

# Taking the Lead: Engagement Strategies

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# Agenda

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- Surgeon General Workplace Mental Health and Well-Being
- Diversity, Equity and Inclusion in Well-Being
- New Engagement Tools from Washington Wellness
- Optional Networking: Engaging Leaders (11:30-noon)

# Learning Objectives for this training

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At the end of this training, you will be able to:

- Describe how the Surgeon General's Workplace Mental Health and Well-Being priorities relate to your worksite(s)
- Explain a few ways to engage diverse members of your workforce
- Apply examples of management tips, recognition ideas, and tangible communication tips

# Housekeeping

- This training is being recorded. Visit our [meetings and materials](#) page next week.
- Ask questions using the chat to Jamie Wise.
- We will aim to answer questions by the end of the presentation.



# Reminder: PEBB & SEBB Wellness Benefits

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Find materials to promote wellness benefits on these pages:

- Diabetes prevention ([PEBB](#) | [SEBB](#))
- Living tobacco free ([PEBB](#) | [SEBB](#))
- SmartHealth ([PEBB](#) | [SEBB](#))



# Mental Health & Well-Being in the Workplace

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**Darrow Brown, LICSW**

Interim Assistant Director, Workforce Support & Devt.  
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Washington State Department of Enterprise Services





# Considerations for Mental Health and Well-Being in the Workplace: a Systems Perspective

Washington Wellness

Washington Health Care Authority

May 9, 2023

K. Darrow Brown, LICSW

Program Director, Washington State EAP

Interim Assistant Director, Workforce Support & Development

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# Today's Plan

## Objectives:

- Learn about the framework described in [US Surgeon General's Framework for Workplace Mental Health & Well-Being](#)
- Learn about the "Five Essentials for Workplace Mental Health & Well-Being"
- Connect the Five Essentials to our workplaces and the work we do
- Generate ideas and approaches to promote and foster well-being in the context of the Five Essentials



# Micro versus Macro

## Micro Perspective:

- Individual and group experiences
- Signs and symptoms
- Intervention and support
- Connection to services and resources

## Macro (“Systems”) Perspective:

- The “big picture”
- How does/can the design, development and implementation of systems impact well-being?
- Focus on policies, practices and approaches
- Integration into healthy and supportive environments



# The Workplace Landscape in the US

**76%**

## **Mental health symptoms**

The percentage of workers reporting at least one symptom of a mental health condition.

Mindshare 2021 Report

**84%**

## **Workplace conditions**

The percentage who said their workplaces contributed to at least one mental health challenge.

Mindshare 2021 Report

**81%**

## **Looking for workplaces**

Workers who reported they will be looking for workplaces supporting mental health.

APA Work and Well-Being



WASHINGTON STATE

# EAP Counseling Cases

20%

**Workplace Concerns as Presenting Problem**

- ✓ Bullying/Mistreatment
- ✓ Burnout
- ✓ Conflict at Work
- ✓ Discrimination
- ✓ Job Transition
- ✓ Layoff
- ✓ Performance Issues
- ✓ Retaliation
- ✓ Sexual Harassment
- ✓ Stress at Work
- ✓ Termination



*“The Surgeon General’s Framework for Workplace Mental Health & Well-Being is intended to spark organizational dialogue and change in the workplace.”*

*“Organizations can use this Framework to support their workplaces as engines of mental health and well-being.”*



# 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.



## Components

Creating a plan with all workers to enact these components can help reimagine workplaces as engines of well-being.

### Protection from Harm

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize DEIA\* norms, policies, and programs

### Connection & Community

- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

### 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

### 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

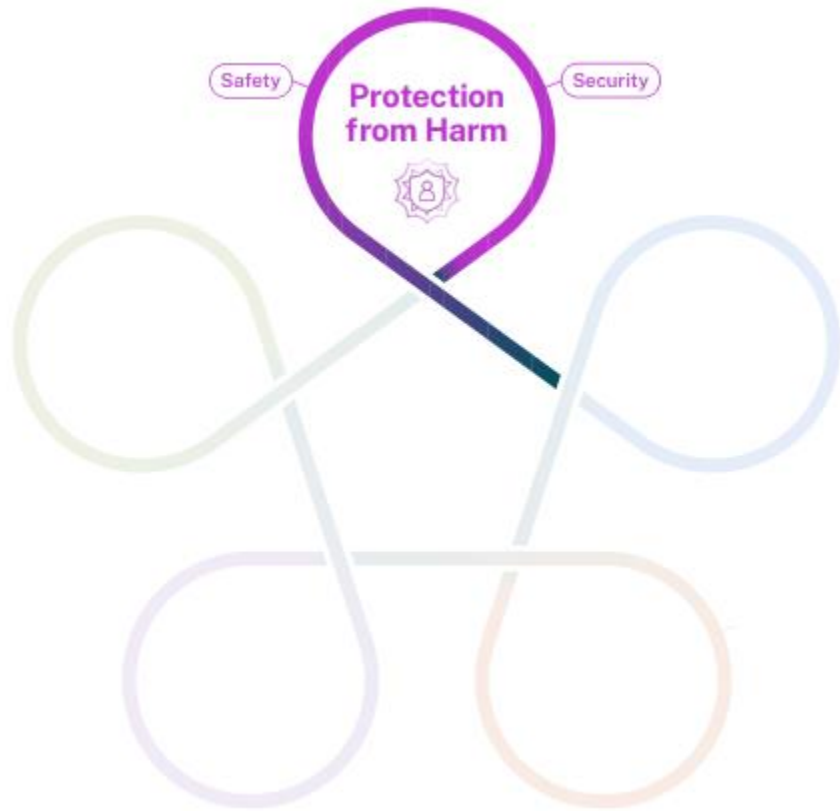
### Opportunity for Growth

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

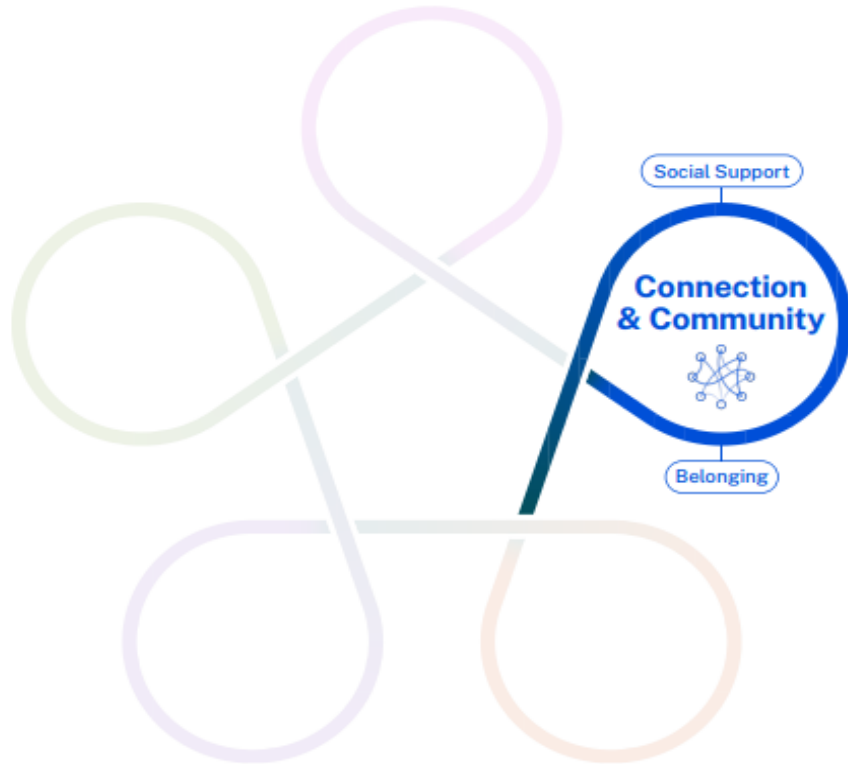
\*Diversity, Equity, Inclusion & Accessibility



Office of the U.S. Surgeon General

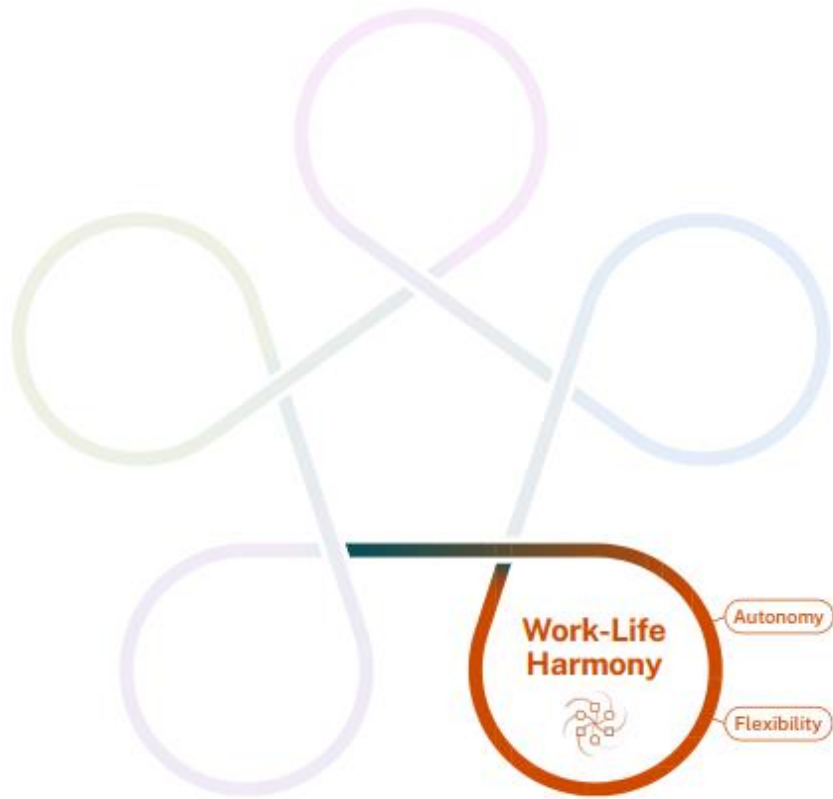


- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize Diversity, Equity, Inclusion, and Accessibility (DEIA) norms, policies, and programs



- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork





- 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



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

Reflection Question

How can our workplace better support both the physical and mental health needs of all workers?

Protection from Harm



# Reflection

Reflection Question

What would it look like for workers to manage their own time in our workplace?

Work-Life Harmony



Reflection Question

How might we facilitate respectful, friendly working relationships between coworkers?

Connection & Community



Reflection Question

What does mentorship look like in our workplace? How could it be improved?

Opportunity for Growth



Reflection Question

What opportunities are there in our workplace to meaningfully recognize and appreciate workers' efforts?

Mattering at Work



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# References

- U.S. Surgeon General - [Current Priorities](#)
- U.S. Surgeon General - [Framework for Workplace Mental Health and Well-Being](#)
- U.S. Surgeon General – [Reflection Questions](#)
- Washington State EAP – [Home Page](#)



# Thank You



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# Diversity, Equity, Inclusion and Belonging, in Well-Being

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## Juan Alaniz

Diversity, Equity & Inclusion Manager  
Employee Resources Division  
Washington State Health Care Authority

## Arsheena Hussein

Drug Price Transparency Research  
Specialist  
Cost and Quality Analytics  
Clinical Quality and Care Transformation  
Washington State Health Care Authority



# HCA Diversity, Equity, Inclusion, Belonging and Workplace Wellness Program

Juan Alaniz,  
Diversity, Equity, Inclusion and Belonging Manager  
Arsheena Hussein,  
Drug Price Transparency Research Specialist/  
Generations ERG Lead

May 8, 2023



# What is the HCA DEI Wellness Program?

## Why we chose the iOE DEI Wellness Program?

George Floyd / Briana Taylor  
Brave conversations on race  
Racial trauma and mental health  
Leaders wanted learning and tools

## What did we want this to do?

Whole person approach  
DEI centered wellness – mental and emotional well-being  
Create and sustain inclusive antiracist workplace  
Counter sexism, & other forms of harassment and intimidation

## Who is it for?

Senior level leaders  
Supervisors / Managers  
Informal leaders and staff DEI “ambassadors”  
Aspiring leaders / mentees  
Anyone with influencer role - admin assistants, ELTAs

## How will this help HCA?

Align HCA’s whole person approach  
Creates competence for accountability, modeling of leadership behaviors, better culture sustainment  
Creates trusted space for leaders to learn/use tools for deeper DEI practice  
Energizes an agency-wide, breakthrough approach

# iOE DEI Wellness Modules Schedule & Content Summary

## Module 1 – Who Am I?

Estimated Time: 10 hours, Split into one 4 hour and 2, 3-hour sessions

### 3 hour

Review of cognitive patterns and skills practice for staff wellness

### 4 hour

Use of common language about mental health and well-being in workplace

### 3 hour

Understand how DEI shapes well-being and productivity

## Module 2 – What's Your Contribution

Estimated Time: 6 hours, Split into two, 3-hour sessions

### 3 hour

- Examine how personal and professional journey facilitates or impedes trust at work
- Explore contributors to workplace and personal resilience

### 3 hour

- Delve deeper into workplace brave and safety conversations
- Role of implicit bias, privilege, and antiracism in the workplace
- Connecting with co-workers using emotionally intelligent strategies
- Communicating intent and impact – how their actions have on others

## Module 3 – Legacy: Transforming Plan to Purpose

Estimated Time: 4 hours , Split into two, 2-hour sessions

### 2 hour

- Use tools to envision how organization can grow through the integration of a wellness and DEI lens.
- Focus on the role of compassion in creating inclusive and psychologically safe workplace,

### 2 hour

- Learn strategies to identify when individual or collective trauma undermine workplace wellness and inclusivity.
- Unintended benefits and burdens
- Create plans to sustain a workplace that promotes safety, bravery, and compassion

**3 modules | 20 hours | 7 sessions**

# A Break-through Wellness Approach for HCA

## Step 1 - Program: 3 Modules

- For all formal and informal leaders
- 20 hours of formal training done in 3 modules

## Step 2 - Appoint Implementation Team

- 12 – 15 selected from universe of leaders
- Selected during training process

## Step 3 - Develop Action Plan, Projects & Milestones\*

- Collaborative of leader participants and sponsor group
- Implementation and steering group lead action plan and milestone development

# Applying DEI Wellness Concepts

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- ▶ Benefits and Burdens
- ▶ Trust Agreements
- ▶ Psychological Inclusion and Belonging
- ▶ Tough Issues and Topics
- ▶ Influence Relationships - practice call in vs. call out

# HCA DEI Wellness Projects

Consider your greatest influence points for change



HCA Policy recommendations to executive leadership (All HCA)

Implementation  
with these DEI  
Wellness Projects:

Onboarding  
Strategies and  
practices for  
greater workforce  
inclusion

Equity in  
Workplace  
Policies and  
Practices -  
Inclusion and  
Belonging in the  
Workplace

Veterans  
Mentoring and  
Belonging

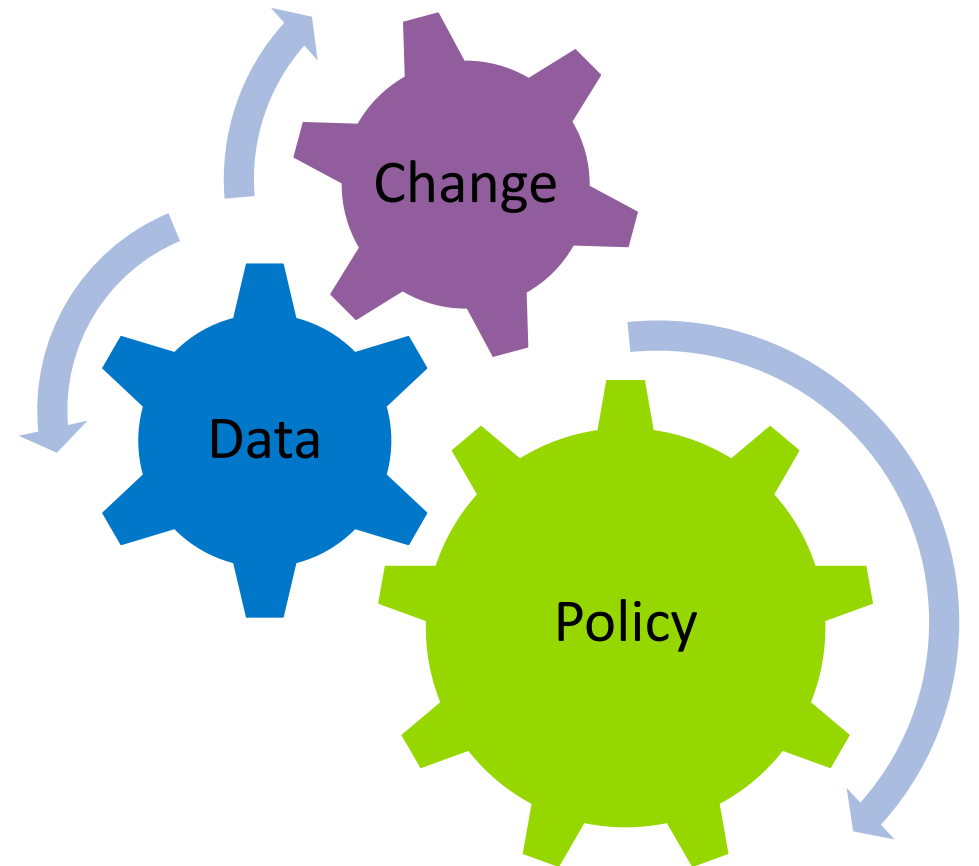
Equity in the  
hybrid and  
evolving work  
environment

Removing Stigma  
of Behavioral/  
Mental Health

Equity in Hiring

# HCA Influence Lever for DEI Wellness Change

- ▶ To influence change at HCA, we focus on internal policies and data.



# Next Steps to Refine the Vision

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- ▶ Tedious process and foundational setting before getting to action
- ▶ Conversations and process might feel repetitive at times, but it is all progress
- ▶ Inventory of all programs
- ▶ Gather multiple perspectives from various voices
  - ▶ Provides “leaders/influencers” a mechanism and channel/venue to express their thoughts
  - ▶ Continue to get “leaders/influencers” in same space, with intentional inclusion and belonging

# Thinking About Starting A Similar Journey?



## Where are you in your DEIB journey?

### Research DEIB and Wellness

Understand the DEI Landscape at the state and agency level

Know what else is happening in the environment on similar issues and change

Determine who does this work at your agency, begin to build a relationship

If you have data, where are the gaps



## How to begin the conversation

### Prepare for your presentation

- Background and the problem
- Address the hurdles
- Recommendation

Present what you've learned

- Get leaders and influencers in the same space to start the conversation



## Plan and Implement

### Plan, Do, Study and Act

**Plan:** Establish your team, key goals and determine priorities

**Do:** Build out a plan then divide it up into tangible actions

**Study:** Get feedback and data

**Act:** Reflect, adapt, and repeat

[Template here](#)



# References

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- ▶ [Day-To-Day Experiences of Emotional Tax Among Women And Men of Color in the Workplace](#)
- ▶ [Racial Trauma in the Workplace” How to Take Back Control and Heal](#)
- ▶ [Beyond Trauma Informed: The Epigenetics of Racial and Historical Trauma](#)
- ▶ [What White People Need To Know About Racial Trauma In The Workplace](#)
- ▶ [“\*Right Within\* How to Heal from Racial Trauma in the Workplace” – Minda Harts](#)
- ▶ [How Fair Is Your Workplace? \(Harvard Business Review – Human Resource Management\)](#)

# Questions?

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# New Engagement Tools from Washington Wellness

- Managers tips & recognition ideas
- Communications planning

# Managers Tips and Recognition Ideas

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- Learning specific details about your employees can help you create a win-win situation for your employees and your organization.
- The following are questions you can ask employees. You don't need to ask these all at once. You can infuse them into your conversations.

# Win-win Questions Managers can ask employees

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## Sample questions:

- Is there anything I/we can do to make you feel safer and more supported?
- Do you have a friend/trusted advisor at work?
- Do you feel you have autonomy about how you get quality work done?
- Can you see the career path at our organization?
- What aspects of your work fuels you?
- What are your professional goals?

**For more questions, see**  
**[Ways managers can increase employee engagement](#)**

# Employee Recognition

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When people feel recognized, appreciated, and engaged, their sense of value and meaning increases, and it can help them manage stress.

## **Recognition has five essential pillars:**

1. Fulfilling: Meaningful to both the giver and receiver
2. Authentic: Genuine and true
3. Equitable: Unique but consistent
4. Embedded in the culture: Woven into the workplace as a norm
5. Personalized: Based on an individual's preference

# Communications Planning Tips

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Some are listed here, and you can find more [here](#)

- Learn about your organization's communication standards.
- Familiarize yourself with your target audience.
- Consider asking leaders/staff influencers to deliver the message.
- Share information in a variety of ways
- Limit the number of emails being sent.
- Use email subject lines to help employees invest in the content.
- Send emails mid-week and mid-day.

# The 10 C's of Communications

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1. Clear
2. Concise
3. Correct
4. Coherent
5. Complete
6. Creative
7. Considerate
8. Concrete
9. Courteous
10. Credible



# Evaluation

# Learning Objectives for this training

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At the end of this training, you will be able to:

- Describe how the Surgeon General's Workplace Mental Health and Well-Being priorities relate to your worksite(s)
- Explain a few ways to engage diverse members of your workforce
- Apply examples of management tips, recognition ideas, and tangible communication tips

# We want to hear from you:

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If you have additional thoughts about Washington Wellness:

- What aspects of the presentation were most useful to you?
- What aspects of the presentation were least useful to you?
- How else can Washington Wellness support you this year?
- Anything else?

If so, please email: [Mandy.LeBlanc@hca.wa.gov](mailto:Mandy.LeBlanc@hca.wa.gov)

# Networking Time

# Tips for Engaging Leaders: A Success story

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**Cheryl Matava**  
Benefits Specialist  
Auburn School District



# Questions and Networking:

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- How do you plan to approach Workplace Mental Health and Well-Being after today's training?
- What role can you play in Diversity, Equity, Inclusion and Belonging in Well-Being where you work?
- How could you approach using the manager's tips and recognition ideas ?

# Contact us:



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