



# **A Guide to Mental Health Promotion in the Workplace**

# Why mental health matters

## Mental health is central to being human

It's deeply integrated into every aspect of who we are — and it influences the possibilities for what we can become.

**“Without mental health, there can be no true physical health.”**

— Dr. Brock Chisholm, the first director-general of the World Health Organization (WHO)

And there's data to back that up.

People with depression, for instance, are at higher risk of other medical conditions, including cardiovascular disease, diabetes, stroke, and Alzheimer's disease, according to the National Institute of Mental Health (NIMH).<sup>1</sup>

As the Coronavirus pandemic restrictions continue to increase individual's feelings of loneliness and isolation, the consequences range from sleeplessness, decreased immune system, higher rates of anxiety, and poor cardiovascular health.<sup>2</sup>

To best support employee's emotional and physical health, we must consider every aspect of what makes us human, not just our physical health. At Aduro, we help employees unlock their true potential by letting them decide what is important to them. It's called “Human Performance,” and it focuses on the six interconnected aspects of our lives that influence our ability to thrive.

By investing in every aspect of who your employees are, you'll build strong individuals. By building strong individuals, you'll create a strong company

Of course, your employees don't check their mental health at the door when they show up for work.

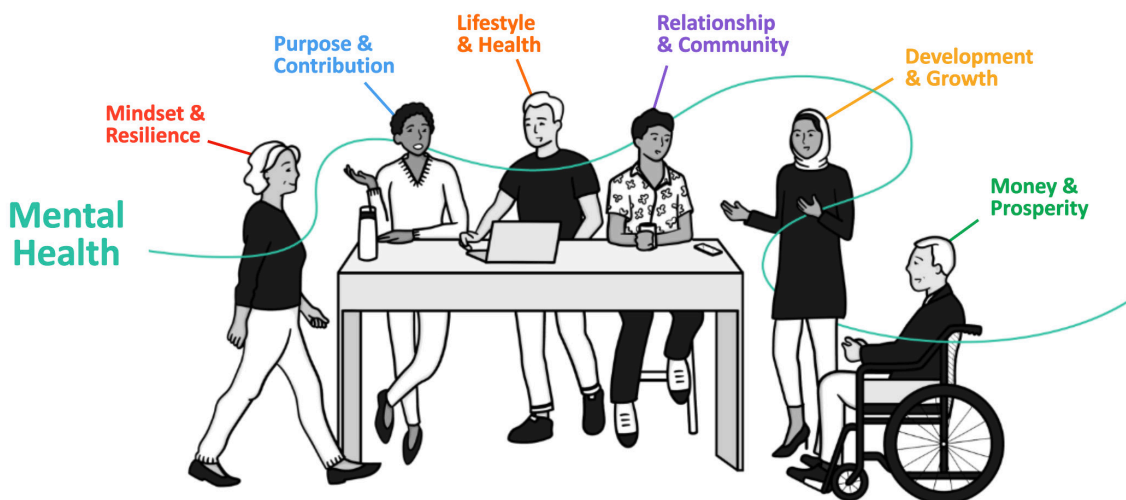
It makes or breaks their ability to perform.

Poor mental health and stress can negatively impact employee job performance, productivity, engagement, and even everyday functioning.<sup>3</sup>

## On the other hand, positive mental health can help people:<sup>4</sup>

- Realize their potential
- Cope with stress
- Work productively
- Make meaningful contributions to their community

It might also help to promote creativity and collaboration with others at work.





## Aduro's Integrated Mental Health Solution

- 3x engagement in mental health services\*
- Engages people with “rising risk”: 70% of participants at moderate risk moved to a lower risk category\*\*
- Mental health support available 24/7, 365 days a year
- Destigmatizes mental health support through program advocates: “Great” NPS score\*\*\*

[Learn More](#)

\*EAP avg. below 10% utilization, typically between 4-6%; Aduro has 20% active members engaged in our Integrated Mental Health Solution.

\*\*A pre/post comparison of the GAD-7, a clinically validated measure of generalized anxiety.

\*\*\* Net Promoter Score (NPS): 43.

# The big takeaway?

The mental health of each individual has a ripple effect. Collectively, it impacts individuals' well-being, the people closest to them (family and friends), your business's bottom line, and even society as a whole.

In this eBook, we'll share why employers can't afford to ignore mental health — and strategies they can deploy to support it.



# Work is the Right Place to Address Mental Health

Mental health isn't a "you" problem.  
It's a "we" opportunity.

**On average, we spend an estimated 90,000 hours at work in our lifetime.<sup>5</sup>**

As a result, the time we spend at work has an undeniable influence on our personal lives and well-being. The environment we work in can either enhance our health or diminish it.

Supporting your employees' mental health is not just the right thing to do from a moral perspective but also a strategic imperative for your business's bottom line.

The most robust business case for supporting mental health is the fact that every single one of your employees has it — including you. It's not just a "nice to have," but an organizational responsibility.

Doing something has the potential to improve engagement, recruitment, and retention.



**Doing nothing to support employee mental health contributes to the stigma that prevents people from seeking help when they need it.<sup>6</sup>**



# Like Physical Health, Everyone Has Mental Health

4 in 10 U.S. adults reported symptoms of anxiety and depression, nearly quadrupling the pre-pandemic prevalence.<sup>7</sup>

However, this data tends to get misinterpreted. You might conclude that only 4 in 10 people need mental health support. Not so.

Similar to our physical health, everyone has mental health. There are many other factors to consider when measuring mental health, and through the past year of the Coronavirus pandemic, we see the other symptoms of poor mental health rise.

- 78% of adults say the Coronavirus pandemic is a significant source of stress in their life<sup>8</sup>
- 56% of workers have increased anxiety<sup>9</sup>
- 87% of workers are worried that stress could affect their ability to work in the future<sup>10</sup>

There's a mental health continuum — and everyone falls somewhere on it. Today, it represents an inclusive approach to mental health. One where people can show up — wherever they are in their journey — and be supported accordingly. But it was not always that way.

Over the years, several different models of the continuum have been developed. Some of the first mental health continuum models relied on the outdated idea that “mental health” is simply the absence of mental illness. These models looked at “health” and “illness” as two separate states of mind — and never examined the relationship between them. Older models also neglected the fact that some people fall in between “healthy” and “ill.”

Due to these concerns, mental health experts eventually developed the single continuum, which is now among the most common ways to discuss and represent the differences between a mentally healthy person and a mentally unwell person. What is essential to recognize is that mental health is not static — we all have the potential to drive ourselves towards the positive end of the spectrum.

**5/5 of your employees have mental health — and all of them could benefit from a mentally healthy work environment.**



## The Mental Health Continuum

The Marine Corps, for example, view combat operational stress along a continuum. It represents how a person is handling deployment-related stress. The colors range from green (“ready”) to yellow (“reacting”) to orange (“injured”) and red (“ill”).<sup>11</sup> The Mental Health Commission of Canada (MHCC) has a similar model from which they have created a program called “The Working Mind First Responders” (TWMFR), designed to address and promote mental health and reduce the stigma of mental illness in a first-responder setting.<sup>12</sup>

During the training, the Mental Health Continuum, used as a self-assessment tool, helps people identify declining or poor mental health indicators (without diagnostic labels).

At Aduro, we look at the level that an individual is flourishing. Using the latest research from both the SHINE program at Harvard T.H. Chan School of Public Health and the Human Flourishing Program at Harvard University’s Institute for Quantitative Social Science, Aduro helps to evolve thinking around well-being programs to a more holistic approach. This approach creates positive workplaces with employees who are energized, engaged, and want to grow. We utilize the Flourishing Index™, an ongoing survey delivered to employees through Aduro Connect™, our employee well-being platform, to assess an employees’ level of flourishing.

It is also important to note that one’s state of mental health ebbs and flows for many.

As we look across the continuum of mental health, many leaders ask, “How can I support employees get healthy?” We like to add to this: “How can we prevent employees from getting unhealthy?”

Worsening mental health may seem sudden from the outside, but often, it wasn’t.

By then, there is a much more significant impact on the person’s health, personal life, and overall



**On average, it takes 11 years from the first sign of struggle to when someone gets treatment.<sup>13</sup>**

performance. Think about the many missed opportunities across those 11 years.

There were likely signals ignored along the way until they couldn’t be ignored anymore. It’s not always easy to recognize the signs of a worsened state of mental health in ourselves — at least not at first.

That’s why it’s important to take a proactive vs. reactive approach whenever possible — finding ongoing ways to support employees with their mental health across the continuum. Secondly, train both individual employees and managers to detect the signals of worsened mental health in themselves and others, creating a first and second line of defense.

“There is a need for a broader and deeper support of mental health across the continuum, including the everyday stressors,” said Carolyn Thayer-Azoff, Aduro’s Senior Director of Mental Health.



# Recognizing when "Weather Becomes Climate"



There's a ground-breaking article entitled "Understanding Our Own Minds" by Jeffrey Kluger in Time magazine's December 2019 edition. Kluger talks about how there is a natural cycle in life between good and bad days. The bad days are characterized by darkness and rain, but they're offset by good days — filled with internal sunshine. These ups and downs are normal — until they aren't. Unfortunately, some people get stuck in a permanent down cycle.

We often don't recognize the signs soon enough, whether it's in ourselves or others.

## Why?

Mental health is not as black-and-white as physical health. You have a broken bone, you get an X-ray, and the results are precise. It can be challenging to recognize the difference between an employee going through a difficult season in life versus an employee who might face significant depression.

Fortunately, that's where mental health professionals come in. It's not up to company leaders to diagnose conditions. But it is an organizational responsibility to recognize when employees are struggling and offer ways to help.

Managers should be trained to recognize the signs of job stress and provide employees with strategies to work through it.



## Early Warning Signs of Job Stress<sup>14</sup>

- Headaches
- Difficulty concentrating
- Short temper
- Job dissatisfaction
- Low morale

The National Alliance on Mental Illness (NAMI) also provides common warning signs for mental illness that employers can share with their team members. These signs can help them spot red flags in themselves or their loved ones — and seek help from a mental health professional.

Aduro offers content and coaching to support our members in learning these important skills.

Learn more at [adurolife.com/solutions/mental-health/](https://adurolife.com/solutions/mental-health/).

## Common Warning Signs for Mental Illness<sup>15</sup>

- Feeling very sad or withdrawn for more than two weeks
- Severe, out-of-control behavior that causes harm to themselves or others
- Sudden, overwhelming fear for no reason
- Drastic changes in mood, behavior, personality, or sleeping habits
- Intense worries or fears that get in the way of daily activities

Managers and supervisors should recognize signs of struggle, feel confident to check in, and know the resources and support available to point employees in the right direction.



# Creating a Culture that Supports Mental Health



Mental health should be solved in the context of our life. Well-being and mental health do not belong in separate silos — they belong together!

- 60% of employees have never talked about their mental health at work<sup>16</sup>

It is critical that the culture and environment “walks the walk” in supporting employee mental health. If employees hear one thing but feel something else, this is not only not effective but can breed mistrust and a negative impact on psychological safety.

- 68% of employees worry that speaking up about a mental health concern would cost them their job<sup>17</sup>

A key to building an environment that “walks the walk” is offering resources and support for employees. This includes engaging your population proactively as well as connecting them to care when appropriate.

Mental health is worse than it has been at any point in the last two decades — and it’s a trend we see across the continuum. 61% of adults say they could have used more emotional support than they received over the past 12 months.<sup>18</sup>

**You must find the people; you can’t wait for the people to find you.**

But getting employees to access mental health resources and support is easier said than done.

There are many reasons why people may not access mental health resources and support:

- Resources do not match how employees consume information and access support.
- There is a lack of self-serve digital engagements.
- The experience is disconnected and impersonal.

These reasons have resulted in an overburdened system with long wait times and the inability to expand engagement beyond acute scenarios (and this is seen in engagement numbers).

Mental health must be solved in the context of our life. Most people don’t wake up and think about mental health. They are stressed about their finances, exhausted from a lack of sleep, or losing focus at work because a family member was exposed to Covid. They are deeply interconnected, and employee mental health resources and support should be delivered as such.



# The Role of Leaders

Our work environment must support employee mental health. And company leaders play a crucial role.

That includes building confidence in people leaders to recognize the signals of employees who are struggling and foster a psychologically safe work environment in the first place. This approach starts from the top-down, based on the expectation set by executives. It is reinforced through the intentions, words, and actions of the company leaders.

“Managers amplify well-being by creating an environment that empowers employees to manage their well-being — not by serving as counselors or financial planners. Managers should be well-being conduits — garnering employee ownership and connecting well-being to employees' firsthand experiences.” (Gallup)

There is a massive opportunity to think bigger about what a “leader” can mean. You can make one impactful change to scale impact through other types of influencers within your organization, such as Employee Resource Group (ERG) leaders, Well-being Champions, and emerging leaders.

The social conditions we expose ourselves to can influence our mental health risks and outcomes positively or negatively, according to the Office of Disease Prevention and Health Promotion.<sup>19</sup>

Some of the social conditions that impact our mental health include:

- Interpersonal relationships
- Family
- Community
- Housing quality
- Social support
- Employment opportunities
- Work conditions

Since one-third of our lives are spent at work, employers need to acknowledge the influential role that they play in creating healthy work conditions — and act accordingly.

**“At Aduro, we emphasize the proactive promotion of mental health and flourishing. This starts by recognizing the environmental, organizational, and behavioral factors that start employees down a path of chronic stress, anxiety, and eventually – if unaddressed – mental illness, and then proactively addressing those factors.”**

— Sean Bell, Aduro's Chief Operating Officer

## Evaluating Your Company's Mental Health Policies + Practices

Mental Health of America (MHA) offers a certification program called the "Bell Seal for Workplace Mental Health," which recognizes employers committed to mentally healthy workplaces.

What is a mentally healthy company?

According to MHA, mentally healthy companies have policies and practices in place that support:

- A culture of growth
- Employee engagement
- Prevention of mental illness

The MHA Bell Seal evaluates companies in five key areas:

- Workplace Culture
- Health Insurance & Benefits
- Mental Health Programs & Perks



# Leading by Example

At Aduro, we believe now is the time to provide tools and resources to empower individuals to control their mental health. And, we're not alone in our thinking.

According to PwC's 2020 Pulse Survey, 84% of CHROs plan to add additional support for mental health in 2021.<sup>20</sup>

We also know that people are influenced by examples that they see — and this starts at the top. Why? If your executives work 12-hour days without lunch breaks, answer emails at 11 p.m. and on weekends, never take a vacation, and always seem "on edge," it's going to be challenging for them to appear authentic when they suddenly start touting the importance of mental health to their workforce.

**“We have learned that discussions start with company leaders who also have to ‘live their values’ by maintaining good mental health practices themselves.”**

— Sean Bell, Aduro's Chief Operating Officer

Aduro's CEO, Dr. Darren White, proactively put systems in place that support his mental health to more effectively "show up" for his employees. He participates in CEO peer groups, for example, which are made up of executives who run similar-sized companies and face many of the same challenges.

Executives often feel like they have to have all the answers, which can stifle their growth and their company's growth. Meeting with peers outside of their own company allows them to openly ask questions, grow beyond their current knowledge, and work on the business instead of in it.

Nearly 96% of senior leaders reported feeling burned out to some degree, with one-third describing their burnout as extreme, reported The Wall Street Journal.<sup>21</sup> These groups provide executives with a much-needed outlet to share their struggles and discuss potential solutions.

When your executives prioritize their self-care and mental health, it encourages others to do the same.

## What is Self-care?

Self-care: (noun) Taking an active role in protecting your well-being and happiness, in particular during periods of stress.

What it is:

- A regular practice
- Unique for each person
- A key factor to long-term effectiveness

What it's not:

- A one-time thing
- The same for everyone
- Selfish

Learn more self-care tips at [adurolife.com/blog](https://adurolife.com/blog)



# Key Insights

## Why You Should Care:

One hundred percent of your employees have mental health, and they all could benefit from a mentally healthy work environment.

Poor mental health and stress can negatively impact employee job performance, productivity, engagement, and even everyday functioning.<sup>4</sup> And the fact that it can take 11 years for someone to engage in treatment means there can be over a decade worth of stored up stress and anxiety affecting a person's health, personal life, and overall performance.<sup>13</sup>

The impact of the Coronavirus pandemic:

- 56% of workers have increased anxiety<sup>9</sup>
- 29% of employees report increased depression<sup>22</sup>

The cost to organizations: Depression causes roughly 200 million lost workdays annually, which costs employers an estimated \$17 to \$44 billion.<sup>23</sup>

Workplace burnout has become so widespread that it's now classified as an "occupational phenomenon" in the 11th Revision of the International Classification of Diseases (ICD-11). Although it's not a medical condition, workplace burnout is included in the chapter that describes the factors that can influence health status or contact with health services. It's described as a "... syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed."<sup>24</sup>

There's a cost to doing nothing — and a return for taking action. Investing in treatment for anxiety and depression has a fourfold return. Every \$1 invested toward increasing the treatment of depression and anxiety leads to a \$4 return in better health and ability to work.<sup>25</sup>

**Every \$1 invested toward increasing the treatment of depression and anxiety leads to a \$4 return in better health and ability to work.**

— World Health Organization



# How You Can Help

**Take an honest look at your company culture.** Evaluate your work environment and culture. Evaluate through employee surveys or by establishing representative committees. However, many companies find it beneficial to bring in an outside, third-party consultant. If you train individuals on how to become more resilient, but the root cause of their stress stems from their work environment, it will be difficult for them to persevere.

You must find the people; you can't wait for the people to find you.

**Integrate mental health into your well-being program.**

Mental health support is more accessible if it's part of a more extensive program that people know, trust, and are already engaged. Ensure mental health is weaved throughout your well-being program, mainly because it impacts every aspect of your employees' health. Remember, most people don't wake up and think about their mental health. Meet them where they are and guide them to tools and support from there.

Additionally, throughout your well-being program, use technology and people (managers, coaches, Champions) to remind employees about employer-sponsored mental health resources available to them.

A bonus for program administrators: Tools such as reporting are a one-stop-shop, allowing you to see a complete picture of your population and where their emotional health currently stands, which drives a more holistic program strategy.

**Foster an inside-out approach.** For organizational leaders to truly create a culture that supports mental health and employee wellness, they must first take care of their own. Self-care is more than bubble baths and face masks. Feeling your best starts with getting enough sleep, eating nutritious meals, maintaining boundaries, and moving your body in ways that feel good to you.

**Encourage your leaders to be allies.** When organizational leaders prioritize and are open about their mental health struggles, they empower employees to do the same. These exchanges help to silence the stigmas — not the other way around. Employers aren't expected to know the difference between an employee going through a challenging life

event and those with major depression. Nor are managers expected to be counselors and therapists. They do, however, have an organizational responsibility to create environments that promote well-being, recognize when their people are struggling, and guide them to supportive resources.

**Measure mental health companywide and deploy targeted strategies.**

Deploy holistic assessments companywide to help employees understand how they're currently doing in different aspects of their lives to find a clear path forward. Based on the results, launch targeted strategies to reach employees by location, job type, team, and more. Use mobile technologies to provide guided choices to each individual depending on where they need support.

**Empower managers to proactively foster a work environment that promotes psychological safety and is supportive of employee well-being.**

Train managers to foster an environment of trust and safety, recognize the signs of struggle, and arm them with tools and skills to lean into these conversations confidently and impactfully.

**Connect people to resources.** Ask leaders to familiarize themselves with your company and community's mental health benefits and offerings. Consider hosting a companywide training on mental health at the start of each new year. Highlight Coaching as a resource for supporting emotional well-being and ensure your employer resources are known for warm referrals when appropriate. Ask your employees how they navigate your company's mental health resources and implement improvements accordingly. Partner with Employee Resource Groups (ERGs) to leverage helpful mental health resources.

**Make mental health services more accessible.** One in four Americans had to choose between paying for mental health treatment or paying for daily necessities.<sup>26</sup> You might consider offering mental health support with low or no out-of-pocket cost to employees. These services could include covered benefits by insurance, as well as virtual care technologies. Mental health support can also be found through the help of the well-being program and specialized Mental Health Coaching — supporting all aspects of life. This experience needs to match how employees consume information — offering robust self-serve digital engagements, innovative technology, and a responsive experience.



**Listen to your workforce.** Survey your population to get their feedback on your company's mental health offerings. Refine and prioritize your strategic initiatives based on these insights. Be transparent about learnings, decisions, and progress.

**Commit to a mental health action plan for your organization.** Outline the steps that need to occur, who will take ownership, and how and when each phase will roll out. At Aduro, we utilize the DARCI framework to make an action-based plan.

# Aduro's Integrated Mental Health Solution

When it comes to mental health in the workplace, the need is critical and urgent. Too often, employee mental health resources and support are siloed, underutilized, and accessed after a person has already been struggling.

By taking a holistic, proactive, and inclusive approach to improving mental health and building resilience, we unlock the full potential of individuals and communities.

Our integrated mental health solution includes:

- Responsive technology designed to engage
- Specialized Mental Health Coaches and facilitated referral
- On-demand digital resources
- Validated measurement

For more information about Aduro's Integrated Mental Health Solution, visit [adurolife.com/solutions/mental-health/](https://adurolife.com/solutions/mental-health/)

**“My coach helped me to recognize and interrupt negative thought patterns, be more present, and take steps towards a deeper connection with others.”**

**— Mental Health Coaching Member**



# Conclusion

Like physical health, we all have mental health.

That means all of your employees could benefit from working in a mentally healthy environment where resources are destigmatized and easily accessed.

When you create a workplace that emphasizes humanity, you allow people to show up as their most whole selves, be open about how they're really doing, and offer them the opportunity to flourish — in the workplace and beyond it.

Now the question becomes, what role will you play in creating a place where people can thrive?

**Aduro is here to help you answer that question and provide the services to make it simple and impactful.**

Request a demo of Aduro's employee well-being and mental health solution at [adurolife.com](https://adurolife.com) or email [hello@adurolife.com](mailto:hello@adurolife.com).



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