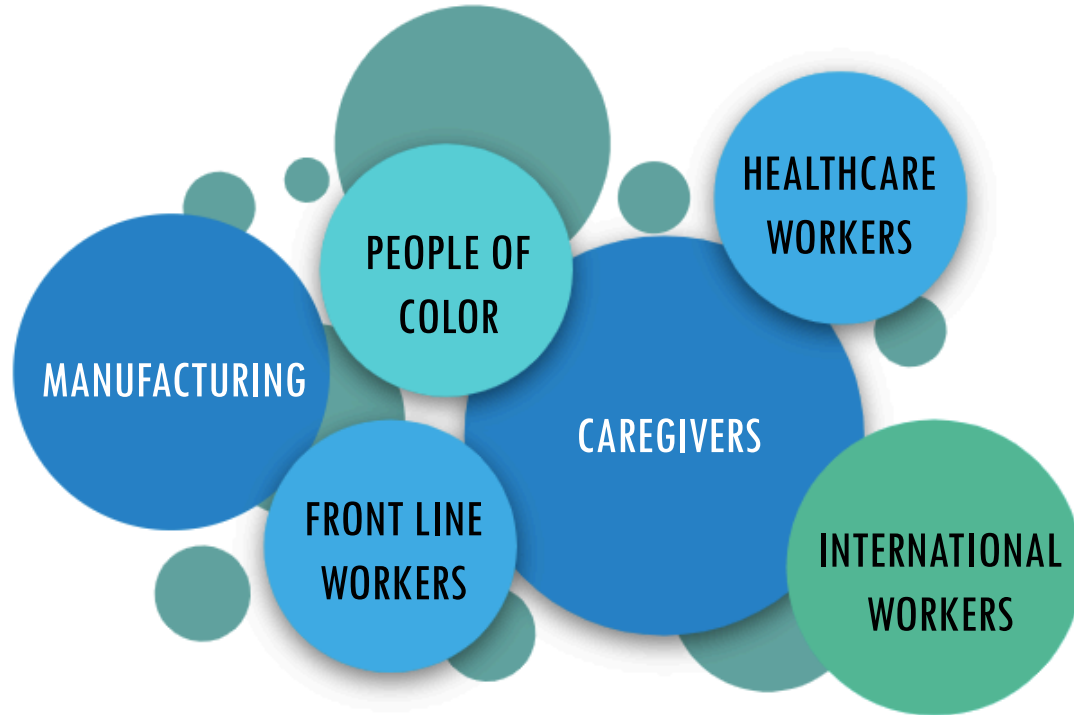
ANALYSIS

INSIGHTS



FINDINGS

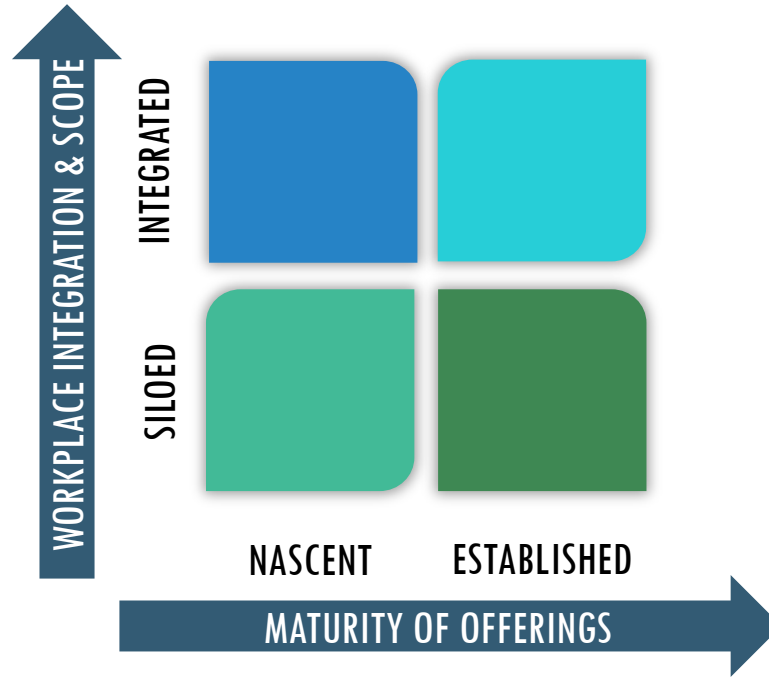
NOTABLE EMPLOYEE POPULATIONS



MENTAL HEALTH STRATEGY FRAMEWORK

INTEGRATED VS. SILOED

- Who is responsible for creating & driving programming?
- How are these skills being reinforced and supported?
- How is success being measured?



NASCENT VS. ESTABLISHED

- Is this strategy proactive or reactive?
- Is this shared globally or solely in the US?
- Does a formal team exist? How long has this leader been in this role?



Q & A ?



BEST PRACTICES

FOUNDATIONAL PRACTICES

PROGRAMS & INITIATIVES

Expansion of EAP & Telehealth

*Webinars on resiliency,
mindfulness, & self-care*

*Flexible schedules & vacation
days*

MANAGEMENT & LEADERSHIP

Spotlight on mental health in
leadership meetings

*Integrated COVID task force w/
focus on well-being*

*Newsletters & internal websites
to promote resources*

INNOVATIVE PRACTICES

PROGRAMS & INITIATIVES

Mental health first aid

Partnership with ERGs for tailored offerings

HR teams devoted to well-being

Converted childcare centers & company shutdowns

MANAGEMENT & LEADERSHIP

Spotlight on leaders with mental health challenges

Leaders are "people leaders"

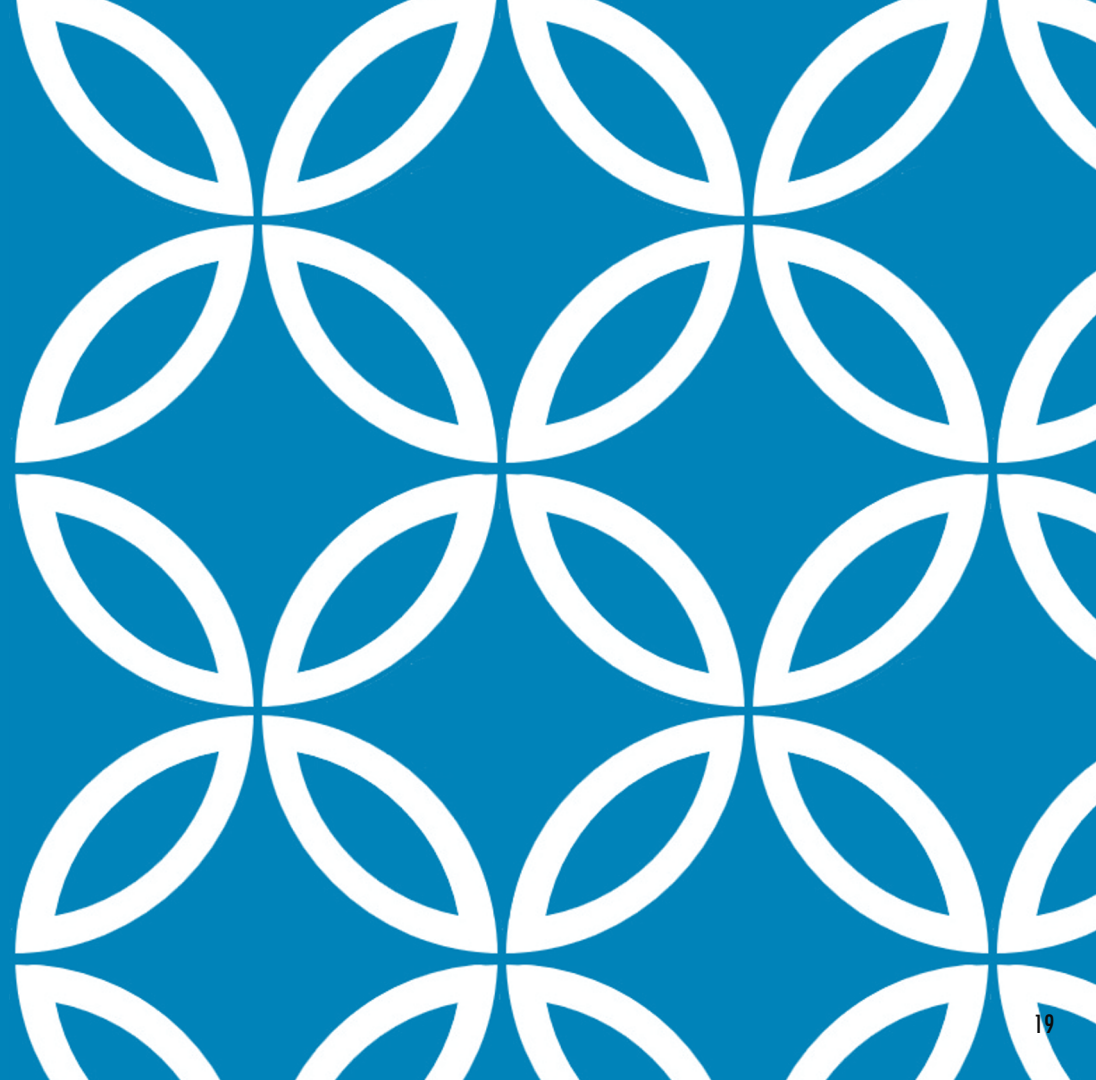
Trainings & protocols for difficult conversations

Performance reviews driven by employee well-being

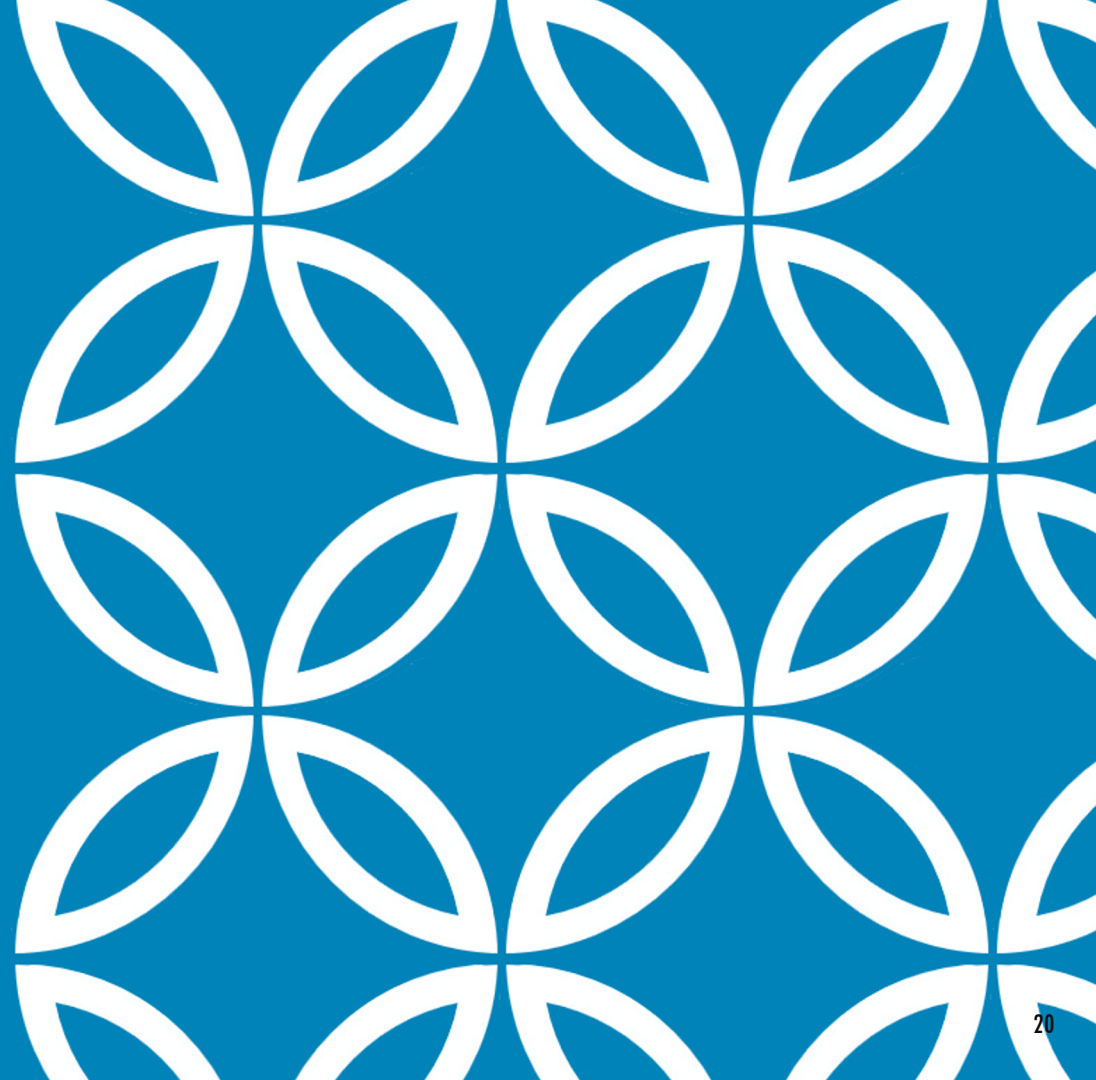


GUEST PRESENTATIONS

CIGNA PRESENTATION



HP PRESENTATION



Q & A ?



CHALLENGES

CHALLENGES

1 OWNERSHIP & MANAGEMENT

How can this work continue to be innovated by HR, but operated by other areas of the business for a more well-rounded integration?

2 MEASUREMENT & REPORTING

How can companies calculate ROI? How can transfer of knowledge be measured? How are employees held accountable for these actions?

3 COMMUNICATION

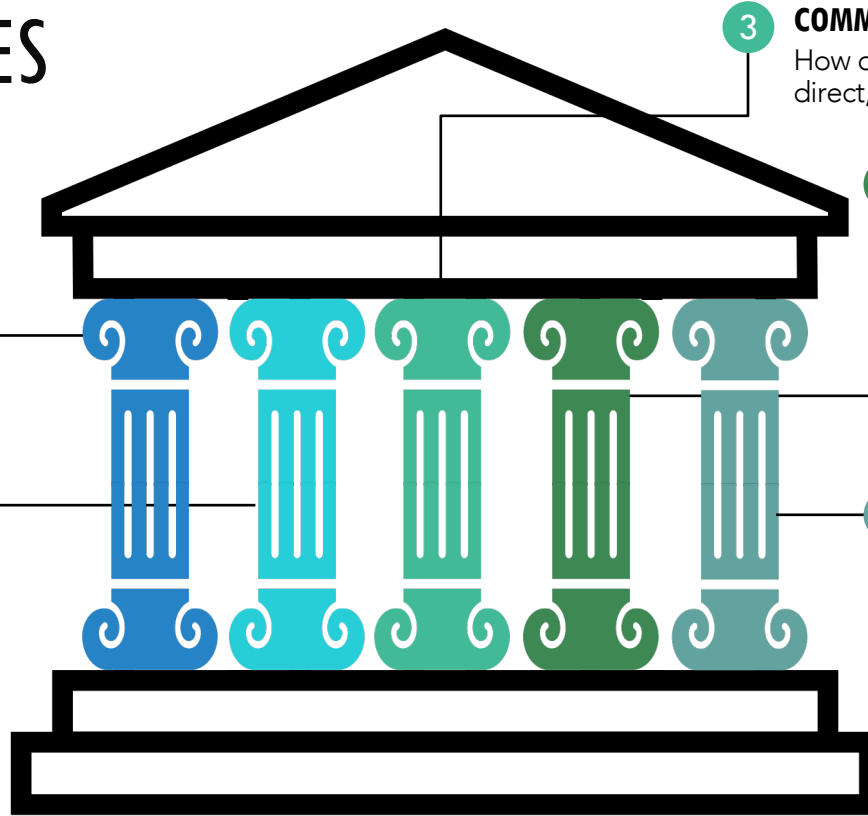
How can communications be simple, direct, effective, and digestible?

4 LEADERSHIP

How does emotional intelligence fit into people leadership? How can leaders navigate the line between manager and counselor? How do you evaluate and reward managers along this dimension?

5 DISPARATE IMPACT & DIVERSE POPULATIONS

How do companies meet the needs of populations uniquely affected by this pandemic? How are can downstream effects (retention, pay/promotion equity, performance management, etc.) be mitigated?



CONCLUSION

TAKEAWAYS

1. Organizations can examine their mental health and wellbeing strategy by determining their position on two dimensions: **integrated vs. siloed** and **nascent vs. established**.
2. In order to develop a strategy that is both effective and sustainable, organizations can review how their program addresses the **five identified challenges**.

PARTICIPATING COMPANIES – THANK YOU!

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Trane Technologies
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Verizon



THANK YOU!
Q&A