

# Mental Health and Well-Being Organizational Assessment



## Purpose

This document is meant to be used as an organizational assessment, designed to gather information about how employees at every level of the hospital or health system perceive the current culture of employee mental health and well-being. The assessment presents five questions that focus on workplace leadership and culture. The participant will check the box of the response they feel best aligns with their organization's current practices.

The assessment collects vital information about what mental health and well-being needs are not being met and provides a starting point for leadership to make steps toward improvement. This is a completely **voluntary** exercise for organizations who may not have had the opportunity to assess mental health and well-being on an organization-wide basis.



## How To Use The Assessment

### This resource can be used:

- > As a tool for general organizational self-reflection,
- > As a planning tool for onboarding new employees and managing incumbent staff,
- > To establish a baseline of current practices and the strength/effectiveness of those practices, and/or
- > Individually across the organization with anonymous responses aggregated and shared with leadership.

The best practice in assessing organizational culture is to include perspectives and input from people across all staffing levels. This ensures a more accurate picture of programming and workplace culture, and it engages staff by giving them the chance to help improve their workplace. To follow through on this best practice, organizations should honor staff feedback and reflect their input in planning and implementing changes.

As with any assessment, this can be readministered (perhaps annually) to capture progress and identify ongoing needs. View the first completion of this assessment as your baseline for strengths and gaps. Plan how to improve your practices and identify what success will look like (benchmarks or metrics). Then readminister it after piloting changes in practice to see if these changes produced the results you wanted to achieve.

If you discover several areas needing improvement, prioritize those areas. Then, find those same areas in the **Implementation Planning Tool** to plan, strategize, assign responsibilities, and set timelines for implementing changes.

### This tool assesses five best practices:

1. Establish visible commitment from leadership around mental health and well-being.
2. Establish and implement training for supervisors in supporting mental health and well-being.
3. Establish and implement training for new and incumbent staff around mental health and well-being.
4. Establish and implement effective mental health and well-being programming informed by employee input.
5. Foster a workplace culture that promotes mental health and well-being.

For each question, check the box that most closely matches how you see that practice in action.

### How Visible is Leadership's Commitment to Workplace Mental Health and Well-being?

UNDERDEVELOPED

- > Leadership is not open to discussing workplace mental health and well-being needs.
- > Leadership is not open to learning more about topics such as emotional intelligence and psychological safety.
- > Leadership is not open to exploring how best to survey staff about workplace well-being and mental health needs.

BEGINNING

- > Leadership understands and is willing to normalize mental health challenges.
- > Leadership has begun training on emotional intelligence and psychological safety.
- > Leadership is open to staff input around their workplace well-being and mental health needs.
- > Leadership is open to exploring how best to survey around staff about workplace well-being and mental health needs.

MEETING

- > Leadership understands, visibly supports, and normalizes mental health challenges.
- > Leadership has been trained on and exhibits emotional intelligence while fostering psychological safety.
- > Leadership is responsive to staff's workplace well-being and mental health needs.
- > Leadership seeks and acts on staff feedback to modify or improve mental health and well-being practices and offerings.

EXCEEDING

- > Leadership understands, visibly supports, and normalizes mental health challenges.
- > Leadership has been trained on and exhibits emotional intelligence while fostering psychological safety.
- > Leadership is responsive to staff's workplace well-being and mental health needs.
- > Leadership seeks and acts on staff feedback to modify or improve mental health and well-being practices and offerings.
- > Commitment to workplace mental health and well-being is evident through components such as:
  - A budget for programming,
  - Active participation by senior leadership,
  - A communication strategy around well-being information,
  - Language in corporate vision/mission, and
  - Integration of employee well-being into organizational, departmental, and employee goals.

For each question, check the box that most closely matches how you see that practice in action.

### How Well Trained Do You Think Your Supervisors are When it Comes to Supporting Workplace Mental Health and Well-Being?

<input type="checkbox"/> UNDERDEVELOPED	<input type="checkbox"/> BEGINNING	<input type="checkbox"/> MEETING	<input type="checkbox"/> EXCEEDING
<ul style="list-style-type: none"> <li>&gt; Supervisors seem unaware that staff have workplace well-being and mental health needs.</li> <li>&gt; Supervisors are not open to supporting a survey around staff workplace well-being and mental health needs.</li> <li>&gt; Supervisors do not seek staff feedback as to the effectiveness of mental health and well-being practices and offerings.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Supervisors acknowledge mental health challenges and that staff have workplace well-being and mental health needs.</li> <li>&gt; Supervisors have begun exploring training, education, and skill development on some of the following:               <ul style="list-style-type: none"> <li>• Cultural responsiveness</li> <li>• Psychological safety</li> <li>• Emotional intelligence</li> <li>• Collaborative leadership</li> <li>• Trauma-informed supervision</li> <li>• Meaningful inclusion practices</li> <li>• Mitigating compassion fatigue</li> </ul> </li> <li>&gt; Supervisors seek staff feedback on the effectiveness of mental health and well-being practices and offerings.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Supervisors understand, visibly support, and normalize mental health challenges.</li> <li>&gt; Supervisors are responsive to their staff's workplace well-being and mental health needs.</li> <li>&gt; Supervisors have received training, education, and skill development on many of the following:               <ul style="list-style-type: none"> <li>• Cultural responsiveness</li> <li>• Psychological safety</li> <li>• Emotional intelligence</li> <li>• Collaborative leadership</li> <li>• Trauma-informed supervision</li> <li>• Meaningful inclusion practices</li> <li>• Mitigating compassion fatigue</li> </ul> </li> <li>&gt; Supervisors seek and act on staff feedback to modify or improve mental health and well-being practices and offerings.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Supervisors understand, visibly support, and normalize mental health challenges.</li> <li>&gt; Supervisors are responsive to their staff's workplace well-being and mental health needs.</li> <li>&gt; Supervisors have received training, education, and skill development on most of the following:               <ul style="list-style-type: none"> <li>• Cultural responsiveness</li> <li>• Psychological safety</li> <li>• Emotional intelligence</li> <li>• Collaborative leadership</li> <li>• Trauma-informed supervision</li> <li>• Meaningful inclusion practices</li> <li>• Mitigating compassion fatigue</li> </ul> </li> <li>&gt; Supervisors seek and act on staff feedback to modify or improve mental health and well-being practices and offerings.</li> </ul>

For each question, check the box that most closely matches how you see that practice in action.

### How Effective is the Training for New and Incumbent Staff around Workplace Mental Health and Well-Being?

UNDERDEVELOPED

- > Our organization fails to provide new and incumbent staff information and tools about workplace well-being and mental health.
- > Our organization does not offer trainings that raise awareness of and increase skills to manage workplace well-being and mental health.

BEGINNING

- > Our organization provides new and incumbent staff information and tools about workplace well-being and mental health.
- > Some staff have received trainings, education, and skill development on some of the following:
  - Cultural responsiveness
  - Psychological safety
  - Emotional intelligence
  - Collaborative leadership
  - Trauma-informed supervision
  - Meaningful inclusion practices
  - Mitigating compassion fatigue
- > Staff are encouraged to offer feedback on mental health and well-being practices and offerings.

MEETING

- > Our organization trains new and incumbent staff to normalize mental health challenges and provides information and tools to self-advocate for workplace well-being and mental health needs.
- > All staff have received trainings, education, and skill development on many of the following:
  - Cultural responsiveness
  - Psychological safety
  - Emotional intelligence
  - Collaborative leadership
  - Trauma-informed supervision
  - Meaningful inclusion practices
  - Mitigating compassion fatigue
- > Staff understand leadership and supervisors are open and responsive to feedback to modify or improve mental health and well-being practices and offerings.

EXCEEDING

- > Our organization trains new and incumbent staff to normalize mental health challenges and provides information and tools to self-advocate for workplace well-being and mental health needs.
- > All staff have received trainings, education, and skill development on most of the following:
  - Cultural responsiveness
  - Psychological safety
  - Emotional intelligence
  - Collaborative leadership
  - Trauma-informed supervision
  - Meaningful inclusion practices
  - Mitigating compassion fatigue
- > Staff understand leadership and supervisors are open and responsive to feedback to modify or improve mental health and well-being practices and offerings.

For each question, check the box that most closely matches how you see that practice in action.

### How Effective Is Your Organization’s Overall Workplace Mental Health And Well-Being Programming?

UNDERDEVELOPED

- > Our organization does not seem to understand the importance of providing a menu of mental health and well-being options.
- > Our organization’s mission does not include language identifying mental health and well-being as important.

BEGINNING

- > Our organization is working to provide a menu of mental health and well-being options.
- > We have identified mental health and well-being as important to our organization’s mission.
- > We survey our staff informally as to the efficacy of our mental health and well-being programming.

MEETING

- > Our organization provides a menu of mental health and well-being options including at least two of the following:
  - Discounted gym memberships
  - Employee assistance program (EAP)
  - Asynchronous and synchronous mental health activities and learning modules
  - Ongoing communication and information around best practices for mental health and well-being
- > We have identified mental health and well-being “champions” from among administrator/staff lead, and/or we have plans to establish a mental health and well-being committee.
- > We are developing protocols for taking feedback and concerns to leadership and/or the mental health and well-being committee.
- > We survey our staff annually about the efficacy of our mental health and well-being programming and, based on findings, we implement changes, expansions, and improvements.

EXCEEDING

- > Our organization provides a menu of mental health and well-being options including most if not all of the following:
  - Discounted gym memberships
  - Employee assistance program (EAP)
  - Asynchronous and synchronous mental health activities and learning modules
  - Ongoing communication and information around best practices for mental health and well-being
- > We have a dedicated mental health and well-being administrator/staff lead, and/or we have a mental health and well-being committee.
- > We have protocols for taking feedback and concerns to leadership and/or the mental health and well-being committee.
- > We survey our staff annually about the efficacy of our mental health and well-being programming and, based on findings, we implement changes, expansions, and improvements.

For each question, check the box that most closely matches how you see that practice in action.

### How Well Does Your Organization Foster a Workplace Culture That Promotes Mental Health and Well-Being?

UNDERDEVELOPED

- > Our organization does not recognize the importance of best practices 1 through 4.
- > Our workplace does not have mental health and well-being protocols and practices.
- > Our daily interactions with one another reflect a lack of appreciation for and understanding of mental health and well-being.

BEGINNING

- > Our organization recognizes the importance of best practices 1 through 4.
- > We are open to staff input on the introduction of new workplace mental health and well-being protocols and practices and to inform changes to existing ones.
- > Our daily interactions with one another reflect some of these workplace well-being values and components:
  - Genuinely welcoming and appreciative attitude
  - Candid, bidirectional feedback
  - Supportive supervisory practices
  - Recognition
  - Work-life harmony
  - Career development
  - Incentives and supports for staff

MEETING

- > Our organization is engaged with best practices 1 through 4
- > We seek staff input on the introduction of new workplace mental health and well-being protocols and practices and to inform changes to existing ones.
- > Our daily interactions with one another reflect many of these workplace well-being values and components:
  - Genuinely welcoming and appreciative attitude
  - Candid, bidirectional feedback
  - Supportive supervisory practices
  - Recognition
  - Work-life harmony
  - Career development
  - Incentives and supports for staff

EXCEEDING

- > Our organization is proactively engaged with best practices 1 through 4.
- > We consistently use staff input on the introduction of new workplace mental health and well-being protocols and practices and to inform changes to existing ones.
- > Being recognized as a leader in workplace mental health and well-being is a hallmark of our organization.
- > Our daily interactions with one another reflect most or all of these workplace well-being values and components:
  - Genuinely welcoming and appreciative attitude
  - Candid, bidirectional feedback
  - Supportive supervisory practices
  - Recognition
  - Work-life harmony
  - Career development
  - Incentives and supports for staff