

Head and heart: Supporting your employees when they need you most

A playbook for better mental health support in your organization



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Introduction

“When I came back to work after Eric died, my manager just said ‘I only met your husband once – tell me more about him.’ That twenty-minute conversation meant everything.”

“It felt like we lost everything after the wildfire – but I never worried about my job. Our HR manager got me the information I needed to access relief and resources – I’ll never forget she called after-hours to make sure we had reached the shelter.”

“They said it was OK to not be OK. Literally. Our CEO told all of us ‘No one is their best right now, not even me.’ It didn’t reverse the layoffs, but it took away a lot of the stress.”



When crisis strikes inside or outside the workplace, employees will always remember how they felt when you showed them support and care. These moments of human connection — or their absence — leave impressions that far outlast the disruption itself.

It wasn't long ago that many organizations viewed crisis management through a mostly operational lens. Tending to the people left in the aftermath of disruption, particularly making investments in their mental health recovery, has not traditionally been a top priority.

A changing world has flipped the script. Natural disasters like wildfires are on the rise, hurricanes continue to increase in destructiveness. The pandemic proved the world can still throw us challenges that we didn't anticipate. Workplace violence, large layoffs, and internal leadership turmoil can all be disruptions that have a direct or indirect impact on employee mental health. While all of these disruptions can be different, their impact has one thing in common: Disruption can be devastating to your people.

In recent years, crises have reshaped workplaces at an unprecedented scale, leaving lasting emotional and financial impacts:

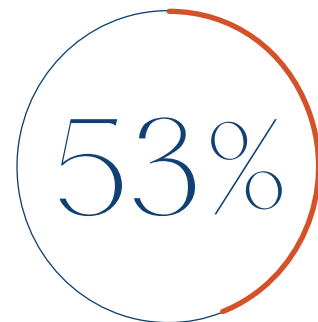
→ During the 28 separate billion-dollar natural disasters in 2023, workers balanced protecting their families while worrying about their livelihoods²

↓ 12 Billion
days lost

The World Health Organization estimates billions of working days are lost per year to anxiety and depression alone.³



According to a 2023 PwC report, 96% of organizations surveyed reported experiencing disruption in the past two years¹



Nine out of ten report suffering at least minor levels of mental health challenges in 2025. 53% of these individuals said challenges persisted up to a year.⁵



¹PwC. (2023). Global crisis and resilience survey 2023. Retrieved from <https://www.pwc.com/gx/en/issues/crisis-solutions/global-crisis-survey.html>. ²NOAA. (2023). U.S. climate and billion-dollar disasters report. Retrieved from <https://www.ncei.noaa.gov/access/billions/>. ³World Health Organization. (n.d.). Mental health in the workplace. Retrieved from <https://www.who.int/teams/mental-health-and-substance-use/promotion-prevention/mental-health-in-the-workplace>. ⁴Citation: Jaroscak, J. V., Kreiser, M., Lawhorn, J. M., Lee, E. A., Lindsay, B. R., Marshak, A. R., Webster, E. M., & Whitt, C. (2025, March 25). Federal disaster assistance for businesses: Summaries and policy options (CRS Report No. R47631). Congressional Research Service. <https://www.congress.gov/crs-product/R47631>. ⁵Mind Share Partners (2025) 2025 Mental Health at Work Report. Retrieved from: https://www.mindsharepartners.org/_files/ugd/cd0c95_a8e611723ab94599b7ef5f87d1217529.pdf

RECOVERY REQUIRES LEADERSHIP

When wildfires force evacuations, employees worry if they'll have the time or resources to oversee a rebuild of their home. When a sudden tragedy affects a colleague, teams don't just need workflow adjustments — they need space to grieve. And when all of your people are impacted by a global crisis, your leadership shapes not just the company's bottom line but also its culture for years to come.

Research reveals that the most significant factor in whether employees develop prolonged stress isn't the severity of the incident itself — it's the quality of support they receive. Your people are unconsciously asking: "Am I on my own, or does someone have my back?"

BE THE LIGHT IN YOUR PEOPLES' DARKEST HOURS

As a leader, your actions during crisis can:

- Provide safety and stability when employees are most vulnerable
- Show that people matter as much as profits
- Create a culture where people know they can depend on leadership during difficult times
- Transform potential trauma into resilience
- Demonstrate that your values remain steadfast in the scariest moments

A PATH FORWARD THROUGH UNCERTAINTY

At Kaiser Permanente, we've walked alongside organizations through challenging times. From the COVID-19 pandemic to devastating natural disasters, and even in the wake of school or community violence — we help individuals, teams, and leaders heal, and come back more resilient. This guide brings together practical tools and strategies for leading with both head and heart when your team needs it most.

With the right approach, even the deepest disruptions can become a source of strength for your people and organization.

The following pages go beyond crisis management to honor the humanity in your workplace. With the right approach, even the deepest disruptions can become a source of strength for your people and organization.

USING THIS GUIDE

This guide is meant for empathetic leaders as a playbook for preparing for, responding to, and recovering from critical incidents inside and outside the workplace. It contains a preparedness checklist to help you broaden your base of mental health support for employees, as well as leadership principles that are key to managing through disruption. Whether you're facing an immediate crisis or getting ahead of potential crises, this resource is designed to provide clear, actionable guidance no matter when you need it.



Chapter 1:

Defining disruption

Disruptive events come in many forms — none of which are “easy” or straightforward to handle as a leader. Understanding the different ways it manifests is the first step toward effective preparation and response. The following are the major categories of disruptions that organizations may face.



ACUTE WORKPLACE DISRUPTION

These are sudden events that occur within your workplace environment:

- **Workplace violence:** Active shooter incidents, physical altercations, or threats
- **Employee death or serious injury:** Accidental deaths, medical emergencies, or suicides
- **Workplace accidents:** Building damage, equipment failures, or chemical exposures
- **IT disruptions:** Cyberattacks, data breaches, or critical system failures
- **Operational incidents:** Product recalls, service failures, or quality issues affecting customers

ORGANIZATIONAL CRISES

These disruptions are the result of internal or external business pressures:

- **Layoffs and reorganizations:** Workforce reductions, department closures, or structural changes
- **Leadership transitions:** Sudden departures, loss of key leaders, or management changes
- **Financial crises:** Budget cuts, cash flow issues, or investor/ market concerns
- **Ethical breaches:** Misconduct allegations, compliance failures, or reputational damage



ENVIRONMENTAL AND COMMUNITY EVENTS

These are external events that impact your workforce and operations:

- **Natural disasters:** Hurricanes, wildfires, floods, earthquakes, or severe storms
- **Public health emergencies:** Pandemics, disease outbreaks, or environmental hazards
- **Civil unrest:** Protests, riots, or political instability near your locations
- **Community tragedies:** Mass shootings, terrorist attacks, or major accidents in areas where employees live
- **Infrastructure failures:** Power outages, water system issues, or transportation disruptions

DISRUPTION'S RIPPLE EFFECT

Many disruptive events span multiple categories or trigger additional disruptions. For example, a natural disaster might lead to both operational challenges and community trauma, or an ethical breach might result in leadership transitions and reputational damage. Situations like leadership transitions – planned or unplanned – or even operational disruption like a cyberattack can have large impacts on an organization. Effective preparation requires understanding these interconnections and planning holistically.

Chapter 2:

Five stages of disruption response

When disruption occurs, your response should follow a structured progression that addresses employee needs in the right sequence. While these stages may overlap, and at times, you may need to revisit previous stages. Understanding this framework allows you to prioritize effectively, deploy resources strategically, and support individuals or teams through short- and long-term challenges.

FOLLOWING MASLOW'S PATH TO RECOVERY IN CRISIS

Maslow's Hierarchy of Needs has long provided leaders a useful and proven framework for understanding how employees react to disruption. Research from the South Pacific Journal of Psychology suggests that unmet foundational needs — such as job security and psychological safety — can significantly impact mental health and productivity. In times of crisis, leaders should focus on supporting employees' basic needs and before expecting engagement, problem-solving, or innovation. Addressing these needs sequentially — through immediate safety, clear communication, and emotional support — creates the conditions for resilience and long-term recovery.

STAGE 1:

Safety

The immediate aftermath of a disruptive event or emergency is focused almost exclusively on urgent personal safety concerns. These first hours are often tense, and all action should be centered around preventing further physical or psychological harm. Business continuity and operational challenges must take the back seat to clear, fact-based communication that helps reduce panic and provides structure during chaos.

- **Focus:** Protect lives and prevent further harm
- **Key actions:**
 - | Account for all employees
 - | Secure locations
 - | Establish emergency communications
- **Success indicators:** All employees are accounted for, immediate dangers mitigated, and clear communication has been established

**STAGE 2:**

Basic needs

Once you help affected employees secure their immediate safety, you can shift the focus to activating support resources for employee wellbeing. This looks different for every disruption — an employee who lost a spouse will have very different basic needs from an employee who lost a house. But the needs must be met — humans need their immediate safety and psychological wellbeing restored before they can begin healing emotionally.

- **Focus:** Ensure fundamental human needs are met
- **Key actions:**
 - | Provide guidance to access medication, food, shelter
 - | Implement flexible work arrangements
 - | Connect to emergency assistance
- **Success indicators:** Affected employees have their basic physical needs met, and no one is facing additional hardship due to lack of essentials



STAGE 3:

Resource

With safety established and basic needs addressed, employees require connections to resources tailored to their situations. The organization's role shifts from providing direct assistance to becoming a bridge to relevant professional services and community resources — the more prepared you are with these tools and supports, the quicker you can step in to guide employees to care.

- **Focus:** Link employees with specialized support
- **Key actions:**
 - | Activate EAP services
 - | Share insurance benefits information
 - | Connect with community resources
- **Success indicators:** All employees know how to access relevant resources, and utilization of support services is increasing as appropriate

**STAGE 4:**

Mental health support

During this stage, psychological and emotional reactions often intensify as shock dissipates and time passes. Research shows anxiety, depression, and trauma symptoms frequently emerge or peak weeks after the disruption itself. Leaders must recognize that emotional processing is not just “nice to have” — it’s essential for cognitive functioning, restoring morale, and promoting sustainable productivity. Creating both structured support and informal spaces for processing emotions enables healing.

- **Focus:** Address psychological and emotional impact
- **Key actions:**
 - | Implement support programs
 - | Train managers to recognize distress
 - | Create spaces for processing
- **Success indicators:** Employees feel psychologically supported, signs of distress are being addressed promptly, and the workforce is beginning to regain a sense of stability



STAGE 5:

Long-term recovery

Recovery is rarely linear — certain milestones or anniversaries can trigger renewed distress. This final stage acknowledges the long tail of disruption while focusing on growth and future preparation. Organizations that integrate lessons learned build not just preparedness but also psychological safety — employees know that if crisis strikes again, they'll be supported through it. This trust becomes a foundation of organizational resilience.

- **Focus:** Support ongoing healing and build resilience
- **Key actions:**
 - | Plan for anniversary reactions
 - | Create appropriate memorials
 - | Review and improve crisis protocols
- **Success indicators:** The team or employee has returned to functional stability while maintaining support for ongoing recovery needs and has implemented improvements to handle future disruptions more effectively as appropriate



Psychological first aid (PFA) basics⁶

Safety

Ensure basic physical and emotional safety



Comfort

Help regulate overwhelming emotions



Connection

Facilitate access to social support



Self-efficacy

Restore sense of control and capability



Hope

Promote realistic optimism about recovery

⁶World Health Organization, War Trauma Foundation, & World Vision International. (2011). Psychological first aid: Guide for field workers. World Health Organization. Retrieved from https://apps.who.int/iris/bitstream/handle/10665/44615/9789241548205_eng.pdf

Chapter 3:

Assessing disruptive events

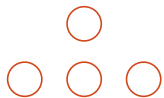
Different types of disruptions often require different leadership responses. This framework provides specific guidance based on the scope and nature of the crisis.

DETERMINING THE SCOPE OF DISRUPTION

Quickly assess these critical dimensions when crisis strikes:



Assessing the scale of disruption



FOR ORGANIZATION-WIDE CRISES

*Natural disasters, workplace incidents,
large-scale layoffs*

Immediate priority: Establish or convene a centralized response team with clear roles and communication channels.

Key leadership actions

- Communicate broadly with transparent, consistent messaging across all levels
- Create structured support systems that can scale to reach all affected employees
- Implement temporary policy adjustments that recognize widespread impact
- Balance operational needs with collective emotional processing time

Keep an eye out for: Information gaps across departments, inconsistent resource access, and leadership disconnection from frontline experiences.



FOR TEAM-SPECIFIC CRISES

Death of team member, major project or product failure, localized incident

Immediate priority: Maintain team cohesion while addressing specific impact.

Key leadership actions

- Provide detailed information to the affected team while maintaining appropriate privacy
- Facilitate team processing while respecting individual differences in coping
- Adjust deliverables and workload distribution temporarily
- Bridge connections between affected team and broader organization

Keep an eye out for: Team isolation, premature productivity pressure, and information gaps that foster speculation or rumor.



FOR INDIVIDUAL CRISES

Family loss, personal trauma, property loss, severe health challenges

Immediate priority: Provide personalized support while respecting privacy.

Key leadership actions

- Let the employee dictate what's shared with colleagues
- Create tailored accommodation plans based on specific circumstances
- Maintain regular, private check-ins as long as needed
- Prepare for smooth reintegration when the employee returns to full capacity

Keep an eye out for: Assumption of needs without consultation, privacy concerns, and insufficient follow-through on support promises.

Let employees know
it's “OK to not be OK”

— and that their difficulty performing is normal.

Chapter 4:

Providing meaningful support through a crisis

Research consistently shows that leaders who balance practical action with genuine care create significantly better outcomes — not just in terms of employee wellbeing, but in recovery time, loyalty, and organizational resilience. This section provides evidence-based approaches to leadership during crisis, focusing on five key principles that apply across all types of disruption.

The following guidance draws from both research and real-world examples of leaders who successfully navigated disruption while preserving what matters most: the wellbeing of their people and the integrity of their organization.

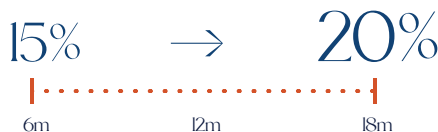


1 Prioritize wellbeing

When a crisis hits, immediate business concerns often compete with human needs. Whether it's something that affects everyone or just one employee, effective leaders recognize that addressing the wellbeing of impacted employees first actually accelerates overall recovery.

Recognize that recovery is not linear:

PTSD rates can actually increase after disaster. One post-Hurricane Katrina study found rates can go from 15% at 6 months post-disaster to 20% at 18 months post-disaster.⁷



Acknowledge that emotional processing affects productivity:

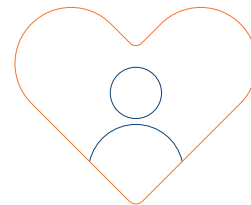
Let employees know it's "OK to not be OK" — and that their difficulty performing is normal. Support must be a priority: Unresolved depression can reduce an individual's work productivity by approximately 35%, costing employers an estimated \$210 billion annually.⁸

Center decisions on people's needs ahead of operational concerns:

Prioritizing human needs first actually accelerates business recovery by preserving your most valuable asset — your people.

Demonstrate genuine concern through action:

Small, tangible gestures of support often have more impact than grand statements and demonstrate that your commitment is authentic.



⁷Heanoy, E. Z., & Brown, N. R. (2024). Impact of natural disasters on mental health: Evidence and implications. *Healthcare*, 12(18), 1812. <https://doi.org/10.3390/healthcare12181812>

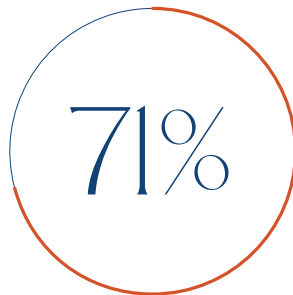
⁸Primm, D. (2020). The impacts of poor mental health in business. Berkeley Executive Education. Retrieved from <https://executive.berkeley.edu/thought-leadership/blog/impacts-poor-mental-health-business>

2 Communicate effectively

The way you communicate during periods of disruption will either lead to clarity or confusion. Try to keep all messages and updates to teams strategic, honest, and empathetic — it builds a base of trust when everything else seems uncertain.

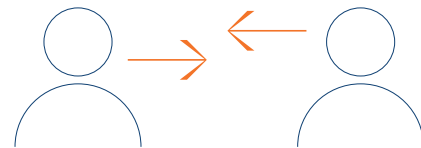
Provide clear, honest information based on known facts:

In a 2022 American Psychological Association survey, 71% of workers believed their employer was more concerned about mental health than in the past, and in those workplaces, employees reported lower stress levels.⁹



Create appropriate venues for two-way dialogue:

Organizations with established two-way communication channels may identify emerging issues more quickly during crises.



Acknowledge uncertainty when appropriate:

Admitting what you don't know builds credibility and trust — pretending to have all the answers can create confusion and false hope they will carry with them even after the incident has passed.

⁹American Psychological Association. (2022). Work and well-being survey: Workers appreciate and seek mental health support in the workplace. Retrieved from <https://www.apa.org/pubs/reports/work-well-being/2022-mental-health-support>

3 Connect to resources

Every situation varies. Some support may require connecting employees with local relief or aid for immediate safety. Other times, it may be providing information about company-sponsored mental health care. No matter the case, it's important to proactively think about the types of resources you have on hand to respond to any crisis.

Invest in always-ready support systems:

Implementing on-site crisis counseling and timely behavioral health interventions after traumatic events can significantly reduce the incidence of PTSD and decrease absenteeism among employees.¹⁰

Follow up to ensure resources are being utilized:

Workers who felt supported around mental health were 2x more likely to stay and 2.5x more likely to feel satisfied in their roles.¹¹

2x retention

2.5x satisfaction

Advocate for additional resources when needed:

A University of Chicago and National Safety Council study found that for every \$1 spent on mental health support, employers see a \$4 return.¹²

↑ \$1:4 return

Make resource access simple and straightforward:

Additional steps and red tape in accessing support can reduce the likelihood that employees will utilize available resources when they need them most.

¹⁰Substance Abuse and Mental Health Services Administration. (2018). First responders: Behavioral health concerns, emergency response, and trauma. Retrieved from <https://www.samhsa.gov/sites/default/files/dtac/supplementalresearchbulletin-firstresponders-may2018.pdf>

¹¹Mind Share Partners (2025) 2025 Mental Health at Work Report. Retrieved from: https://www.mindsharepartners.org/_files/ugd/cd0c95_a8e611723ab94599b7ef5f87d1217529.pdf on

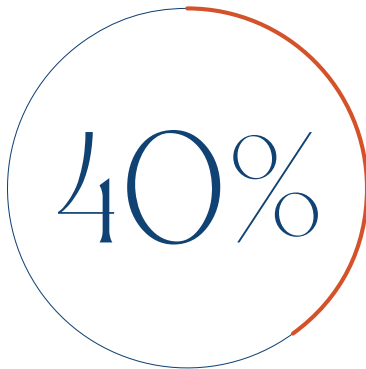
¹²National Safety Council. (2023, May 25). New mental health cost calculator demonstrates why employers should invest in mental health. <https://www.nsc.org/newsroom/new-mental-health-cost-calculator-demonstrates-why>

4 Lead authentically

Employees are comforted when they see humanity come through their leaders. Authenticity is essential — by acknowledging your own humanity, you lead by example and encourage others to be open when processing their own experiences.

Model healthy coping and boundary-setting:

40% of employee turnover is attributed to stress, making it essential for leaders to demonstrate sustainable work patterns.¹³



Acknowledge your own reactions appropriately:

When leaders share their own struggles appropriately, it normalizes emotional responses and can reduce stigma around seeking help.



Stigma

Seek care for your own leadership challenges:

Remember that supporting others during crisis is emotionally taxing — securing your own support, ideally through someone with an objective viewpoint, ensures you can continue leading effectively for everyone else.

¹³University of Massachusetts Lowell. (2023). The financial costs of workplace stress. Center for Promotion of Health in the New England Workplace. Retrieved from <https://www.uml.edu/research/cph-new/worker/stress-at-work/financial-costs.aspx>

5 Adapt your approach

There's no “one-size-fits-all” leadership style for disruption. The most effective leaders can adapt and flex their approach based on the situation, evolving needs, cultural considerations, and personal needs. Good leadership means changing your approach when disruption or crisis calls for it.

Implement peer support systems:

Research indicates that early peer support interventions, such as Trauma Risk Management (TRiM), can effectively reduce the likelihood of prolonged stress among employees following traumatic incidents.¹⁴

Recognize diverse cultural and individual needs:

Different backgrounds and experiences influence how people process and respond to crisis — a one-size-fits-all approach may inadvertently exclude those who need support most.

Adjust your leadership style to the specific situation:

Different crisis phases require different leadership approaches — from decisiveness during immediate response to collaborative problem-solving during recovery.

Decisiveness
⋮
Collaboration



REMEMBER: Your response as a leader sets the tone for the entire organization. The way you make employees feel during difficult times will matter long after the crisis has passed. By demonstrating genuine care while maintaining appropriate structure, you can help your team navigate disruption with resilience and trust.

¹⁴Greenberg, N., Brooks, S., & Dunn, R. (2015). Latest developments in post-traumatic stress disorder: diagnosis and treatment. *British Medical Bulletin*, 114(1), 147-155. doi:10.1093/bmb/ldv014

Self-care for leaders in crisis

When a crisis hits, you're who people look to for guidance, reassurance, and strength at work. But carrying that weight can take a toll. It's easy to put your own well-being last, yet research shows that when leaders are stretched too thin, stress ripples through the organization. Taking care of yourself isn't selfish — it's the key to leading with clarity, resilience, and compassion when your team needs you most.

Give yourself grace

You can't fix everything at once. Prioritize what matters most and be kind to yourself. Keeping realistic expectations prevents burnout and keeps you focused.

Model healthy behavior

Show your team that well-being matters. Leaders who take care of themselves encourage employees to do the same, creating a stronger, more resilient workplace.

Set boundaries and take breaks

Step away when needed. Short breaks and no-meeting blocks help prevent decision fatigue. Even switching a video call to audio lets you reset.

Maintain healthy routines

Sleep, movement, and nutrition are critical for clear thinking and resilience. Protect these habits like any other priority.

Seek support when needed

You don't have to carry everything alone. Talk to a trusted peer or mentor, and don't hesitate to take time to recharge.

Chapter 5:

Mental health support checklist

This comprehensive checklist will help you determine your readiness to support your workforce's mental health after a disruptive event or crisis. Complete this assessment with your leadership team to create a roadmap for strengthening your response capabilities.



SUPPORTING MENTAL AND PHYSICAL HEALTH THROUGH CRISIS RESPONSE

EAP activation process	Document process for rapid EAP deployment Establish relationship with EAP provider contact Create onsite support mobilization plan	EAP provider details Contract information Implementation timeline	☐ Not started ☐ In progress ☐ Complete ☐ Regularly tested
Mental health manager training	Train HR and managers in basic mental health support Identify employees interested in peer support roles Schedule regular refresher training	Training and certification budget Time allocation Training materials	☐ Not started ☐ In progress ☐ Complete ☐ Regularly tested
Resource documentation	Create comprehensive resource guides Include mental health, financial, legal resources Ensure accessibility in multiple formats	Resource research Design/production Regular updates	☐ Not started ☐ In progress ☐ Complete ☐ Regularly tested
Emergency financial assistance	Establish employee hardship fund Document application and distribution process Identify funding sources	Financial resources Administration Policy documentation	☐ Not started ☐ In progress ☐ Complete ☐ Regularly tested
Family support resources	Compile childcare and eldercare resources Identify temporary housing options Establish family communication protocols	Community partnerships Resource guides Support service contracts	☐ Not started ☐ In progress ☐ Complete ☐ Regularly tested
Flexible work policies	Document crisis-specific flexibility options Train managers on implementation Establish approval processes	Policy documentation Manager training HR support	☐ Not started ☐ In progress ☐ Complete ☐ Regularly tested
Community resource partnerships	Identify and connect with local support organizations Establish mutual aid agreements where appropriate Document services available	Partnership development Agreement documentation Regular communication	☐ Not started ☐ In progress ☐ Complete ☐ Regularly tested
Healthcare provider relationships	Establish direct contacts with major health systems Document special access protocols during crises Maintain information on services available	Healthcare contacts Service documentation Communication protocols	☐ Not started ☐ In progress ☐ Complete ☐ Regularly tested

Conclusion

Crisis leadership requires head and heart

Disruption will happen — but it's how leaders manage through crisis that creates lasting impact. Employees don't remember policies or protocols under stress, they remember how they were treated. Compassion, clear communication, and authenticity transform moments of adversity into opportunities for trust, resilience, and long-term organizational strength.

The tools and frameworks in this guide provide structure, but your commitment to the humans who make your organization possible is what drives you through. With preparation, investment, and the right resources, these moments of vulnerability can become the foundation of a powerful organizational story of resilience.

Leadership is not just about guiding through uncertainty — it's about being the steady force that helps people navigate it. The actions you take now will echo long after the crisis has passed. Lead with both strategy and heart, and your people will not only weather the storm but emerge stronger together.



We support leaders
when their people
need them most

At Kaiser Permanente, we believe mental health matters — especially in times of crisis. As organizations navigate an era where workplace disruption takes on many different forms, the ability to protect and support employees' well-being has never been more essential.

With a longstanding commitment to integrated care, our goal is to help individuals and organizations build resilience through a greater focus on mental health support. From proactive support systems to on-demand behavioral health resources, we empower businesses to foster healthier, more adaptive workplaces.

Our approach is rooted in a holistic concern for an employees health — physical, mental, emotional and social. Ensuring employees have access to preventive care, evidence-based treatments, and the tools needed to manage stress and uncertainty are guiding principles towards the goal of expanded employee wellbeing.



Learn more and get more mental health resources at:
<https://business.kaiserpermanente.org/healthy-employees/mental-health>

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Kaiser Permanente is committed to helping shape the future of health care. We are recognized as one of America's leading health care providers and health plans. Founded in 1945, Kaiser Permanente has a mission to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve. We currently serve 12.4 million members in 8 states and the District of Columbia. Care for members and patients is focused on their total health and guided by their personal Permanente Medical Group physicians, specialists, and team of caregivers. Our expert and caring medical teams are empowered and supported by industry-leading technology advances and tools for health promotion, disease prevention, state-of-the-art care delivery, and world-class chronic disease management. Kaiser Permanente is dedicated to care innovations, clinical research, health education, and the support of community health.