



TENNESSEE INSTITUTE
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Policies, Protocols, and Best Practices to Address Healthcare Workforce Mental Health

This document provides a variety of policies, protocols, and best practices to understand and address mental health impact and support needs of employees. Many organizations have employee assistance programs (EAP) and the programs, policies, and best practices provided below may be provided as part of an EAP or on their own. Most of the programs include a policy component or policy recommendation included as part of the program to address the need to not only provide programs but to make sustainable workplace change through policy initiatives. The information provided here should assist the Strategy 3.1 work team to determine which of these may work for the Puerto Rico Department of Health.

A link to each program, policy, or best practice and a brief summary of each is provided below. When possible, examples of how and where these have been applied in the United States are provided.

POLICIES, PROTOCOLS, OR BEST PRACTICES

[Center for Workplace Mental Health](#)

[CDC Total Worker Health Approaches](#)

[Headspace](#)

[Sanvello](#)

[Shine](#)

[National Alliance on Mental Illness](#)

[ProQOL Scale](#)

[Vicarious Trauma Toolkit \(VTT\)](#)

[Work and Wellbeing Initiative](#)

Assessments/Instruments by Profession for the VTT



EMS



Fire Service



Law Enforcement



Victim Services

SUMMARIES

Centers for Workplace Mental Health

The Center for Workplace Mental Health is supported by the American Psychiatric Association. The Center is a resource for employers, giving them the tools and resources to promote and support mental health and wellbeing of employees and their families. Working alongside employers, the Center works to eliminate stigma, raise awareness of mental health care, reduce barriers to care, implement mental health programs, and design employee benefits that aid in improving mental health. The Center offers a variety of resources and one that is applicable to population health, healthcare, and helping professions is the ICU program. The ICU program was implemented by DuPont's EAP program and distributed to 70,000 employees. For more information on the ICU program, please visit: [ICU program](#)

The Center also has a new program, called the Frontline Connect Program that is coming soon. The [Frontline Connect Program](#) is targeted specifically at healthcare workers and was created in response to the high levels of stress healthcare workers experienced related to the COVID-19 pandemic. Finally, The Center also has case studies that can be explored to show implementation in various settings.

Centers for Disease Control and Prevention Total Worker Health Approaches

The Total Worker Health Approaches: Essential Elements for Advancing Worker Safety, Health, and Wellbeing is a collaborative effort from the Centers for Disease Control and Prevention (CDC) and the National Institute for Occupational Safety and Health (NIOSH). The program is from 2016, so aspects of the program may need to be modified to account for the COVID-19 pandemic and related workplace stress. The Total Worker Health program provides a series of program, policies, and practices that address the whole employee to reduce health hazards in the workplace, increase work related safety, and promote injury and illness prevention to increase employee wellbeing. The program defines wellbeing as an integrative approach focused on quality of life with regard to personal health and the work-related environment and organizational and psychosocial factors. The program toolkit, shared in the link above, defines each element of the program, provides a user guide, and offers tips for success. Additional resources and locations of implementation are provided at the end of the document.

Digital Mindfulness and Stress Management Tools

Digital mindfulness and stress management tools are often offered as part of employee health benefits, sometimes as a discounted rate. These tools offer employees the option to use the tool as an app on their phone or via the web on their computer. Tools offer stress management, meditations, and mindfulness to assist with anxiety, depression, and stress. The State of Tennessee encourages these tools as part of their state employee benefits and other state health agencies have offered these tools as well. Links to three options, Headspace, Sanvello, and Shine are provided at the beginning of the document.

National Alliance on Mental Illness (NAMI) StigmaFree Company

The National Alliance on Mental Illness, or NAMI, is the largest grassroots organization in the United States focused on mental health and building better lives for Americans living with mental illness. NAMI's StigmaFree Company program encourages practices that take responsibilities for an organization's impact on well-being. A program welcome kit can be downloaded from the website and the kit includes resources to promote a workplace culture that fosters good mental health and encourages acceptance and understanding. StigmaFree encourages companies to create policies that support family caregivers, increase access to mental health care, offer accommodations and disability planning for individual who have mental conditions, and ensure that there is adequate insurance coverage and employee assistance programs in the organization. Partners in this work include companies like Boeing, Delta, Starbucks, Wells Fargo, and many others.

Professional Quality of Life Scale

Professional Quality of Life (ProQOL) is intended for any helper - health care professionals, social service workers, teachers, attorneys, emergency response, etc. (Stamm & Center for the Victims of Torture, 2021). Understanding the positive and negative aspects of helping those who experience trauma and suffering can improve your ability to help them and your ability to keep your own balance. The ProQOL also has options for specific disciplines. For example, the [ProQOL Health](#) is focused on healthcare workings and the impact of their work on their wellbeing. The [ProQOL Health Manual](#) was developed to serve as a resource summarizing key concepts related to healthcare workers' self-care and the possible impacts of their work on their well-being. The manual also provides guidance to healthcare workers on the use of the ProQOL Health measure as a means of monitoring their well-being. Finally, ProQOL has options for self-care through the [ProQOL Self-Care Tools](#). The ProQOL has been applied in a variety of settings at the organizational and individual levels.

Vicarious Trauma Toolkit

The VTT introduces a model for examining and conceptualizing the effects of vicarious trauma along a spectrum of reactions to the work-related trauma exposure that victim services providers and first responders experience every day. Responses to vicarious trauma can be negative, neutral, or positive; can change over time; and can vary from case to case, particularly with prolonged exposure. The VTT focuses on organizational responses to work-related exposure to trauma. While some resources in the toolkit may be useful to individuals, the VTT is intended to provide organizations with the tools they need to fulfill their responsibility to support staff and become more vicarious trauma-informed. The VTT is organized by discipline to help quickly and easily find the information needed. However, the resources in the VTT are relevant to all fields, regardless of professional discipline. The VTT has been used in many different settings throughout the United States. One specific example of the application of VTT is in the [Community Justice Department \(CJD\) | Missoula County, Montana](#).



Work and Wellbeing Initiative

The Work and Wellbeing Initiative (WWBI) is a joint research and policy initiative between Harvard and MIT to foster worker well-being. The program aims to better understand work conditions that support wellbeing and identify practices and policies that allow workers to be healthy while at work and in every other aspect of their life. The WWBI Employer Toolkit includes a number of modules and focuses on the three key aspects of the program, giving employees more control on the job, taming excessive job demands, and improving social relationships in the workplace. Additional resources to include publications, webinars, and assessment tools are offered on the website. Partners in this work include NIOSH, the Robert Wood Johnson Foundation, and other programs at Harvard and MIT.

Evidence-Based Rapid Reviewer for Best or Promising Practices for COVID-19 Health Equity

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