



A Quick Guide for Health Promotion Professionals

# THE 4 F'S OF IDENTIFYING & MANAGING MENTAL HEALTH AT WORK

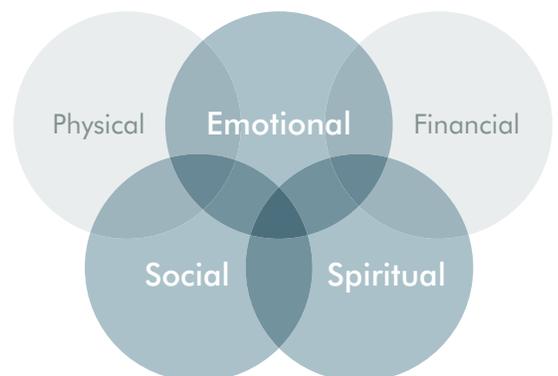
WELCOA sat down with Andy Crighton, Chief Medical Officer at Prudential Financial to learn about their markedly innovative approach to mental health among their employees. For Prudential, a great workplace mental health intervention has to be **foundational** to the organization, have a **focus** on reduction of stigma, has to have the energy and infrastructure to **facilitate** employees getting the help they need, and an overall goal of helping employees **flourish**. To read the full interview with Crighton, visit: [welcoa.org/resources/expert-interview-andy-crighton](https://welcoa.org/resources/expert-interview-andy-crighton)

## 1 FOUNDATIONAL

A great workplace mental health intervention has to be **foundational** to the organization.

### What We Heard from Prudential:

- Organizations must start with an inclusive environment.
- A major strategy has been to create a sense of connectedness within the organization where the employee experience is consistent as they interact with the various pillars of the organization that support the employee lifecycle (HR, EAP, Talent Acquisition, performance appraisal, etc.).
- It is important to remove obstacles that stand between an employee and covered mental health services/safety.
- Align mental health initiative with core values, goals and ethics.



## 2 FOCUS

A great workplace mental health intervention has to have a **focus** on reduction of stigma and address behavior from a performance standpoint.

### What We Heard from Prudential:

#### Avoid sticky situations:

Prudential addresses behavior and work performance as a gateway to recommend mental health services and keep the focus on caring.

- Trust and support are the focus of the mental health approach.
- They strive to reduce the stigma and discrimination around mental health and get individuals to talk about their own experience. Prudential communicates consistently to employees that:
  - Getting help is a sign of strength.
  - It is important that they feel supported and cared for.
- Focus on behavior and how it relates to work performance and safety when managing potential employee mental health situations.
- Set clear goals and expectations.

## 3 FACILITATE

A great workplace mental health intervention has to have the energy and infrastructure to **facilitate** employees getting the help they need.

### What We Heard from Prudential:

- Leadership owns the creation of an environment of trust.
- It is communicated to management that they should “know their people very well” so they are able to intervene when appropriate.
- Management is trained to not avoid situations that require intervention; the employee you want to help could continue to express the unwanted behavior and be prevented from getting the help s/he needs.
- Prudential employs trained behavioral health consultants so management can solely focus on addressing the behavior at the workplace.
- The main intervention is incited at the management level: identify behavior, discuss work performance, refer to resources, behavioral health consultants refer them to an intervention, employee is able to return to work.
- For severe situations, Prudential uses a Rapid Response Team.



## 4 FLOURISH

The overall goal of a great workplace mental health intervention should be to help employees **flourish**.

### What We Heard from Prudential:

- It is okay to care for one another at the workplace.
- Mental health can be seen as a talent initiative.
- The value story for Prudential is that supportive work environments for employee wellbeing result in higher employee engagement and loyalty which correlates with improved productivity, effectiveness and business results such as innovation.
- There is a ripple effect of creating a supportive work environment.
- An investment in employee mental health is about putting the human back into the workplace so everyone can achieve their full potential.

#### Sample Management Dialogue for this Intervention:

“I’ve noticed that your behavior at work has been changing. Here is how it is affecting the team. If you need any support, please reach out and remember that we have resources.”