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UNIVERSITY & MEDICINE

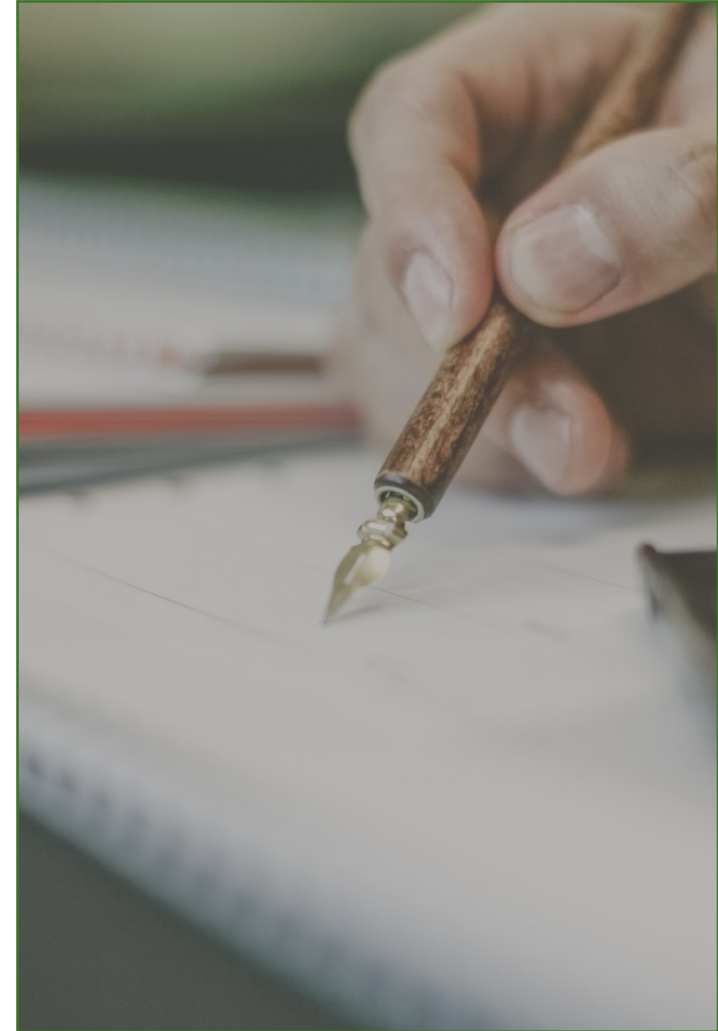


JHEAP

**Mental Health in the Workplace -
Manager's Toolkit
Johns Hopkins Employee Assistance Program
(JHEAP) Services**

Learning Objectives

- > Identify mental health disorders and recognize the impact they have on the workplace.
- > Identify resources managers can use to support mental wellbeing on their teams.
- > Locate and list the full range of JHEAP services, for employees and managers.
- > Identify best practices managers can implement to assist team members in distress.



- › Nearly one in five adults in the United States is living with a mental health condition
- › Mental health is the leading cause of disability in the United States.
- › <https://www.nimh.nih.gov/health/statistics/mental-illness.shtml>

Mental Health in the Workplace



Mental Health conditions are NOT

- > Caused by personal weakness
- > Lack of character
- > Poor upbringing

Mental Health conditions ARE

- > Medical conditions which can impact:
 - Cognition
 - Feeling or mood
 - Ability to relate to others
 - Daily functions/routines
- > Impacted by genetics, environment and lifestyle

Benefits of Promoting Mental Well-being @ Work

JHEAP

www.WorkplaceStrategiesforMentalHealth.com

Attraction
of qualified Talent

Reduced
Turnover

Enhanced
customer
service

Improved
performance

Corporate
and social
responsibility

Reduced sick leave

Lateness and absenteeism

Withdrawal from team

missed deadlines

Procrastination

Reactivity

“presenteeism”

slowed productivity

detachment

isolation

irritability

Change in
appearance

Lack of confidence

accidents on the job

poor relationships **Absentmindedness**

on the job **Poor grooming**

Low motivation

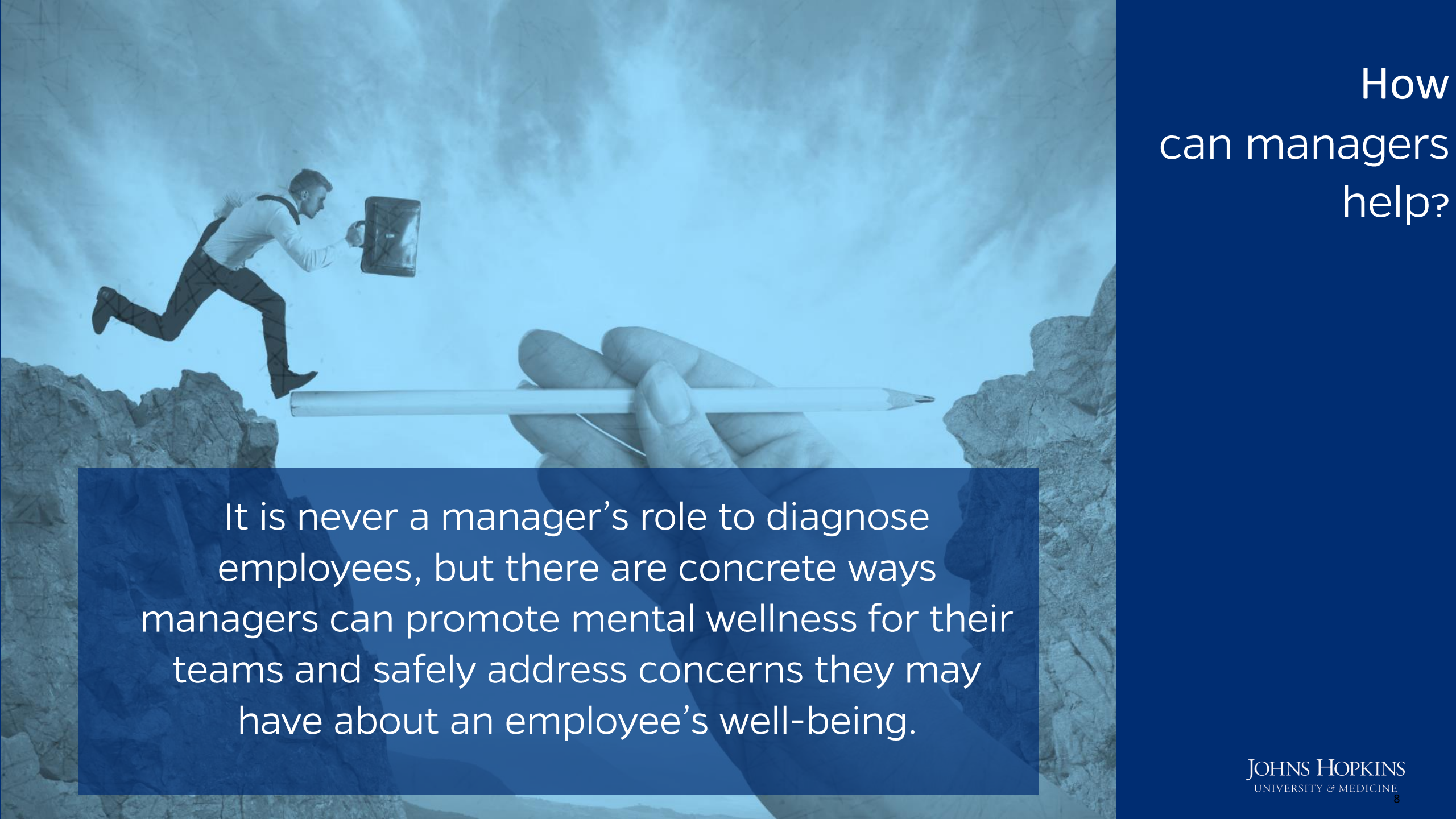
What a mental health
disorder may look like
at work

Keep
In
Mind

- › It's possible to be experiencing a mental health disorder and yet function well at work.
- › The workplace symptoms of someone with a mental health disorder can also be displayed by a poor worker or an employee who has issues unrelated to a psychiatric or medical condition.



How can managers help?



It is never a manager's role to diagnose employees, but there are concrete ways managers can promote mental wellness for their teams and safely address concerns they may have about an employee's well-being.

Eight Dimensions of Wellness



Demonstrate the importance of wellness by committing to your own.

Step One

Promote Stigma Reduction and Civility

- › See the whole person
- › Offer support
- › Challenge misconceptions
- › Use respectful language

How
managers can
help



Promote Healthy Communication

- > Provide clear, regular, and consistent feedback.
- > Solicit ideas and create a safe space for individuals to discuss their thoughts, mistakes, or ideas.

How
managers can
help



Help Employees Counter Negativity Bias

- › Humans pay more attention to negative experiences than to positive ones, and negative experiences carry more weight.

How
managers can
help



Help Your Team Practice Gratitude

- Daily Practice: Write down three things a day.
“I am grateful for...”
 - Calendar reminder for team to practice daily
 - Board in office or on online (for example, in Microsoft Teams) where individuals can express gratitude to others.

How
managers can
help



Promote Psychological Safety in the Workplace

- › Are members of this team able to bring up problems and tough issues?
- › Is it safe to take a risk on this team?
- › Are team members' unique skills and talents valued and utilized?
- › Is it easy to ask team members for help?
- › Are all team members welcomed and treated with respect?

How
managers can
help



Remind Employees of Resources

- › Regularly remind employees about supportive resources including JHEAP
- › Promote JHEAP for
 - Frustrations of daily living
 - Significant crises
- › Display and disseminate JHEAP materials and information openly to avoid singling out

How
managers can
help



Visit

<https://hr.jhu.edu/benefits-worklife/support-programs/>

for comprehensive information about JHEAP
services for employees and managers.

www.myccaonline.com



For employees

Webinars, articles and podcasts on life and relationships, mental health, substance use, career and workplace, current crises and more. Exclusive discounts when you shop at the Savings Center



For managers

Articles, videos, and newsletters provide guidance on a range of topics, such as:

- Managing conflict
- Providing performance feedback
- Helping the troubled employee
- Many others

CCA@YourService App



Available for download on your phone's app store—enter your one-time Access Code **(JHEAP)** and create a profile

Digital intake process for worklife services—bypass the phone call and submit your request via the app

Over 20 Cognitive Behavioral Therapy (CBT) and mindfulness-based programs on topics including:

- Worklife balance
- Relationship conflict
- General anxiety and social anxiety
- Sleep
- Emotional wellness screening to identify areas where you might need support



ACCESS CODE: JHEAP

What to do if you
are worried about
an employee



Have a private conversation with the employee in which you note the performance concerns:

If you notice that an employee's performance is declining:

Say:
I'm concerned that you've been late to work recently and aren't meeting your performance objectives. You are a valued employee and I'd like to see you get back on track. How can I help?" Focus on what you're observing and on job performance.



If the employee shares they are feeling low or going through a rough patch in their personal life, then remind them that JHEAP services are available to help with a range of personal concerns.



It's best not to encourage the employee to disclose health information to you, but assure them that confidential help is available. Avoid suggesting a diagnosis or treatment options, the problem will resolve itself on its own, and assuming they aren't trying hard enough to be happy or feel better.



When in doubt about how to help, call JHEAP at 888-978-1262 and ask for a management consultation. JHEAP can hear your concerns and recommend best next steps.

If they say: “I just don’t know if I can go on”, “This is killing me”, “I can’t take it anymore”, “I’m done”

Do not avoid or delay asking the employee about the statement and checking in on their well-being.



Take a few deep breaths so that you can speak calmly and warmly to the employee. Check in with your own emotional state so you can.



If you feel uncomfortable speaking with the employee alone, ask another manager or supervisor to join the conversation.



What to do if a client makes vague, concerning statements:

If you’re together in person, find a private space to talk with the employee.



If you are in different locations, talk over the phone or televideo. Televideo is preferable. Ask the employee if they are alone.

Say:

I am concerned about you because I heard you say “I just can’t do this anymore.” Can you share what you meant and why you said that? I’m wondering if you’re having thoughts of hurting yourself. Are you okay? I care about you, and I’d like to call JHEAP together, right now, so that I know you’re connected with support.

Asking someone whether they are thinking of hurting or killing themselves does not encourage suicidal thinking, but instead provides protection and conveys support and care.

Avoid labeling the employee or suggesting a diagnosis (e.g., “I think you’re depressed”).

Do not tell the employee to call JHEAP and leave it at that.

Once you’ve reached JHEAP 24/7 by calling 888-978-1262 and explained the concern to the clinician, ask the employee for permission to get back on the phone with the clinician at the end of the call to learn about next steps. Then give the employee privacy to speak with the clinician.

If the employee declines, provide them JHEAP’s number and encourage them to call. Then call JHEAP yourself and request a management consult.

Check in with the employee later in the day to follow up and express care.

What to do if a client makes vague, concerning statements:

What to do if an employee tells you they tried to hurt themselves recently:

Take a few deep breaths so that you can speak calmly and warmly to the employee. Check in with your own emotional state so you can focus on the employee.



Be sure you have a private space to talk with the employee.



Say:

Thank you for trusting me by sharing this information. I care about you, and I want to make sure you have support. Would you be willing to call JHEAP together?



If the employee declines, provide JHEAP's number—888-978-1262 and remind them confidential help from a clinician is available 24/7 at that number.



Call JHEAP and request a management consult.

What to do if an employee's behavior is inappropriate for the workplace:

Assuming you have no concerns for the employee's safety, or anyone else's, a **Formal Referral (FR)** to JHEAP may be a helpful tool. An employee who agrees to a formal referral works with an JHEAP Clinician to address the concerning behavior.



FRs are voluntary appointments. If the employee agrees to the FR, they give JHEAP permission to let you know whether or not they have made and attended an initial appointment with JHEAP.



Please go to the following links to learn more about FRs and to obtain an FR Agreement Form. Please note that you must consult HR before initiating an FR, and HR must sign the FR Agreement Form.

Things to Remember

- Holistic, time-saving resource that promotes balance and self-care
- 24/7 availability
- Confidential
- Free for employees and household members



Add CCA as a contact
in your phone
888-978-1262



Access to the member website
(Company Code: JHEAP)



Access the CCA@YourService
app in your device's app store
Access Code: JHEAP

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