



New England Mental Health Technology Transfer Center

Beyond Self-Care: Organizational Strategies and Practices for Supporting Employee Well-Being A List of Practical Resources

Updated: May 13, 2021

Organizational well-being is often misunderstood as “self-care.” The COVID-19 pandemic has affected organizations and employees in myriad ways, prompting a renewed focus on the need for organizational structures, policies, and practices to support employee well-being. In particular, Black, Indigenous, and people of color (BIPOC) employees have been disproportionately affected by the pandemic, while also experiencing the impact of racial inequities in the workplace and larger society.

The New England Mental Health Technology Transfer Center has created this collection of resources to offer information, strategies, and practices to help behavioral health employers take steps to “fix the workplace” rather than “fixing the worker.” It is divided into four sections:

- Understanding the Impact of COVID-19 on Workers and Organizations (p. 2)
- Organizational Strategies and Practices for Supporting Employee Well-Being in the Workplace (p. 5)
- Organizational Strategies and Practices for Supporting Employee Well-being: Resources Specific to Behavioral Health Organizations (p. 8)
- Organizational Strategies and Practices for Supporting Employee Well-being: Frameworks and Lessons Learned from Healthcare Settings (p. 12)

Are there resources you would like to see added to this list? Please let us know what information and resources your organization needs to better support employee well-being by emailing us at: newengland@mhttcnetwork.org.

Understanding the Impact of COVID-19 on Workers and Organizations

These resources are helpful for understanding the impact of the COVID-19 pandemic on behavioral health organizations and their employees, especially BIPOC employees who have been disproportionately affected. During the pandemic, many behavioral health agencies reduced services and staff, and lost income, while changing their approach to service delivery. Now, many are facing increased demand for services as the nation experiences a “second pandemic” of mental health and substance use disorder needs. Several of these resources include steps that employers can take to respond.

| Title | Link | Resource Type | Description |
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| The Implications of COVID-19 for Mental Health and Substance Use | https://www.kff.org/coronavirus-covid-19/issue-brief/the-implications-of-covid-19-for-mental-health-and-substance-use | Research brief | The COVID-19 pandemic and the resulting economic recession have negatively affected many people’s mental health and created new barriers for people already suffering from mental illness and substance use disorders. The pandemic’s mental health impact has been pronounced among the communities of color also experiencing disproportionately high rates of COVID-19 cases and deaths. Black and Hispanic adults have been more likely than White adults to report symptoms of anxiety or depressive disorder during the pandemic. The mental health impact of disasters outlasts the physical impact, suggesting today’s elevated mental health needs will continue well beyond the coronavirus outbreak itself. An analysis of the psychological toll on healthcare providers during outbreaks found that psychological distress can last up to 3 years after an outbreak. |
| National Council for Behavioral Health Member Survey (February 2021) | https://www.thenationalcouncil.org/wp-content/uploads/2021/03/NCBH-Member-Survey-Feb-2021.pdf?dof=375ateTbd56 | PowerPoint presentation | The National Council for Behavioral Health surveyed member organizations about the impact of COVID-19. The findings point to increased demand for behavioral health services, while organizations still face capacity and financial challenges. These are a few of the key findings: Two in three organizations (67%) report the demand for their organization’s services has increased over the last 3 months, a 15% increase from August 2020. Of the members who report that their organization offers substance use disorder services, over half (63%) report the use of these services has increased in the past 3 months, a 13% increase from August 2020. Among those offering youth mental health and substance use services, 63% report the demand has increased over the past 3 months. Nearly half (45%) of organizations surveyed say their patient waitlist has grown in the past 3 months and 68% of organizations have had to cancel, reschedule, or turn away patients over the past 3 months. Nearly half of respondents report closing programs due to COVID-19. |

| Title | Link | Resource Type | Description |
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| Occurrence, Prevention, and Management of The Psychological Effects of Emerging Virus Outbreaks on Healthcare Workers: Rapid Review and Meta-Analysis | https://www.bmj.com/content/369/bmj.m1642 | Research article | This rapid review and meta-analysis examined the psychological effects on clinicians working to manage novel viral outbreaks and explored successful measures to manage stress and psychological distress. Risk factors for psychological distress included being younger, being more junior, being the parents of dependent children, or having an infected family member. Longer quarantine, lack of practical support, and stigma also contributed to stress. Clear communication, access to adequate personal protection, adequate rest, and both practical and psychological support were associated with reduced morbidity. The analysis concluded that effective interventions are available to help mitigate the psychological distress experienced by staff caring for patients in an emerging disease outbreak. |
| Diverse Employees Are Struggling the Most During COVID-19—Here’s How Companies Can Respond | https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diverse-employees-are-struggling-the-most-during-covid-19-heres-how-companies-can-respond?cid=other-eml-alt-mip-mck&hdpid=c1bbe9f8-d776-4a09-8941-47284c45c845&hctky=9928658&hlkid=43700042b874441f9f1a168a8dc6e918 | Report | Women, LGBT, and people of color employees are most likely to report acute challenges due to the pandemic, according to a global study that spanned many industries. The study showed that companies are not meeting employees’ challenges sufficiently, including mental health, growth and progress opportunities, child or family care needs, and connectivity and belonging needs. It also revealed that progress on diversity, equity, and inclusion has been slow. The study included questions that leaders should ask and recommended interventions to drive employers’ response to employees’ needs. |
| Racial Trauma Guide: Racial Trauma During the Covid-19 Pandemic | https://www.psychology.uga.edu/racial-trauma-guide | Article | <i>Racial stressors</i> are verbal, behavioral, or environmental stressors that individuals experience because of their race. During the COVID-19 pandemic, these stressors have been amplified and Black and Latinx Americans have been disproportionately affected by the pandemic. The effects of COVID-19 on Black Americans are further |

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| | | | exacerbated by racial trauma. This guide offers educational materials to help employers better understand the impact of racial stressors on employees. |
| Disaster Response and Recovery Timelines, Cycles and Common Experiences in Behavioral Health | https://www.youtube.com/watch?v=zv13qTKjWXo | Recorded webinar | This presentation examines the behavioral health impacts of COVID-19 and includes a timeline for understanding the different phases of post-disaster behavioral health. |
| The Early Impact of the Covid-19 Emergency on Mental Health Workers: A Survey in Lombardy, Italy | https://www.mdpi.com/1660-4601/17/22/8615/html | Research article | This study focuses on the impact of the pandemic on mental health workers, evaluating the early impact of the Covid-19 emergency and quarantine on the well-being and work practices of mental health service personnel and professionals in Lombardy, Italy's epicenter of the Covid-19 outbreak. This is the first survey on the early impact of the pandemic on mental health workers. In general, the early impact of the Covid-19 emergency on mental health workers in terms of anxiety and depression was mild, but one in three workers experienced severe levels of burnout. Both general and job-specific stressors were at play, but workplace protectors, such as increases in professional roles and social support, may have mitigated the pandemic's impact. |
| COVID-19 Research: How the Pandemic is Challenging and Changing Employers | https://shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Pages/COVID-19-Research.aspx?ga=2.32904761.66346655.1616780050-346387215.1616780050 | PowerPoint presentations (various) | The Society for Human Resource Management has conducted numerous studies on the impact of COVID-19 on American workers and employers to understand the different ways employers have adjusted to respond, such as creating new policies to support employees. |

Organizational Strategies and Practices for Supporting Employee Well-Being in the Workplace

These resources describe practices, strategies, and policies that all workplaces can adopt to better support employee well-being.

| Title | Link | Resource Type | Description |
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| How U.S. Companies Can Support Employees of Color Through the Pandemic | https://hbr.org/2020/05/how-u-s-companies-can-support-employees-of-color-through-the-pandemic | Article | This article describes steps that employers can take at team, organizational, and societal levels to support employees of color who are disproportionately affected by the pandemic. |
| Are You Offering the Mental Health Benefits Your BIPOC Employees Need? | https://hbr.org/2020/09/are-you-offering-the-mental-health-benefits-your-bipoc-employees-need | Article | This article provides information on how employers can offer access to culturally appropriate mental health services and conduct outreach to help ensure that employees feel comfortable accessing these services. |
| Responding to COVID-19: Balancing Urgency & Equity in Human Resources | https://www.youtube.com/watch?v=dn1-q1XXQuk | Recorded webinar | For organizations that focus on values of equity and justice, managing the people-oriented aspects of operations during a crisis like Covid-19 presents both challenges and opportunities. Decision-makers in these nonprofit organizations—human resources directors, senior staff, executive directors—are in a daily struggle to balance urgency and equity. They are meeting the demands of the moment, while learning from these emergency responses potential future strategies for more equitable human resource management. |
| 2021 Wellbeing Market and Trends | https://joshbersin.com/2021-wellbeing-market-and-trends | Report | In 2020, organizations experienced an accelerated need to address a myriad of health and well-being challenges that employees will continue to experience into 2021 and beyond. This report identifies trends that will change the way that employers think about well-being vis-à-vis employee experience and organizational culture. |
| Adapting and Innovating to Promote Mental Health and Emotional | https://www.luminafoundation.org/wp- | Report | The COVID-19 pandemic has cast deeply ingrained inequities in American society into stark view. Just as pre-existing health conditions have made individuals more vulnerable to COVID-19, structural racism has made certain communities more vulnerable to the |

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| Well-Being of Young People of Color: COVID-19 and Beyond | content/uploads/2020/10/adapting-and-innovating-to-promote-mental-health.pdf | | virus. This resource helps employers to understand the impact of COVID-19 and racial trauma on young employees of color and offers employers a range of strategies (see page 10) to support the mental health and emotional well-being of young people of color in the workplace. |
| How to Be an Antiracist Supervisor: Start with Changing What You Call Yourself | https://nonprofitquarterly.org/how-to-be-an-antiracist-supervisor-start-with-changing-what-you-call-yourself | Article | This article explores shifting the supervisor role, job descriptions, and responsibilities to center anti-racist practice, equity, and employee well-being. |
| No One Should Have to Ignore Their Grief, Yet It's Long Been Expected of People of Color | https://catapult.co/stories/nadia-owusu-pandemic-grief-trauma-people-of-color-in-the-workplace | Article | Many workplaces and company cultures are designed and maintained in relation to a White-experienced reality: one that is highly individualistic, often rose-colored, and having little to do with the reality experienced by people of color. This workplace culture often requires that people of color leave fear and grief at the door. |
| 6 Steps to Building a Better Workplace for Black Employees | https://hbswk.hbs.edu/item/6-steps-to-building-a-better-workplace-for-black-employees | Article | This article summarizes the findings in the book <i>Race, Work, and Leadership: New Perspectives on the Black Experience</i> and offers recommendations for companies. |
| One Black Employee's Answer to "How Can I Help?" | https://www.cultureamp.com/blog/how-to-help-black-employees | Resource list | A list of resources and actions that non-Black professionals and human resource departments can take to support their Black colleagues. |
| The Role of Employee Relations in Shaping Job Satisfaction as an | https://www.mdpi.com/1660- | Research article | The COVID-19 pandemic is affecting the mental health of employees. Deterioration of the well-being of workers is also caused by changes in the workplace environment. Remote working can affect both social interactions and job satisfaction. Focusing on |

| Title | Link | Resource Type | Description |
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| Element Promoting Positive Mental Health at Work in the Era of COVID-19 | 4601/18/4/1903/htm | | remote workers, this study examined which factors influence job satisfaction in the context of remote work caused by a pandemic. It found that positive employee relations contribute to the level of job satisfaction and that trust is a key mediating factor in these relationships. Using research findings, it was possible to describe the mechanism of shaping a supportive work environment during a pandemic. |
| The Recovery Friendly Workplace Toolkit | https://www.drugfree.org/Customer-Content/www/CM/Files/Section 3 Full RFW Toolkit.pdf | Toolkit | Created by the State of Connecticut, this toolkit offers principles and strategies for employers to create a substance use disorder recovery-friendly workplace. |
| Workplace Supported Recovery | https://www.cdc.gov/niosh/topics/opioids/wsrp/default.html#content | Informational brief | Created by the National Institute for Occupational Safety and Health, this informational brief defines the elements of a workplace supported recovery program and how employers can support employees. |
| Business Resilience: The Global COVID-19 Pandemic Response Study | https://s3-usa.s3.amazonaws.com/c/308463326/media/16635f853453eec9687518946851882/covid%20research%20report%20v5.pdf | Report | Based on a survey of business and human resource leaders on the impact of COVID-19 on the workplace, this report identifies three strategic areas that employers must focus on: health and well-being; business agility and change; and new ways to manage people. The researchers describe a useful framework for understanding the four phases of response to the pandemic: 1) Hope for the Best, 2) Care for the People, 3) Drive Agility and Culture, and 4) Transform and Reinvent. |

Organizational Strategies and Practices for Supporting Employee Well-being: Resources Specific to Behavioral Health Organizations

The following resources are specific to behavioral health providers and organizations, providing information and resources to help behavioral health employers understand the toll of the pandemic on employees and take steps to better support them. Many of these resources focus on understanding and responding to employee burnout and leadership strategies for supporting staff in times of crisis and uncertainty.

| Title | Link | Resource Type | Description |
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| Burnout, Compassion Fatigue, Moral Injury and Resilience in the Context of COVID-19 | https://www.youtube.com/watch?v=mep3xxOW6co | Recorded webinar | Dr. Kira Mauseth discusses burnout, compassion fatigue, moral injury, and resilience, with a focus on the COVID-19 pandemic and the behavioral health workforce. |
| COVID-19 Behavioral Health Group Impact Reference Guide | https://www.doh.wa.gov/Portals/1/Documents/1600/coronavirus/BHG-COVID19BehavioralHealthGroupImpactReferenceGuide.pdf#page=34 | Reference guide | Produced by the Washington State Department of Health, this guide describes behavioral health impacts and makes recommendations for occupations and social roles impacted by the COVID-19 pandemic. The guide is for incident response organizations and planners, organizations that support or employ these groups, and behavioral health agencies and organizations. Employers can use the overview, tools, and examples to inform messaging, training, and interventions that are likely to be effective for specific groups. Be sure to review the unique risks, timeline of impact, and support strategies for behavioral health workers described on pages 17–20. |
| Teambuilding for Organizational Health and Wellness: A Presentation for Behavioral and Medical Health Leaders | https://mhttcnetwork.org/centers/great-lakes-mhrtc/product/team-building-organizational-health-and-wellness-presentation | Recorded webinar | When team building is low, organizational morale decreases, staff turnover increases and client or patient progress decreases. This virtual training discusses the leader’s role in increasing team cohesion and practical strategies for facilitating a results-oriented team-building retreat, virtual activities that promote team building during the era of COVID 19, and how to help employees see their value and feel safe during challenging times. |
| Wellness and Self-Compassion: Supporting Mental Health and Substance Use Providers During the Pandemic | https://mhttcnetwork.org/centers/new-england-mhrtc/product/sustaining-hope-during | Recorded webinar | This webinar focuses on how practitioners are coping and how to best support this critical workforce segment. Viewers will learn how hopelessness, fatigue, stress, trauma, and social distancing affect the well-being of mental health and substance use practitioners. Presenters discuss supportive strategies and techniques to increase connection. |

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| | time-crisis-wellness-and-self-compassion | | |
| Building Resilience Among Medical and Behavioral Healthcare Providers During a Global Health Pandemic | https://mhttcnetwork.org/centers/mountain-plains-mhttc/product/building-resilience-among-medical-and-behavioral-healthcare | Toolkit | This toolkit aims to encourage self-care and to assist in building resilience among medical and behavioral healthcare providers amidst the global health pandemic. It walks the reader through a case scenario of one rural primary care provider who learns to identify signs of common mental, emotional, and psychological concerns that have arisen because of the global health pandemic. The toolkit features strategies for developing a personal mental health and wellness plan, and makes recommendations for health systems that employ essential, frontline workers. Organizations can—and should—consider adaptations to support their employees during and following the pandemic. |
| Responding to Provider Stress and Burnout: Cultivating Hope and Compassion | https://mhttcnetwork.org/centers/mountain-plains-mhttc/product/responding-provider-stress-and-burnout-cultivating-hope-and | Recorded webinar | Providers of all occupations are experiencing increased levels of on-the-job stress as they work to respond to the complex needs of those they serve during the COVID-19 pandemic. Acknowledging these challenges and securing appropriate supports are crucial to promoting the well-being of all providers. This training provides detailed information on the impact of chronic stress and compassion fatigue, and identifies strategies for cultivating hope, compassion, and resilience in the workplace. |
| Supporting Staff in These Extraordinary Times | https://mhttcnetwork.org/centers/new-england-mhttc/product/supporting-staff-these-extraordinary-times | Recorded webinar | As agency leaders, directors, and supervisors, how do we stay grounded and focused during these turbulent times? How do we bring forth our humanity and strengths to support our employees? What challenges or learning opportunities are staff experiencing? What do they need? How do we listen and respond well? This presentation identifies principles and practices to help staff adapt and thrive during this extraordinary time. |
| Implementing the Quadruple Aim in Behavioral Health Care | https://cdn.mdedge.com/files/s3fs-public/JCOM02801039.PDF | Report from the field | This article describes the efforts of a publicly funded behavioral health system to operationalize the Quadruple Aim—patient experience, population health, reduced costs, work life quality of staff—through the development of core domains. |
| Building Organizational Resilience in the Face of Covid-19 | https://www.thenationalcouncil.org/wp-content/uploads/2020/03/Building_Organi | Tip sheet | The tip sheet gives strategies and advice for leaders of behavioral health organizations to build and foster organizational resilience during COVID-19. |

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| | zational Resilience i n the Face of COVI D- 19.pdf?daf=375ateTb d56 | | |
| Leadership in Times of Chaos | https://mhttcnetwork.org/centers/pacific-southwest-mhttc/product/leadership-times-chaos | Recorded webinar | Leadership during change requires that leaders reflect and learn about existing challenges; find solutions collaboratively with other leaders and team members; and determine new solutions, recognizing that finding solutions is an iterative process. This training is for mental health leadership, including agency executives, program directors, and frontline managers. |
| Weathering the Storm: Adaptive Leadership for Resilient Mental Health Organizations in the Pacific Southwest, Part 1: Before the Storm | https://mhttcnetwork.org/centers/pacific-southwest-mhttc/product/weathering-storm-adaptive-leadership-resilient-mental-0 | Recorded webinar <i>[must register to view]</i> | Part 1 of a 3-part series. Leading mental health organizations, programs, and initiatives can prove challenging in the best of times. Meeting the needs of clients in the diverse Pacific Southwest while effectively navigating the field’s evolving best practices, policies, and funding requires innovative, resilient, and adaptable leadership at all levels. COVID-19’s impact on both our personal and professional lives exacerbates the need for these skills. This three-part series explores the Adaptive Leadership Framework. |
| Weathering the Storm: Adaptive Leadership for Resilient Mental Health Organizations in the Pacific Southwest, Part 2: During the Storm | https://mhttcnetwork.org/centers/pacific-southwest-mhttc/product/weathering-storm-adaptive-leadership-resilient-mental | Recorded webinar <i>[must register to view]</i> | Part 2 of a 3-part series. See description above. |
| Weathering the Storm: Adaptive Leadership for Resilient Mental Health Organizations, Part 3: After the Storm | https://mhttcnetwork.org/centers/pacific-southwest-mhttc/product/weathering-storm-adaptive-leadership-resilient-mental-1 | Recorded webinar <i>[must register to view]</i> | Part 3 of a 3-part series. See description above. |

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| <p>Leading Your Team Through Crisis: Prevention and Recovery</p> | <p>https://www.youtube.com/watch?v=yXCI1NfAeAA</p> | <p>Webinar</p> | <p>Leaders may be unsure what to offer an over-taxed team facing the challenges of these times. Self-care and resiliency training will help, but it's not enough to manage the mental and psychological effects of COVID-19. In this webinar, presenters dive deeply into understanding the feelings of being overwhelmed and explore proactive strategies that leaders can use to help themselves and their teams manage stress and minimize the feeling of being overwhelmed.</p> |
| <p>Professional Quality of Life Scale</p> | <p>https://opioidresponsenetwork.org/Resources/ProQOL_5_English_Self-Score%20-%20A%20w.pdf</p> | <p>Self-assessment</p> | <p>This tool can help assess providers' levels of compassion fatigue and satisfaction.</p> |
| <p>WRAP for Work: Recovery at Work</p> | <p>https://www.apse.org/wp-content/uploads/docs/Wrap%20for%20Work%20Workbook.pdf</p> | <p>Workbook</p> | <p>Wellness Recovery Action Planning, or WRAP, is a valuable tool for all employees, not just those who are in recovery. This tool helps people identify tasks for daily personal maintenance, manage triggers and early warning signs, and prepare crisis plans.</p> |

Organizational Strategies and Practices for Supporting Employee Well-being: Frameworks and Lessons Learned from Healthcare Settings

Hospital systems and their staff have faced unprecedented challenges and pressures while responding to COVID-19, leading to a renewed focus on reducing and preventing burnout and creating a range of wellness supports for employees. The following resources describe organizational approaches from healthcare employers and experts, many of which can be adapted for behavioral health organizations as their employees face similar risks for burnout, moral injury, and compassion fatigue.

| Title | Link | Resource Type | Description |
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| Organizational Evidence-Based and Promising Practices for Improving Clinician Well-Being | https://nam.edu/organizational-evidence-based-and-promising-practices-for-improving-clinician-well-being | Discussion paper | An organization seeking to reduce burnout and improve well-being among its clinicians can create a better work environment by aligning its commitments, leadership structures, policies, and actions with evidence-based and promising best practices. In this discussion paper, the authors outline organizational approaches that focus on fixing the workplace, rather than “fixing the worker.” By doing so, organizations can advance clinician well-being and boost the organization’s resiliency. A <i>resilient organization</i> is one that matches job demands with job resources for its workers and creates a culture of connection, transparency, and improvement. Resiliency positions organizations to achieve their objectives during ordinary times and weather challenges during times of crisis. |
| From Triple to Quadruple Aim: Care of the Patient Requires Care of the Provider | https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4226781 | Research article | The Triple Aim—enhancing patient experience, improving population health, and reducing costs—is widely accepted as a compass to optimize health system performance. Yet physicians and other members of the healthcare workforce report widespread burnout and dissatisfaction. Burnout is associated with lower patient satisfaction, reduced health outcomes, and it may increase costs. Burnout thus puts the Triple Aim at risk. Researchers recommend that leaders expand the Triple Aim to a Quadruple Aim by adding the goal of improving the work life of healthcare providers, including clinicians and staff. |
| Caring for Health Care Workers During Crisis: Creating a Resilient Organization | https://www.ama-assn.org/system/files/2020-05/caring-for-health-care-workers-covid-19.pdf | Toolkit | Action steps taken by an organization before, during, and after a crisis can reduce psychosocial trauma and increase the likelihood their workforce will cope or even thrive. How organizations support physicians and other healthcare workers during a time of acute stress can affect how they cope and whether they recover from the crisis, or alternatively, whether they will adopt unhealthy coping mechanisms and show signs of stress injury (for example, burnout, insomnia, |

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| | | | dysphoria) or even worse, chronic stress illness (for example, depression, anxiety, post-traumatic stress, substance use). Effectively caring for the healthcare worker may decrease their risk of leaving practice or limiting their full-time effort. Successful organizations will take a systems approach and focus on becoming a resilient organization before times of crises, rather than limiting their focus to individual resilience or only attending to the well-being of healthcare workers after crises develop. Furthermore, resilient organizations must rapidly reconfigure their well-being priorities to address the biggest new drivers of stress in a crisis setting. |
| Organizational Well-Being | https://mhttcnetwork.org/centers/mid-america-mhttc/product/organizational-well-being-coming-home-primary-care-series-webinar | Recorded webinar | Organizational well-being has been misunderstood historically and may be conflated with personal or professional well-being and “self-care.” It is important to reconcile professional and organizational well-being and to understand the ways in which these two concepts are complementary. This webinar will discuss examples of implementation within the integrated primary care setting. |
| Well-Being Through Crisis: Emotional PPE | https://mhttcnetwork.org/centers/pacific-southwest-mhttc/product/wellbeing-through-crisis-emotional-ppe | Recorded webinar | This webinar explores the Crisis Leadership Continuum—readiness, response, recovery, and renewal—that highlights healthcare leadership approaches and strategies integral to ensuring staff well-being throughout a crisis. |
| Creating Wellness in a Pandemic: A Practical Toolkit for Health Systems Responding to COVID-19 | https://www.rush.edu/sites/default/files/2020-07/creating-wellness-pandemic-toolkit.pdf | Toolkit | Early in their response to the COVID-19 pandemic, the Rush University System for Health’s Office of the Chief Wellness Officer commissioned a special Wellness Task Force devoted to coordinating the institution’s efforts, as part of the overarching command center structure. This toolkit details the medical center’s strategies to support its workforce. |
| Staff Emotional Support at Montefiore Medical Center During the COVID-19 Pandemic | https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7673209 | Research article | During the COVID-19 pandemic, frontline workers have experienced high levels of stress and anxiety. Montefiore Medical Center recognized the urgent need for mental health support to mitigate and treat psychological distress among staff. Various mental health support services were implemented. This report provides an overview of the interventions implemented at Montefiore and provides preliminary insights on the use and value of these ongoing services. |

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| Internal Peer Support for Healthcare Professionals During the Covid-19 Pandemic | https://www.crisisjournal.org/article/18274-internal-peer-support-for-healthcare-professionals-during-the-covid-19-pandemic | Research article | This article profiles a highly used internal peer support program set up within a hospital system during the pandemic. The program is a useful example of a workplace support that employers can create. Using the team’s base intervention model of Critical Incident Stress Management, longer-term, ongoing care groups were added. Just in Time Trainings for those enlisted to help with the peer team’s one-to-one and group interventions were initiated. A variety of other wellness initiatives were created through never-before formed partnerships within different disciplines in the healthcare network. From March through August 2020, all peer support interventions were virtual. The team’s mission was simple: keep employees healthy and in service. |
| Meet the Wellness Officers—What They’re Doing About Burnout | https://journals.lww.com/neurotodayonline/fulltext/2019/12050/meet_the_wellness_officers_what_they_re_doing.11.aspx | Article | Chief Wellness Officer is a new executive position established by many health systems to address the burnout epidemic. This article profiles several Chief Wellness Officers to better understand their role and the initiatives they are leading. |
| Responsibilities and Job Characteristics of Health Care Chief Wellness Officers in the United States | https://www.mayocliniciproceedings.org/article/S0025-6196(20)30995-2/fulltext | Letter to the editor | This letter to editor offers detailed information about the responsibilities and job characteristics of Chief Wellness Officers. |
| Supporting Clinician Well-Being During COVID-19 | https://www.youtube.com/watch?v=6m42_2TBd74 | Recorded webinar | This webinar provides a platform for physicians, nurses, students, and health system leaders to delve into the critical needs, priorities, and emerging strategies that support the mental and emotional well-being of clinicians on the frontlines, both during and beyond the COVID-19 pandemic. |