

Special Best Practice Scores

Mental Health and Well-being Best Practice Score

Maximum score: 100 points

This Mental Health and Well-being Best Practice Score was developed to help organizations assess their workforce mental health and well-being initiatives. An organization's mental health and well-being best practice score is compiled from practices listed throughout the Scorecard. The selected practices and their weighted scores were identified by a core team based on industry research and expertise. The proposed practices and scoring were then reviewed by workforce mental health and well-being industry experts, and their feedback and recommendations were used to refine the mental health and well-being best practice score. The total score is out of 100 total points, and the practices included in this best practice score are listed below.

Questions included from Section 1: Strategic Planning

Q1. Which of the following types of data do you use in strategic planning for your company's health and well-being initiative?

- Psychosocial/mental health (9 points)
- Financial well-being (4 points)
- Social well-being (6 points)
- Employee experience survey (2 points)

Q3. Does your strategic plan include measurable objectives for the following?

- Employee satisfaction/morale/attitudes or engagement (2 points)
- Employee perceptions of supervisor/management support (2 points)

Questions included from Section 2: Organizational and Cultural Support

Q13. Does your organization have written policies supporting employee health and well-being in the following areas?

- Mental health and well-being (4 points)
- Work-life integration (2 points)
- Work time to participate in health and well-being programs (2 points)
- Responsible alcohol and other substance use (2 points)

Q14. Does your company intentionally promote and encourage a diverse and inclusive workforce through any of the following strategies?

- Employee Resource Groups (ERGs) (1 point)

Q15. Does your company's physical work environment support any of the following?

- Stress management and emotional recovery breaks (3 points)
- Work/life balance (3 points)

Q16. Have you taken any of the following actions to address the impact of "social determinants of health" on employees' healthcare experience?

- Foster social connectedness (3 points)

Q17. Which of the following describes your leadership's support for health and well-being?

- Leaders are role models for prioritizing health and work-life balance (4 points)
- Leaders hold their front-line managers accountable for supporting the health and well-being of their employees (4 points)

Q18. Does your organization have a disaster-preparedness plan that includes manager and employee training to address employee safety, health and well-being in the event of the following?

- Critical incidents (e.g., death of an employee, workplace suicide) (1 point)

Q19. Which of the following elements affecting employee health and well-being are included in your organization's leadership training?

- Psychological safety (1 point)
- Leaders' role as an influencer of employee health and well-being (1 point)
- Opportunities for growth and advancement for under-represented groups (1 point)
- Workload management (1 point)
- Empathy and compassion training (1 point)
- Manager effectiveness (1 point)

Questions included from Section 3: Programs

Q24. What programs or services does your organization offer to help individuals manage one or more physical or mental health issues?

- Educational programs focused on self-management (0.5 points)
- Coaching/counseling delivered through multiple interactions with a health professional (0.5 points)
- Health care navigation supports (0.5 points)
- Virtual care (0.5 points)

- Interactive digital expert system (0.5 points)

Q25. What types of health and well-being issues does your health and well-being initiative address?

- Chronic physical and mental health condition (1.75 points)
- Mental & emotional well-being (2.75 points)
- Financial well-being (1.25 points)
- Career growth (1.25 points)
- Personal growth (1.75 points)
- Social and relational well-being (1.75 points)

Q26. Are any of the following digital/virtual features incorporated into your health and well-being programs?

- Virtual delivery of services is offered (0.5 points)
- Online social connection and group support (0.5 points)

Q27. Does your organization, including any specialty vendors or health plans you use, provide any of the following resources to support individuals in managing their overall health and well-being?

- Employee assistance program (EAP) (4 points)
- Behavioral health advocacy services (0.5 points)
- Child care assistance (0.5 points)
- Elder care assistance (0.5 points)
- Financial well-being (0.5 points)

Questions included from Section 4: Program Integration

Q33. Are steps taken to ensure health and well-being is integrated with the efforts in any of the following areas?

- Employee assistance (2 points)

Questions included from Section 5: Participation Strategies

Q37. Which of the following social strategies does your organization use to encourage participation in health and well-being?

- Peer support (1 point)

Q39. Does your health and well-being engagement strategy intentionally help employees consider how participation in the health and well-being initiative aligns with their goals, values, or purpose in life?

- Yes, a great deal (3 points)
- Yes, somewhat (2 points)

Questions included from Section 6: Measurement & Evaluation

Q52. Please indicate which of the following types of data are used to evaluate health and well-being initiative performance. Only select the types of data that are periodically reviewed (at least once per year) and used to influence program decisions.

- Psychosocial/mental health (3.5 points)
- Overall well-being, life satisfaction, and quality of life (2 points)
- Social well-being (2.25 points)
- Financial well-being (2 points)
- Employee engagement/morale (2 points)

Q58. Have you found a change in employee health and well-being (e.g., thriving)?

- A substantial improvement in health and well-being was found (2.25 points)
- A slight improvement in health and well-being was found (1.25 point)

Instructions for interpreting your Mental Health and Well-being Best Practice Score

Q1. If you selected financial well-being as a type of data that your organization uses in its strategic planning of the company's health and well-being initiative, you should only include the 4 points allocated to this question if you are including a broad range of financial well-being data beyond 401K participation.

Q25. If you selected financial well-being as a type of health and well-being issue that your health and well-being initiative addresses, but your organization only offers typical employee benefits such as 401K plans and does not consider the day-to-day financial needs of employees, such as budgeting, bill/debt consolidation, loan repayment, etc. this response option should not be counted towards your mental health and well-being best practice score. Therefore, you should subtract 1.25 points from the score provided in your instant results report.

Q27. If you selected financial well-being as a resource that your organization (including any specialty vendor or health plans used) uses to support individuals in managing their overall health and well-being, but this resource does not consider the day-to-day financial needs of employees, you should subtract 0.5 points from your mental health and well-being best practice score.

Q52. If you selected financial well-being as a type of data used to evaluate health and well-being initiative performance you should only include the 2 points allocated to this question if you are including a broad range of financial well-being metrics beyond 401K participation.

Social Determinants of Health Best Practice Score

Maximum score: 100 points

This Social Determinants of Health Best Practice Score was developed to help organizations assess their workforce social determinants of health initiatives. An organization's social determinants of health best practice score is compiled from practices listed throughout the Scorecard. The selected practices and their weighted scores were identified by a core team based on industry research and expertise. The proposed practices and scoring were then reviewed by industry experts in workforce social determinants of health practices whose feedback and recommendations were used to refine the social determinants of health best practice score. The total score is out of 100 total points, and the practices included in this best practice score are listed below.

Questions included from Section 1: Strategic Planning

Q1. Which of the following types of data do you use in strategic planning for your company's health and well-being initiative?

- Financial well-being (5 points)
- Social well-being (5 points)
- Human Capital (2 points)
- Psychosocial/mental health (4 points)
- Employee Experience (2 points)

Questions included from Section 2: Organizational and Cultural Support

Q13. Does your organization have written policies supporting employee health and well-being in the following areas?

- Work time to participate in health and well-being programs (3 points)
- Mental health and well-being (2 points)
- Healthy eating (1 point)
- Volunteerism or community involvement (1 point)

Q15. Does your company's physical work environment support any of the following?

- Healthy eating choices (2 points)
- Work/life balance (2 points)

Q16. Have you taken any of the following actions to address the impact of "social determinants of health" on employees' healthcare experience?

- Analyze disparities in healthcare outcomes within the workforce (3 points)

- Address health literacy and health awareness in culturally relevant and appropriate ways (3 points)
- Ensure providers in the health plan's network match workforce needs (3 points)
- Address the health culture in the community (3 points)
- Provide or facilitate access to child care (3 points)
- Provide or facilitate access to elder care (3 points)
- Provide or facilitate transportation to work (3 points)
- Provide or facilitate access to housing (3 points)
- Address food insecurity (3 points)

Q19. Which of the following elements affecting employee health and well-being are included in your organization's leadership training?

- Resources to help employees address social risk factors (3 points)

Questions included from Section 3: Programs

Q24. What programs or services does your organization offer to help individuals manage one or more physical or mental health issues?

- Virtual care (1 point)

Q25. What types of health and well-being issues does your health and well-being initiative address?

- Social or relational well-being (2 points)
- Financial well-being (2 points)

Q26. Are any of the following digital/virtual features incorporated into your health and well-being programs?

- Online social connection and group support (1 point)
- Virtual delivery of services is offered (1 point)

Q27. Does your organization, including any specialty vendors or health plans you use, provide any of the following resources to support individuals in managing their overall health and well-being?

- Onsite or near-site medical clinic (2 points)
- Onsite fitness or wellness center (2 points)
- Child care assistance (2 points)
- Elder care assistance (2 points)
- Legal assistance (2 points)
- Financial well-being (2 points)

Questions included from Section 4: Program integration

Q35. In what ways does your organization actively participate in community initiatives focused on health and well-being?

- Refer/connect employees to community resources that address social determinants of health (3.5 points)
- Encourage employees to volunteer in the community (1.5 point)
- Sponsor community health events (1.5 point)
- Partner with other community organizations to address social determinants of health (1.5 point)

Questions included from Section 5: Participation strategies

Q38. Do health and well-being program communications include any of the following?

- Multiple communication methods/formats appropriate for targeted populations (2 points)
- Communications tailored to specific subgroups based on demographics or health status (2 points)

Q42. Are financial incentives available to all employees in the organization?

- Yes, any incentives that are offered are available to all employees (1 point)

Questions included from Section 6: Measurement & Evaluation

Q52. Please indicate which of the following types of data are used to evaluate health and well-being initiative performance. Only select the types of data that are periodically reviewed (at least once per year) and used to influence program decisions.

- Financial well-being indicators (2.5 points)
- Culture or climate assessment (1.5 points)
- Social well-being (2.5 points)
- Psychosocial/mental health (2.5 points)

Instructions for interpreting your Social Determinants of Health Best Practice Score

Q1. If you selected financial well-being as a type of data that your organization uses for strategic planning for your health and well-being initiative, you should only include the 5 points allocated to this question if you are including a broad range of financial well-being data beyond 401K participation.

Q1. If you selected human capital as a type of data that your organization uses for strategic planning for your health and well-being initiative but you do not consider how human capital

impacts social capital or areas such as retention or recruitment, you should subtract 2 points from your total social determinants of health score provided in your instant results report.

Q25. If you selected financial well-being as a type of health and well-being issue that your health and well-being initiative addresses, but your organization only offers typical employee benefits such as 401K plans and does not consider the day-to-day financial needs of employees such as budgeting, bill/debt consolidation, loan repayment, this response option should not be counted towards your mental health and well-being best practice score. Therefore, you should subtract 2 points from the Score provided in your instant results report.

Q27. If you selected financial well-being as a resource that your organization (including any specialty vendor or health plans used) uses to support individuals in managing their overall health and well-being, but this resource does not consider the day-to-day financial needs of employees, such as, budgeting, bill/debt consolidation, loan repayment, you should subtract 2 points from your social determinants of health best practice score.

Q52. If you selected financial well-being as a type of data used to evaluate health and well-being initiative performance, you should only include the 2.5 points allocated to this practice if you are including a broad range of financial well-being metrics beyond 401K participation.

Q52. If you selected culture or climate assessment as data used to evaluate health and well-being initiative performance, you should only include the 1.5 points allocated to this practice if you are using tools that help assess psychological safety or a culture of caring.

Diversity, Equity, and Inclusion Best Practice Score

Maximum score: 100 points

This Diversity, Equity, and Inclusion (DE&I) Best Practice Score was developed to help organizations assess their workforce DE&I initiatives. An organization's DE&I best practice score is compiled from practices listed throughout the Scorecard. The selected practices and their weighted scores were identified by a core team based on industry research and expertise. The proposed practices and scoring were then reviewed by workforce DE&I industry experts, and their feedback and recommendations were used to refine the DE&I best practice score. The total score is out of 100 total points, and the practices included in this best practice score are listed below.

Questions included from Section 1: Strategic Planning

Q1. Which of the following types of data do you use in strategic planning for your company's health and well-being initiative?

- Financial well-being (2 points)
- Social well-being (2 points)
- Employee experience survey (2 points)

Q3. Does your strategic plan include measurable objectives for the following?

- Improvements in health equity (6.75 points)
- Diversity, equity & inclusion (6.75 points)

Questions included from Section 2: Organizational and Cultural Support

Q10. Which of the following describe your organization's wellness committee?

- Committee members represent diverse perspectives (3 points)

Q13. Does your organization have written policies supporting employee health and well-being in the following areas?

- Work time to participate in health and well-being programs (1 points)
- Mental health and well-being (1 points)
- Work-life integration (1 point)
- Volunteerism or community involvement (1 point)

Q14. Does your company intentionally promote and encourage a diverse and inclusive workforce through any of the following strategies?

- Policies (2 points)
- Employee Resource Groups (ERGs) (2 points)
- Facilitate forums for open discussion (2 points)
- Workforce training and growth opportunities (2 points)
- Workforce accommodations (2 points)
- Race and ethnicity data are used in strategic planning to identify specific needs (2 points)
- Race and ethnicity data are used in program evaluation to assess health equity issues (2 points)

Q15. Does your company's physical work environment support any of the following?

- Stress management and emotional recovery breaks (1 point)
- Work/life balance (1 point)

Q16. Have you taken any of the following actions to address the impact of "social determinants of health" on employees' healthcare experience?

- Analyze disparities in healthcare outcomes within the workforce (1 points)
- Address health literacy and health awareness in culturally relevant and appropriate ways (1 point)
- Ensure providers in the health plan's network match workforce needs (1 point)

- Foster social connectedness (0.5 points)
- Provide or facilitate access to child care (0.5 points)
- Provide or facilitate access to elder care (0.5 points)
- Provide or facilitate transportation to work (0.5 points)
- Provide or facilitate access to housing (0.5 points)
- Address food insecurity (0.5 points)

Q18. Does your organization have a disaster-preparedness plan that includes manager and employee training to address employee safety, health and well-being in the event of the following?

- Demonstrations or protests. (0.5 points)
- Critical incidents (0.5 points)
- Active shooter (0.5 points)
- Natural disasters (0.5 points)
- Epidemic/Pandemic/Infectious disease outbreak (0.5 points)

Q19. Which of the following elements affecting employee health and well-being are included in your organization's leadership training?

- Empathy and compassion training (1 point)
- Resources to help employees address social risk factors (1 point)
- Psychological safety (1 point)
- Opportunities for growth and advancement for under-represented groups (3 points)

Q20. Which of the following describe the involvement of employees in your health and well-being initiative?

- Employees provide significant input, such as program content, delivery options, communication and future needs (2 points)
- Voluntary employee-led resource groups (ERGs) are active (2 points)
- Employees are formally asked about their perceptions of organizational support for their health and well-being (2 points)

Questions included from Section 3: Programs

Q25. What types of health and well-being issues does your health and well-being initiative address?

- Mental & emotional well-being (1 point)
- Personal growth (1 point)
- Social and relational well-being (1 point)
- Career growth (1 point)

Q28. In which of the following ways does your organization use your employee health and well-being data to design and operate your programs?

- Provide targeted outreach to groups relevant to their needs or gaps in care (2 points)
- Personalize interventions at the individual level (2 points)

Q29. Do you have an ongoing process of identification, outreach, engagement, and intervention to connect individuals to the most relevant resources for them?

- Yes (2 points)

Q30. Has your organization taken any of the following steps to manage employee disabilities?

- Formal goals for disability programs (0.5 points)
- Performance standards hold supervisors accountable for disability management program goals (0.5 points)
- Written return-to-work policies and procedures (0.5 points)
- Modified temporary jobs for employees ready to return to work but not to their former jobs (0.5 points)
- Complex claims receive clinical intervention or oversight (0.5 points)
- Ongoing supportive communication throughout the duration of leave (0.5 points)
- Use metrics to regularly monitor and manage disability trends (0.5 points)
- Strategies to direct disabled individuals to appropriate health and well-being programs (0.5 points)

Questions included from Section 4: Program Integration

Q33. Are steps taken to ensure health and well-being is integrated with the efforts in any of the following areas?

- Disability management (2 points)
- Employee assistance (2 points)
- Diversity, equity & inclusion (3 points)
- Organizational learning and development (2 points)

Questions included from Section 5: Participation strategies

Q37. Which of the following social strategies does your organization use to encourage participation in health and well-being?

- Affinity groups connecting people with common interests or characteristics (1 point)
- Allowing family members, friends, or community members to participate (1 point)

Q38. Do health and well-being program communications include any of the following?

- Multiple communication methods/formats appropriate for targeted populations (2 points)
- Communications tailored to specific subgroups based on demographics or health status (2 points)

Q39. Does your health and well-being engagement strategy intentionally help employees consider how participation in the health and well-being initiative aligns with their goals, values, or purpose in life?

- Yes, a great deal (1 point)
- Yes, somewhat (0.5 points)

Questions included from Section 6: Measurement & Evaluation

Q52. Please indicate which of the following types of data are used to evaluate health and well-being initiative performance. Only select the types of data that are periodically reviewed (at least once per year) and used to influence program decisions.

- Financial well-being indicators (1.5 points)
- Culture or climate assessment (1.5 points)
- Social well-being (1.5 points)
- Employee engagement, morale, or satisfaction (1.5 points)

Instructions for interpreting your Social Determinants of Health Best Practice Score

Q1. If you selected financial well-being as a type of data that your organization uses for strategic planning for your health and well-being initiative, you should only include the 2 points allocated to this question if you are including a broad range of financial well-being data beyond 401K participation.

Q52. If you selected financial well-being as a type of data used to evaluate health and well-being initiative performance, you should only include the 1.5 points allocated to this practice if you are including a broad range of financial well-being metrics beyond 401K participation.

Q52. If you selected culture or climate assessment as data used to evaluate health and well-being initiative performance, you should only include the 1.5 points allocated to this practice if you are using tools that help assess psychological safety or a culture of caring.