



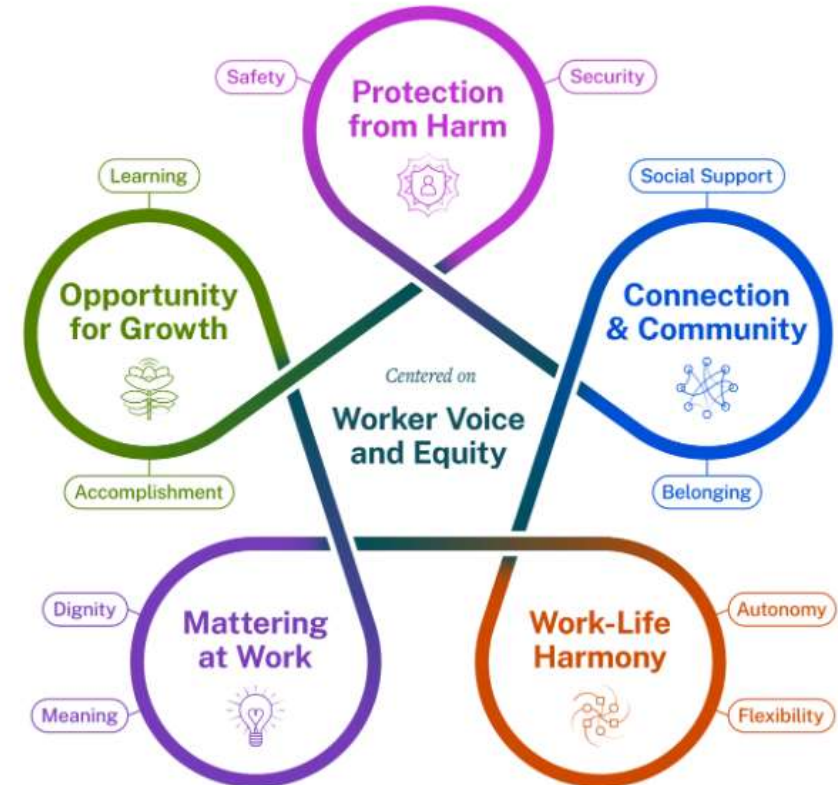
Innovations in Mental Health:

Employer Solutions to Addressing Workforce Mental Health

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Workforce Mental Health Landscape

- 76% of U.S. workers reported at least one symptom of a mental health condition (Study from Mind Share Partners via U.S. Surgeon General)
- 84% of respondents said their workplace conditions had contributed to at least one mental health challenge (Study from Mind Share Partners via U.S. Surgeon General)
- 81% of workers reported that they will be looking for workplaces that support mental health in the future (Study from APA via U.S. Surgeon General)



Defining Our Well-being Strategy

What We Learned

- A well-being strategy needs to align with the organization's mission, vision and values.
- A well-being strategy must have the full support and participation of the Board and Executive Leadership and the active participation of a diverse array of stakeholders.
- A well-being strategy requires the commitment of all of the organization's assets, dedicated to the planning, development and ongoing support of the program.
- Our "Well-being Core 4"
 - Make a visible and impactful investment in well-being
 - Address the barriers we know exist
 - Build organizational trust
 - Evolve with the organization's priorities and needs

Defining Our Well-being Strategy

Where It Led Us

To **THRIVE** is to progress toward or realize a goal despite or because of circumstances

At Virtua, we recognize well-being as a priority

- WE understand that well-being must encompass the whole person.
- WE create an environment that promotes work-life meaning, connection and joy.
- WE provide opportunities and resources that nourish each individual's health journey.

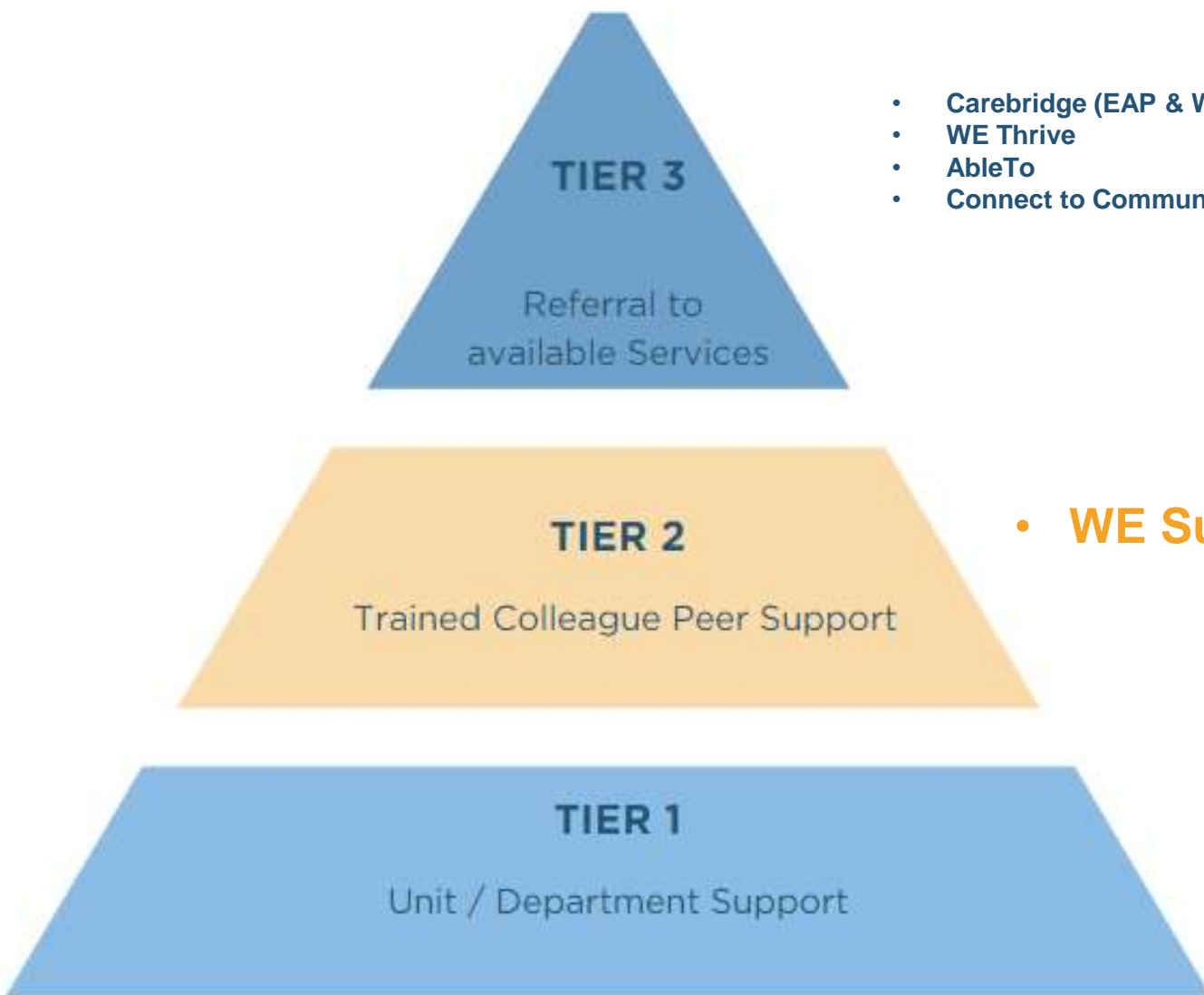


Demonstrating Virtua's Commitment to Well-being

- **Creation of the Colleague Well-being Consortium** comprised of an interdisciplinary team
- **Location/population-based well-being champion networks** with funding for site-specific, impactful, and goal-driven well-being initiatives
- **Launch of 5 Refuel Rooms** with plans for expansions
- **3 Collaborative, Expert-Delivered Virtual Events**
 - *Just How Do You Include Self-Care in Healthcare*
 - *The Journey to Thriving: Creating Space to Discuss Clinician Burnout*
 - *Setting & Realizing Your Self-Care Intentions*
- **Thriving* Events & Monthly Webinars**
 - March: Chair Massage (onsite) & *Coping with Worry & Anxiety*
 - April: The Healthy Workday (onsite) & *WE Thrive By: Discovering the 6 Pillars of Well-being*
 - May: Mindful Meditation (onsite) & *Making Lifestyle Changes: Don't Let Setbacks Disrupt Your Goals*
 - June: **Day of Well-being** (onsite & virtual) & *WE Thrive By: Powering Up with Movement Breaks*
 - July: Plant the Seed (onsite) & Building Healthy Relationships (virtual)
 - August: Music Therapy (onsite) & *WE Thrive By: Finding Ways to Simplify Our Health*



Introducing New Layers of Support



- Carebridge (EAP & Work/Life)
- WE Thrive
- AbleTo
- Connect to Community Resources

- **WE Support Network**

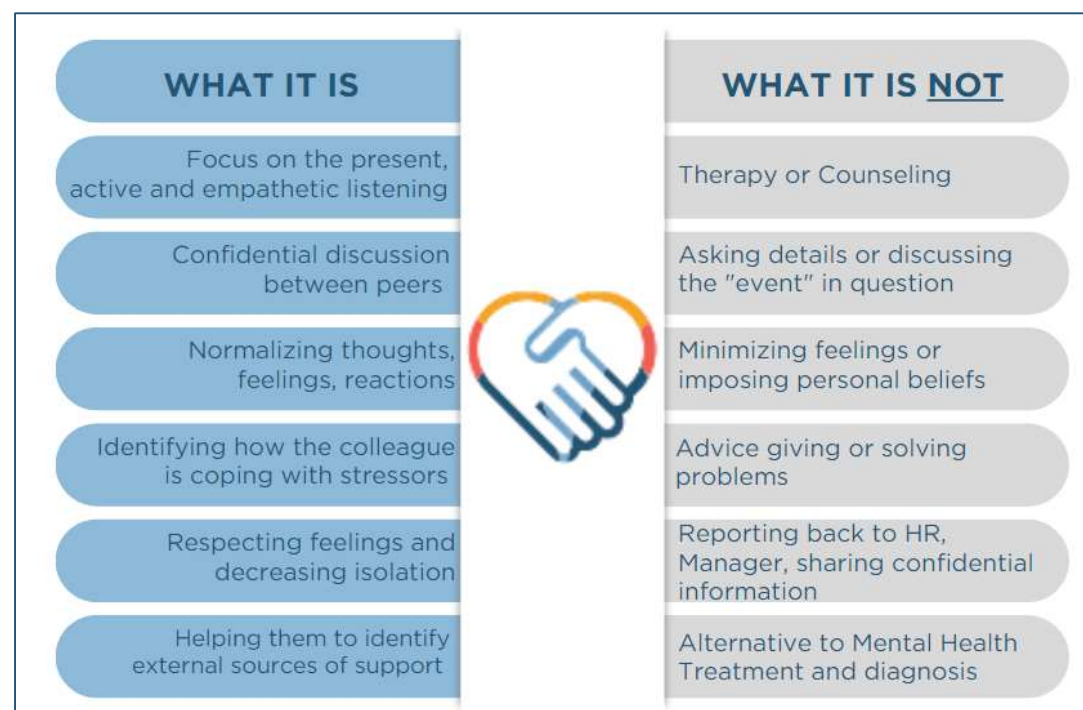


- Co-Workers & Manager Support
- Virgin Pulse Platform

Implementing Peer Support Networks

WE Support is a formalized Peer Support program designed to provide non-clinical crisis support and resources by trained colleagues, by:

- Offering a safe way for colleagues impacted by events to talk about their experience and emotions with a peer who has **empathy** from having “been there”.
- Helping the impacted colleague with emotional healing and promote **compassionate and transparent communication**, so no one feels alone.
- Focusing on HOW the colleague is doing, not the details of what happened
- Offering **multiple modalities** of communicating with Peer Support (Phone, Microsoft Teams, or in-person) via conversations lasting no more than 30 minutes. Follow-up check-in can occur after initial connection
- Connecting impacted colleagues with available resources (Tier 3 support) and **promoting positive coping skills**



Leveraging the Support of Our Leaders

- Letter of support sent from our President & CEO
- **#VulnerabilityatVirtua** Campaign inviting leaders to share their authentic, vulnerable, and hopeful personal stories to help redefine the narrative around workplace mental health
- Collaboration with the well-being to deliver team/department specific **well-being trainings**
- Create a **safe culture** by encouraging team/departmental **openness** and foster well-being
- Encourage individual contributors to get involved as **well-being ambassadors**
- Refer well-suited colleagues to become **Peer Supporters**
- Have a visible presence at our **well-being events** and on our **well-being platform**

Measuring Our Impact

Colleague Culture Survey (administered by Press Ganey)

- General Well-being:

Item	Driver	Domain	Distribution			Score	vs. Overall Organization	vs. Nat'l Healthcare Avg (Employee) 2022	2021 Results	vs. 2021 Results	Responses
			Unfavorable	Neutral	Favorable						
Current View: All Items											
96 At this organization, I am encouraged to improve my health and well-being.	-	Organization	7%	15%	77%	4.04	0.00	-	3.95	+0.09	9,654
97 This organization is interested in the health and well-being of employees.	Evaluate	Organization	18%	17%	72%	3.94	0.00	-0.08	3.83	+0.11	9,666

- Stress:

Item	Driver	Domain	Distribution			Score	vs. Overall Organization	vs. Nat'l Healthcare Avg (Employee) 2022	2021 Results	vs. 2021 Results	Responses
			Unfavorable	Neutral	Favorable						
Current View: All Items											
40 The amount of job stress I feel is reasonable.	-	Employee	21%	21%	58%	3.48	0.00	+0.07	3.28	+0.18	9,634

Other Data Sources:

- Professional Fulfillment and Burnout Assessment (developed by Stanford University)
- Employee Assistance Utilization Data
- Behavioral Health Utilization Data