ICU Program Implementation Guide

The ICU Program is an awareness campaign for the workplace, designed to decrease the stigma associated with the topic of mental health and foster a workplace culture that supports emotional health. It was developed by the European and U.S. members of DuPont's Employee Assistance Program (EAP) in 2011, has been delivered to DuPont's 70,000 employees worldwide since then, and has now been adapted by the Center for Workplace Mental Health for use by other employers.

The ICU Program uses an analogy that just as people with a physical injury or illness may require help through an Intensive Care Unit, so people with a psychological/emotional injury or illness may require help from one another. Thus, **"ICU"** becomes **"I See You."** Three corresponding ICU Program steps to take that provide this help are as follows:

(1) Identify the signs of distress.
(2) Connect with the person experiencing distress.
(3) Understand the way forward together.

The step *"Understand the way forward together"* can include having a simple conversation or using mental health benefits and programs available through your organization.

The core component of the ICU Program is a five-minute video that teaches employees about emotional health and how to appropriately connect with distressed peers at the workplace who may need support. Through the ICU Program's message, we can encourage people in emotional distress to reach out for help and return more quickly to health and productivity. By following these steps, your organization can foster a supportive workplace culture where everyone can play a part in improving emotional health.

Physical Health	"I See You"	ICU Steps to Improve Emotional Health
Intensive	**I**	**Identify** the signs
Care	**C**	**Connect** with the person
Unit	**U**	**Understand** the way forward together

Intensive Care Unit, or ICU, becomes "I See You" through three steps:
Identify the signs, Connect with the person, and Understand the way forward together.

The ICU Program is designed to be used in tandem with your company's existing mental health and wellness programs—it does not replace them. You will want to tailor the messages of the ICU Program and use the video as a vehicle for increasing awareness of the tools and programs available to employees and their families, such as EAPs and mental health and substance use disorder services, among other health programs.

This implementation guide is designed to help employers consider variables that can be influenced by the variety in the size, constitution, and resources available to each employer. Using this guide to plan your launch of the ICU Program will prepare you for optimal success. This guide and other peripheral materials described can be found and downloaded from our website *http://workplacementalhealth.org/Employer-Resources/ICU.*
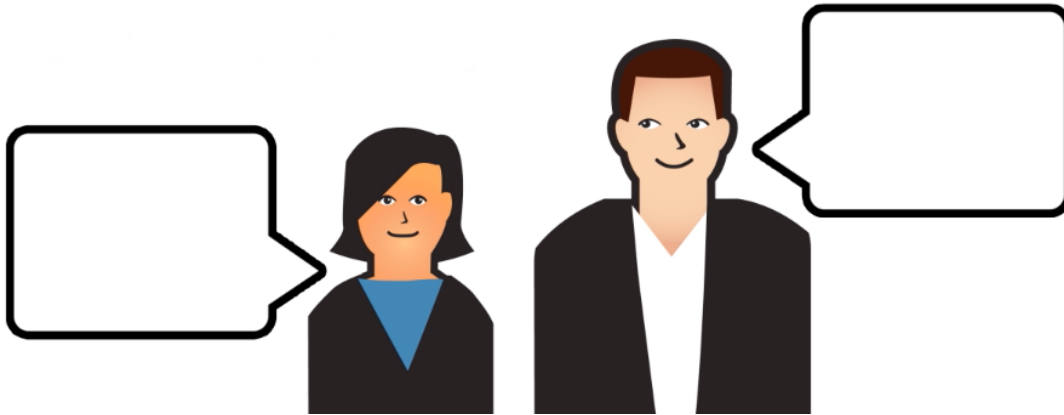
About the ICU Program

European and U.S. members of DuPont's Integrated Health Services (EAP and Occupational Medicine) team developed the ICU concept in 2011. In support of their core values—which include Respect and Value for People, as well as Safety and Health—the ICU video has been delivered to DuPont's 70,000 employees worldwide since then to support an emotionally safe workplace. DuPont generously donated the ICU Program to the Center for Workplace Mental Health (Center), a program of the American Psychiatric Foundation, to further share the ICU concept with you. The Center is grateful to DuPont for their support in making the ICU concept and its positive message to improve emotional health available to others. You can learn more about Dupont and other employers under the Center's case studies.

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Planning Prior to Launch

1. Tailor this implementation guide for your company by determining where you want employees to reach out for help.

When you launch the ICU Program and deliver the ICU video, you will be guiding your employees to utilize various support programs that your organization already has in place. To successfully **"Understand the way forward together,"** you will frame your resources in a way that best fits how you would like your employees to take action.

Consider and create a list of programs and resources you already offer *(note if they are available to all employees or to particular groups)*:

- Employee Assistance Program (EAP)
- Mental health and substance use disorder benefits
- Onsite clinics
- Long-term or short-term disability coverage
- Wellness program or health advocates—exercise, nutrition, and healthy sleep
- Health risk appraisals
- Employee resource groups
- Corporate or organizational values
- Communication, stress management, and conflict resolution programs

Once you have compiled your list, determine which programs you plan to highlight and how you want your employees to access and utilize them. You need not limit the resources and avenues of access to just one, but you will want to keep the message simple and clear.

Note: Based on the Mental Health Parity and Addiction Equity Act of 2008, it is important to avoid language that suggests that people must go through an EAP in order to access benefits.

Vendor Partners

Consider questions to pose to your vendor providers (i.e., regarding health plans, onsite clinics, EAPs, and wellness providers) about specific kinds of services and benefits provided. This will help you gain a better understanding of the services available to your employees and coordinate how you will customize messages to employees that direct them to your programs. It will also prepare your EAP or other vendors for a potential influx of calls and help define what their role will be throughout the initiative.

Also notify your medical, behavioral health, and pharmacy vendors about the ICU Program. They may offer additional support if you need it.

This is an ideal time to take a closer look at your programs and services that support a mentally healthy workforce. Here are some specific questions you may want to ask your vendor partners about their services:

1. Do you offer:
   • Validated mental health screening tools?
   • Counseling and/or coaching services?
   • Referrals to mental health specialty providers, primary care providers, and/or other service providers?

2. If you provide referrals, do you proactively reach out to the provider and try to coordinate the care?
3. Do you follow up to determine if care was obtained?
4. Are your intake personnel trained to identify suicidality or harm to self or others?
5. What steps do you take when a risk of harm to self or others is identified at intake?
6. How do you evaluate outcomes of mental health interventions?

The more you understand what is offered through your own vendors, the more confidently you can help those in distress navigate the process of getting help

Completing **Action Step 1** will prepare you for **Action Step 4**: *Use of the ICU peripheral materials*.

2. Getting buy-in and building support and considering stakeholders

Leadership:
Chief executive officers and other top-level management provide a face to the organization's culture and how the vision of an organization is upheld in the workplace. Eliciting visible support at this level gives the ICU Program's message added credibility.

• Utilize the *ICU Program Leadership Presentation*, which provides information about the business case for supporting the emotional and mental health of employees and shares the long-term benefits for both the organization and employees.
• Gain buy-in to deliver the ICU Program organization-wide.
• For more information, see **Action Step 4**: Use of the ICU peripheral materials.

Managers/Supervisors:
Managers and supervisors often are the first to hear of or witness emotional distress in team members and are looked to as having answers. Equip managers and supervisors with the knowledge of the resources you will highlight—prior to delivering the ICU video—so they can be prepared, play a supportive role, and reinforce the message.

- Utilize the ***ICU Program Leadership Presentation*** to reinforce the business case of supporting the ICU initiative and outline the role of managers/supervisors in rolling out the program.
- For more information, see Action **Step 4:** Use of the ICU peripheral materials.

Other stakeholders?
Are there other teams within your organization that will be affected or can provide input? Invite them to participate in the planning to facilitate a smooth implementation.

3. Plan how you will measure your success

Evaluation of your ICU Program implementation can help you determine what influence the program is having on the behavior of your employees and whether the program is affecting your organization's culture. Determine the specific metrics you will use to measure success, and identify the key milestones you will use to track progress. The following suggestions are ways in which you might evaluate your ICU Program implementation.

- What data do you already have? Review this information before and after implementing the ICU Program.
    - Work with your health and wellness partners to collect aggregate data about EAP utilization, mental health claim data, and other help-seeking metrics.
    - Review retention, work engagement, and employee satisfaction metrics.
    - Use a Health Risk Assessment tool—with mental health questions—to benchmark levels of mental health risks.
- If you have the capability to build in survey questions into your rollout of the ICU video, you can measure whether the ICU Program is changing employee attitudes about mental health. Before and after showing the ICU video, pose the following question to your employees:

Do you agree with the following statements? (Select one.)	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
I am comfortable expressing concern to colleagues.					
I am comfortable approaching a tearful person at work.					
I know where to refer colleagues who are in distress.					
I am comfortable referring colleagues to our listed resources.					

- You might build these questions into annual pulse or work culture surveys that you may already utilize.

- If the data collection approach above is not possible, we suggest that you gather feedback from your managers/supervisors and key company stakeholders. Interviews and focus groups with employees are also a great idea for gathering more in-depth feedback. You might pose the statements listed above as questions, and ask why employees are/are not comfortable. Answers may reveal strengths and/or gaps in communication and resources.

Reviewing the results of these questions before and after the ICU Program launch can indicate the influence the program is having on these various metrics.
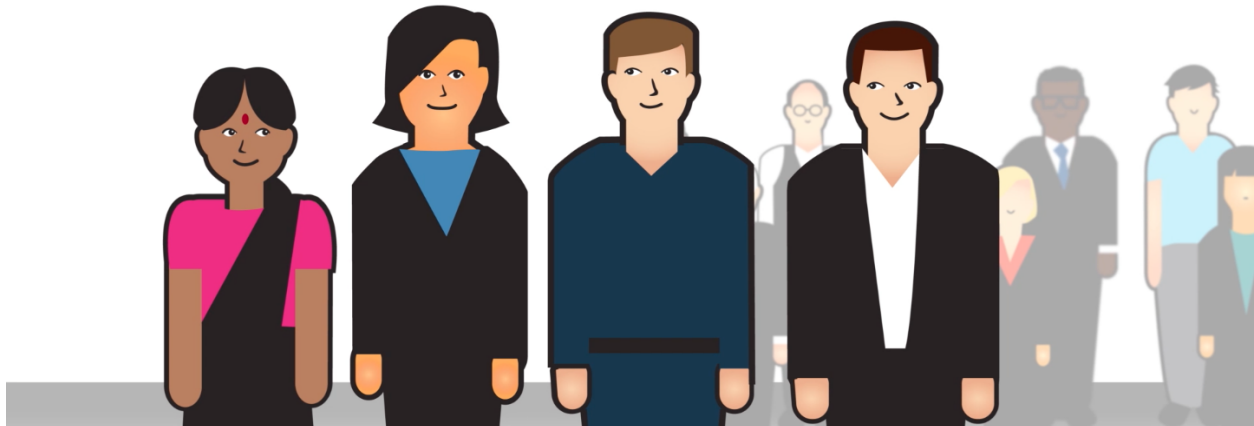
4. Use of the ICU peripheral materials

Along with making the ICU video available, the Center for Workplace Mental Health shares the use of the leadership presentation, logo, and peripheral materials for noncommercial use. These materials can be downloaded from our website *http://workplacementalhealth.org/Employer-Resources/ICU*.

ICU Program Leadership Presentation
The leadership presentation provides key elements that encourage adopting the ICU Program and supporting emotional and mental health in the workplace:

- The business case to facilitate buy-in for adopting the ICU Program.
- The role of managers, supervisors, and colleagues in referring employees to the various resources you have available.
- Your implementation timeline—including specifics that you will provide.

The elements of the presentation can be tailored to include your logo, and reflect your organization's branding structure and where you are in the process of adoption of the ICU Program.

ICU Program Template Flyer
A flyer template is available as a take-away item to be distributed when the ICU video is shared. The flyer reiterates the ICU Program's message and provides a quick reference guide to your own resources. For most organizations, the best pathways are through the EAP or mental health and substance use disorder benefits. Delete any items that do not apply, and add others that you identified in **Action Step 1**. You might also leave lines blank for employees to fill in the name and numbers of their primary care provider or other mental health professionals. The intention is to keep the step **"Understand the way forward together"** simple and clearly direct employees where to find help. If you choose not to customize there is also a ready to print version of the flyer available.

ICU Program Template E-mail/ICU Program Intranet Template
This template, like the flyer template, is a companion piece to the video. The message can be e-mailed or posted to your intranet site to remind your employees of the ICU Program's message and of your organization-specific resources.

A brief instruction sheet is available to assist you if you choose to embed the video onto your own site. Beyond these provided instructions,please work with your organization's information technology professionals for further assistance.

Use of the ICU Program Logo to create your own support materials
The ICU Program logo can be used for support materials you create. The grayscale logo can be used alongside your own organization's logo or you can modify the ICU logo with you organization's branded colors. You can download the ICU logo as a .jpg or .eps file for editing from our Program website. If you plan to modify the logo with your organization's branded colors, you will find the .eps file allows you to do that in several standard programs, like Photoshop.

Depending on the size of your organization, you may already have various methods for sharing information about resources. Consider including ICU Program messages in the following:

- Paystub mailing flyers or magnets with key resource numbers for your staff
- Monthly newsletters or e-mails
- An intranet site
- A dedicated EAP site specific to resources of your organization
- Onboarding presentations for new hires
- Stickers, pins, stress balls, or coasters that can be kept at workstations
- An opening message for standing team meetings or quarterly Town Halls

Launching the ICU Program

5. Create a buzz

Get people wondering what the ICU Program's **"face"** logo means by posting the ICU logo in high-traffic areas at your organization—break rooms, kitchens, or reception areas. Consider including a prelaunch article in a company newsletter or on an intranet site.

Seeing the ICU logo will prime your employees to understand the **"I See You"** message tied into the ICU Program's message.

6. Reveal the ICU video and deliver support materials and messages

Formally launch the initiative with a showing of the ICU video and share support materials that you have prepared. It is important that you provide the resources—and actions that you would have employees take in response to distressed colleagues—readily available to make the ICU Program a success.
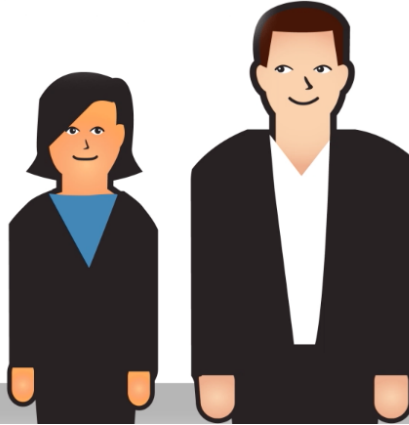
How this is accomplished will depend on what resources and type of workforce you have. Consider what mechanisms you already use to share information among your employees. Work to embed the resources and actions you suggest into the presentation of the ICU video as much as possible. Below are ideas on how to launch the video. (**Note:** More advanced suggestions may require working with your information technology professionals.)

You can play the video at an all-hands meeting or at various staff meetings and health fairs. Provide the ICU Program flyer at the meeting.

- Your leadership can create an introductory video or can imbed the video into a presentation indicating why leadership supports the ICU Program. This can allow for links to your resources to be presented together with the ICU video.
- You could create a DVD of the short video and send it with any other important messages to the homes of your employees.
- You can imbed the video, and information on where to get help, into your intranet site or your dedicated EAP's website. You can also send a link to the ICU video with reminders of the resources available. These messages would include information similar to what is included in the ICU Program flyer. This will allow you to position the ICU Program along with other company resources, such as wellness programs.
- You can imbed the ICU Program into a "push" message to employees and include simple evaluation questions (see **Action Steps 3 and 8** on tracking your success).

- Include ICU Program information in onboarding materials/meetings for new hires.
- If you have a People with Disabilities employee resource group/affinity circle, include invisible disabilities and share this video at meetings.
- Make the ICU Program flyers available in human resources offices.

Consider having group meetings and an open Q&A session. Discuss the resources you have and ask what barriers might keep people from utilizing them.

Sustaining the Message and Culture

7. Reiterate the message

Visibility of the message is important for success, and seeing the message more than once reinforces its importance. Ensure that the initiative stays **"top of mind"** at your workplace by developing an ongoing calendar that reminds you to promote it. Your diligence will continue to help reduce stigma, increase awareness, and encourage people to seek help.

You can rotate through various suggestions in **Action Steps 4–6**, to keep the message fresh. The messages can be sent monthly, quarterly, or annually.

8. Evaluate your success

Based on the plan you developed, track the specific metrics that assess the initiative's impact. Work with your health and wellness partners to include aggregate data about EAP utilization, claims data, and other help-seeking metrics to get comparative data. Ideally, you can measure at six months from launch and annually thereafter.

If you used survey questions, send a follow-up round of the same questions to see if the ICU Program's message is still understood and if behaviors have changed.

Again, if the aforementioned data collection is not possible, we suggest that you gather feedback from your managers/supervisors and key company stakeholders through interviews and/or focus groups.

The results of your evaluations and focus groups can inform decisions on program expansions or what messaging might need to be reinforced to create the supportive workplace culture you seek.

The results could also be shared with the Center to collect a broader picture of the impact of the ICU Program and inform process improvements.

Sharing the Message with Other Employers

9. Share the wealth

If you know another company that may benefit from this initiative, you can direct them to *http://workplacementalhealth.org/Employer-Resources/ICU* to download the ICU video and peripheral materials.

Encourage employees to spread the word to their spouses' employers or to employers of family members and friends.

10. Tell us your story

We want to hear your success story.

- Have you noticed a difference around the water cooler or in the utilization of your resources?
- Did you find unique ways to incorporate the ICU Program's message into your culture?
- We encourage you to track your success internally and would like to share with others the influence that the ICU Program has had across many organizations.

Contact us at **mhw@psych.org**

11. Keep learning about how to support your employees' emotional health

Visit *http://workplacementalhealth.org/Employer-Resources/ICU* and subscribe to Center materials at this website.

- Read about the business case for supporting the mental health of your employees.
- Learn from your peers by receiving our quarterly Mental Health Works publication, which features the work that employers are doing in the area of workplace mental health and supportive work environments.
- Get monthly e-updates with pertinent articles and research about mental health in the workplace.

This ICU Program message is brought to you by the Center for Workplace Mental Health, a program of the American Psychiatric Association Foundation. The ICU concept was donated by DuPont.

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