

Recommended Resources to Advance Employee Mental Health & Well-Being in Public Health Agencies

The following resources have been identified for potential adaptation and use by local, tribal, or state public health entities to advance employee mental health and well-being.

Programs & Frameworks

- [Workplace Mental Health & Well-Being - U.S. Surgeon General](#)
The Surgeon General's framework is grounded in worker voice and equity and centers on five essentials to support workplaces as engines of well-being: connection and community; mattering at work; work-life harmony; opportunity for growth; and protection from harm.
- [Thrive at Work - The Future of Work Institute](#)
The Thrive at Work framework provides foundational building blocks and evidence-based strategies to advance employee mental health, organized under three overarching pillars: mitigating illness, preventing harm, and promoting thriving.
- [Total Worker Health Program - National Institute for Occupational Safety & Health \(NIOSH\)](#)
NIOSH's Total Worker Health program offers a holistic approach to implementing worker well-being policies, programs, and practices focusing on health status, work evaluation and experience, workplace policies and culture, and the workplace physical environment.
- [Psychosocial Factors, Organizational Conditions, and Environmental Exposures \(POE\) - Johns Hopkins P.O.E. Total Worker Health® Center](#)
This NIOSH-funded center advances holistic approaches to integrate psychosocial factors, organizational conditions, and environmental exposures to improve worker and organizational outcomes.

"Best" Practices & Resources

- [Employee Mental Health and Well-Being: Best Practices and Case Study Examples - Health Enhancement Research Organization \(HERO\)](#)
This document offers a first step for workplaces to develop a foundational understanding of best practices around workplace mental health and well-being.
- [Striving for Mental Health Excellence in the Workplace - American Psychological Association](#)
This document details specific approaches agencies can take to ensure they are striving for mental health excellence in the workplace. Examples include: training managers to promote well-being, using employee feedback to evolve, and taking a critical look at equity.
- [PH-HERO Workforce Resource Center - Association of State and Territorial Health Officers \(ASTHO\)](#)
Inventory of resources from ASTHO's Public Health - Hope, Equity, Resilience, and Opportunity (PH-HERO) Initiative for state public health agencies to address worker retention/recruitment, mental health and well-being, burnout, and resilience.
- [Mental Health-Friendly Workplace - Employer Assistance and Resource Network on Disability Inclusion \(EARN\)](#)
This resource presents best practices for a supportive workplace culture for employees, organized within four pillars: awareness, accommodations, assistance, and access.
- [Mental Health in the Workplace - Centers for Disease Control and Prevention \(CDC\)](#)
The CDC emphasizes the importance of mental health and well-being in the workplace and offers strategies and examples for organizations to build a workplace culture of health.
- [Mental Health at Work - U.S. Department of Labor](#)
Offers resources to help employers follow the law and create workplaces that prioritize mental health.

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- [Joy in Work Toolkit - National Association of County & City Health Officials \(NACCHO\)](#)
This adapted version of the Institute for Healthcare Improvement (IHI) Framework for Improving Joy in Work provides a conversation guide and actionable strategies for local governmental public health leadership to identify and address barriers and supports for promoting joy in work.
- [Emotional Wellness Toolkit - National Institutes of Health \(NIH\)](#)
The Emotional Wellness Toolkit identifies six strategies for individuals to improve their emotional health, such as stress reduction, mindfulness, and ability to cope with loss.
- [The Work and Well-Being Initiative - Harvard University](#)
Based on Harvard's Work Design for Health framework, this toolkit contains case studies, tools, and resources for employers to plan, implement, manage, and sustain workplace changes to support worker well-being.
- [Creating an Employee Resource Group for Mental Health - Mind Share Partners](#)
This toolkit is designed to help companies discuss employee mental health and current workplace culture around mental health and determine if a mental health employee resource group is an appropriate course of action.
- [The Working Well Toolkit - American Psychiatric Association \(APA\)](#)
The Working Well Toolkit works to eliminate stigma in the workplace and includes case studies from businesses demonstrating tailored programs/approaches, management training, and work-life balance models.
- [Workforce Development Plan Toolkit - Association of State and Territorial Health Officials \(ASTHO\)](#)
This toolkit is for state, local and tribal public health agencies and lays out the key steps associated with creating and implementing a Workforce Development Plan aligned with Public Health Agency accreditation. The aim of the workforce development plan is to bridge gaps from the COVID-19 pandemic, build a stronger workforce, and sustain the current public health workforce.

Toolkits

Assessments & Tools

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- [NIOSH Worker Well-Being Questionnaire - NIOSH](#)
This questionnaire is designed to holistically assess worker well-being, and is intended for use by workers, employers, policymakers, and practitioners to better understand and support efforts to improve worker well-being.
 - [Trauma-Informed Supervisor Assessment \(TISA\) - National Council for Behavioral Health](#)
The TISA is an assessment that employees can complete to assess and align the relationship between supervisors and employees with trauma-informed principles.
 - [Checklist for Mentally Healthy Workplaces - Employer Assistance and Resource Network on Disability Inclusion \(EARN\)](#)
This checklist can be used by organizations to help advance a mentally healthy workplace.