

LOST & FOUND<sup>®</sup>

# Workplace Resilience Index



Partnering with you to create  
**a mental health action plan** for your workplace.

# LOST & FOUND® Workplace Resilience Index

*Creating a mental health action plan for your workplace.*

## OVERVIEW

The Workplace Resilience Index (WRI) is a partnership-driven process that assesses mental health and suicide prevention practices in the workplace; identifies areas of strength in prevention; and recommends practical approaches to improve workplace mental health.

Lost&Found's Research & Evaluation Services team manages and implements the WRI in collaboration with a workplace contact (often in Human Resources) and other stakeholders identified as critical to workplace prevention efforts. Through the data-collection process, workplace leaders engage in understanding their own prevention strategies and efforts, where strengths and challenges lie, and where action can be taken. The WRI is intended to be repeated each year, creating an annual process of engaging, measuring, evaluating, and implementing prevention strategies. Organizations own their data and action plans.

## WHY SHOULD WE HAVE A WORKPLACE MENTAL HEALTH ACTION PLAN?

Suicide is rapidly becoming a leading cause of death for working-age adults in South Dakota and the surrounding region. Despite these mental health and suicide trends, workplaces tend not to receive prevention supports or education.

The WRI helps employers understand best practices in suicide prevention and apply them to the needs of their workplace. The WRI collects data from a variety of primary sources (e.g., employee survey responses) and secondary sources (e.g., benefits packages) to determine strengths and identify challenges that may affect employee wellbeing.

The WRI's broad, thorough view of workplace wellbeing guides decisions on existing or new efforts to support employee needs. With ongoing support from qualified professionals at Lost&Found, your workplace can confidently support employees and build a more resilient workplace and community.

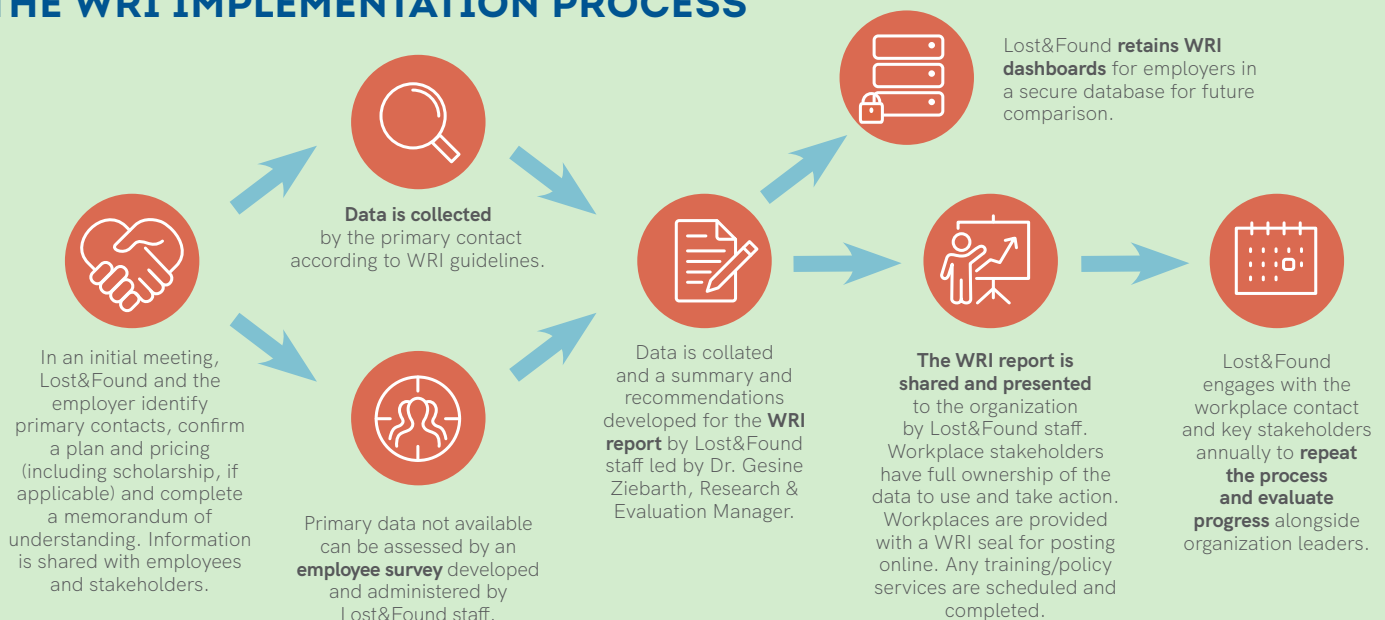
### *The Workplace Resilience Index ...*

*... drives action.* Clear data and visuals help leaders discern the strengths and challenges of prevention strategies, take actions, and evaluate success—all with support from trusted professionals.

*... provides an opportunity to learn from peers.* The WRI informs workplaces about approaches deployed by peer organizations without exposing information from individual employees.

*... creates a comprehensive view of mental health needs in the workplace.* The WRI supports employers while contributing to change in mental health care systems. When workplaces invest in their employees, they are investing in healthier communities for everyone.








## THE WRI IMPLEMENTATION PROCESS



# STRATEGIES AND APPROACHES

## to achieve and sustain substantial reductions in suicide

The Workplace Resilience Index is based on the seven evidence-based suicide prevention strategies identified by the Centers for Disease Control and Prevention (CDC) in their *Suicide Prevention Resource for Action*.

STRATEGY	APPROACH
 <b>1 Strengthen Economic Supports</b>	<ul style="list-style-type: none"><li>• Improve household financial security</li><li>• Stabilize housing</li></ul>
 <b>2 Create Protective Environments</b>	<ul style="list-style-type: none"><li>• Reduce access to lethal means among persons at risk of suicide</li><li>• Create healthy organizational policies and culture</li><li>• Reduce substance use through community-based policies and practices</li></ul>
 <b>3 Improve Access and Delivery of Suicide Care</b>	<ul style="list-style-type: none"><li>• Cover mental health conditions in health insurance policies</li><li>• Increase provider availability in underserved areas</li><li>• Provide rapid and remote access to help</li><li>• Create safer suicide care through systems change</li></ul>
 <b>4 Promote Healthy Connections</b>	<ul style="list-style-type: none"><li>• Promote healthy peer norms</li><li>• Engage community members in shared activities</li></ul>
 <b>5 Teach Coping and Problem-Solving Skills</b>	<ul style="list-style-type: none"><li>• Support social-emotional learning programs</li><li>• Teach parenting skills to improve family relationships</li><li>• Support resilience through education programs</li></ul>
 <b>6 Identify and Support People at Risk</b>	<ul style="list-style-type: none"><li>• Train gatekeepers</li><li>• Respond to crises</li><li>• Plan for safety and follow-up after an attempt</li><li>• Provide therapeutic approaches</li></ul>
 <b>7 Lessen Harms and Prevent Future Risk</b>	<ul style="list-style-type: none"><li>• Intervene after a suicide (postvention)</li><li>• Report and message about suicide safely</li></ul>





Lost&Found designed indicators that match each strategy and provide a comprehensive view of how workplaces can address each strategy to help their employees. An example report is presented on the following two pages.

## Workplace Resilience Index

### Results

The Workplace Resilience Index is a composite score of indicators that demonstrates how workplaces can—and do—support their employees' mental health and increase their resilience. The Centers for Disease Control and Prevention (CDC) has identified seven evidence-based suicide prevention strategies<sup>1</sup>. We applied these strategies to work life and determined relevant indicators for each strategy.

For more information, contact Research & Evaluation Manager [Gesine Ziebarth, Ph.D.](mailto:gziebarth@resilienttoday.org) ([gziebarth@resilienttoday.org](mailto:gziebarth@resilienttoday.org)).

 Strengthen economic supports	L&F	Details
1.1 % employees receiving <b>living wage</b> ? <sup>2</sup>	100%	
1.2 <b>Cost of living adjustments</b> (COLA) based on inflation or employee location?	yes	
1.3 % employer pays for <b>health insurance</b> premiums?	50%	
1.4 % employees who pay more than 30% of monthly income for <b>housing</b> ?	-	Unknown; staff survey needed
1.5 Employer matches <b>retirement</b> and/or <b>ESOP</b> contributions?	yes	Match 3% contribution after 60 days
1.6 Employer contributes to cost of <b>certifications</b> or <b>education</b> ?	yes	
1.7 % terminated employees who received <b>severance</b> and/or <b>financial assistance</b> ?	100%	
1.8 <b>Childcare</b> support ?	no	Parental leave policy only
1.9 <b>Other benefits</b> that improve employee financial security or stabilize housing?	some	Wellness benefit, short-term disability
 Create protective environments		
2.1 Number/range of <b>paid time off days</b> offered?	26-36	Includes wellness leave, excludes holidays
2.2 % <b>paid time off</b> used?	92%	Employees encouraged to use all hours
2.3 Number of <b>paid days off</b> offered for <b>other life events</b> ?	5	Bereavement
2.4 Other paid <b>short-term leave</b> offered? How are these benefits communicated?	some	Parental leave; benefits shared via SharePoint
2.5 <b>Flexibility in workday</b> facilitated as much as possible?	yes	
2.6 <b>Equal opportunity employer</b> or demonstrate same practices?	yes	
2.7 Implement policies and training on <b>workplace inclusion</b> ?	some	Policies in place; training needed
2.8 <b>Anti-harassment policy</b> and regularly <b>train</b> on anti-harassment?	some	Policies in place; training needed
2.9 <b>Grievance/whistleblower policy</b> ? Is it shared widely?	some	Policies in place; training and promotion needed
2.10 Policy prohibiting <b>firearms</b> or guidelines on safe storage at work? Enforced?	no	In progress
2.11 % employees who use <b>Employee Assistance Plan</b> (EAP) at least once/year?	-	EAP co-operative plan shared with other orgs
2.12 Does the <b>company culture</b> protect from or foster burn out?	yes	Protective resources; see MHA Bell Seal
 Improve access and delivery of suicide care		
3.1 <b>Mental health care</b> (including telehealth) covered in health insurance benefits?	yes	
3.2 <b>Tele mental health</b> accessible via insurance or other employer offered program?	yes	
3.3 <b>MH prevention &amp; emergency</b> (988) <b>resources</b> widely shared with employees?	yes	
3.4 <b>Mental health crisis and leave policy</b> (in short/long term disability)?	some	Included in FMLA; additional specificity needed
 Promote healthy connections		
4.1 Supervisors check in regularly on <b>employee wellbeing</b> ?	yes	Add training
4.2 Strategically engage <b>remote staff</b> in community activities?	some	Regular in-person retreats
4.3 Employer-supported <b>mentoring programs</b> (professional, peer, other)?	some	Encourages external programs
4.4 Employer-sponsored <b>employee affinity/resource groups</b> ?	no	Organization too small.
4.5 Frequency of employer-sponsored <b>social staff gatherings</b> ?	12	Monthly small social gatherings online.
4.6 Frequency of employer-sponsored <b>volunteer opportunities</b> ?	2	Semiannually
4.7 Frequency of employer-sponsored <b>wellness activities</b> ?	1	Wellness speaker
4.8 Sense of <b>purpose/connection to work</b> rated favorably by employees?	-	Staff survey needed
4.9 Sense of <b>belonging at work</b> rated favorably by employees?	-	Staff survey needed



## Teach coping and problem-solving skills

5.1	Amount invested in <b>professional training &amp; development</b> per employee/year?	\$750	Average amount of investment.
5.2	Employer-provided access to <b>parental skills education</b> ?	no	No training provided at this time.
5.3	<b>Resilience-skills training</b> (communication, leadership, conflict-resolution, ...)?	some	Some resilience skills training included in job roles.
5.4	Policy or strategy to manage <b>workplace conflict</b> ?	yes	Policy present, more training needed.
5.5	Clear communication on <b>career advancement system</b> ?	some	Employees given clear goals; no formal org plan



## Identify and support people at risk

6.1	Accessible information on <b>mental health and substance use care resources</b> ?	yes	Information available through org website.
6.2	HR screens for/refers to <b>mental health &amp; substance use treatment</b> ?	no	Screening to be prioritized with new HR staff.
6.3	Training staff in <b>mental health gatekeeping</b> (MHFA, QPR,...)? Who is trained?	yes	All staff trained.
6.4	Programs/policies to support <b>sober/substance use recovering</b> employees?	some	EAP includes coverage; need additional resources.
6.5	<b>Emergency/crisis management</b> plan that includes debriefing/other post-support?	yes	Policy present, more training needed.



## Lessen harms and prevent future risk

7.1	<b>Suicide postvention policy</b> and/or <b>suicide death protocol</b> ?	no	In progress for implementation.
7.2	Resources/referrals to support <b>suicide loss survivors</b> (employees & family)?	yes	Available through org programs.
7.3	Training on <b>inclusive language</b> regarding suicide risk and loss?	yes	Provided to all employees.



## Outcomes

0.1	Annual % employee <b>retention</b>	74%	Internal records
0.2	Annual % employees meeting/exceeding <b>performance goals</b>	100%	Internal records
0.3	% employees who rate their <b>work engagement</b> as high	-	Employee survey needed.
0.4	% employees who rate their <b>job satisfaction</b> as high	-	Employee survey needed.
0.5	% employees who rate their <b>mental health</b> favorably	-	Employee survey needed.

## Summary

- The organization has recognized supporting employee mental health should be a workplace **priority**.
- The organization offers a host of valuable **resources** that support resilience. This is associated with positive outcomes for employees and the employer, such as positive mental health, low burnout, high productivity and high retention.
- The organization's administrators are aware of employees' **basic needs** and support them (e.g., adequate wages, health insurance premiums, retirement contributions).
- There are effective **prevention** efforts in place to protect workers in general (e.g., workday flexibility, positive workplace culture) and those that need more specific support (e.g., short-term leave, EAP plan, mental health gatekeeper training).
- The workplace also has some strong **policies** that protect staff and their mental health (e.g., equal opportunity practices) and beneficial **services** that promote connections (e.g., staff gatherings) and general skill-building that can also be used outside of work (e.g., wellness activities, mental health education and access to resources).

## Recommendations

There are a few areas in which the organization can grow in its resilience-building and suicide prevention capacity.

- First, we recommend creating an overarching coordinated **suicide-prevention and resilience-building initiative** (possibly led by HR and supported by an engaged employee committee).
- This group could review or develop relevant **policies**, such as the mental health crisis policy and the suicide postvention protocol, expand on ways to effectively share mental health **resources**, organize resilience-skills **trainings**, establish loss-survivor care, and strategize on ways to fill other support gaps.
- Support gaps** are indicated above by partially filled and unfilled circles (●, ○).
- Lastly, good resources are only effective when employees are aware of them, are able to use them, and want to use them. We therefore suggest to keep making a concerted effort to **communicate resources** to employees (new as well as longterm staff) in various modalities and at different times throughout the year, explore possible reasons for the underutilization of some resources (e.g., EAP), and try to amend them as needed.
- Please also review the following **Action Plan** with concrete next steps, and let us know how we can be of further assistance.

# EXAMPLE WRI ACTION PLAN

## Workplace Resilience Index Action Plan

Based on the findings identified in the Workplace Resilience Index results we recommend the following **action items** to close suicide prevention support gaps in the near future:



### Strengthen economic supports

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- ☐ As part of employee survey plan, integrate questions focused on cost of **housing** and explore options to address employee housing affordability (i.e., payments at or below 30% of income).
- ☐ Determine options for implementing dependent care flex spending account (DCFSA) for workers with children and review cost-benefit options for other **childcare support** among employees and the communities they live in.
- ☐ Research **additional benefits** that could improve employee financial security or stabilize housing and determine whether they can measurably impact employee wellness, with emphasis on short-term leave options.
- ☐ Other actions:



### Create protective environments

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- ☐ Monitor and encourage **paid time off use** and remove barriers to usage.
- ☐ Implement training for **workplace inclusion** that aligns to the organization's policies and commitment to inclusion.
- ☐ Introduce regular training on **anti-harassment** policy.
- ☐ Introduce regular training on **grievance/whistleblower** policy.
- ☐ Develop, share and enforce **policy prohibiting firearms** or guidelines on safe storage at work.
- ☐ Share information on **EAP** through multiple channels (e.g., presentation from representative) and different times throughout year. If financially feasible, invest in securing usage statistics from EAP provider.
- ☐ Other actions:



### Improve access and delivery of suicide care

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- ☐ Specify, share, and introduce regular training on **mental health crisis and leave** policy.
- ☐ **Share information** on available mental health resources in line with promotion of EAP campaign efforts, including opportunities to receive mental health education and training.
- ☐ Other actions:



### Promote healthy connections

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- ☐ Implement **training for supervisors** to effectively check-in with their direct reports in a holistic manner.
- ☐ Develop additional strategies to engage **remote workers** to strengthen sense of community and belonging at work.
- ☐ Continue and strengthen **mentoring opportunities** for staff within or outside of organization.
- ☐ Consider increasing group **volunteer opportunities** to increase sense of purpose and connection to coworkers and community.
- ☐ Assess staff interest and preferences in **wellness activities** and add efforts accordingly.
- ☐ Measure **purpose/connection** and **belonging** at work through next Lost&Found employee survey and respond to needs.
- ☐ Other actions:



### Teach coping and problem-solving skills

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- ☐ Consider offering supports of **working parents** while enhancing investments and marketing of childcare resources and connection to parenting training, such as EveryDay Strong.
- ☐ Seek out community partners and online resources to deliver **resilience skills education** that is esp. pertinent in the workplace (communication, leadership, conflict-resolution).
- ☐ Increase management participation in **conflict skills training** and strengthen policy supports for employees seeking to resolve conflicts.
- ☐ Integrate resilience skills (source: APA) into **personal development goals** between supervisors and employees during regular review processes.
- ☐ Research options to establish a **career advancement system** that fits small size of the organization.
- ☐ Other actions:





## Identify and support people at risk

- ☐ Partner with Face It TOGETHER, Straight Up Care, or other addiction peer service provider to provide access for employees struggling with **addiction**, and develop and implement policies for recovering employees.
- ☐ Consider means for supporting sober and/or recovering employees seeking alternatives to participate in **social events** with co-workers at work or outside of the office.
- ☐ Train on existing **crisis management** plan and strategically add debriefing or other post-crisis support.
- ☐ Other actions:



## Lessen harms and prevent future risk

- ☐ Immediately develop and implement **suicide loss** protocols and postvention policy.
- ☐ Integrate outreach to community resources for suicide loss **survivors** into protocols and training.
- ☐ Other actions:



## Outcomes

- ☐ Plan to monitor organizational outcomes after one year, such as annual employee **retention**, reasons for leaving, and **performance/productivity**.
- ☐ Include employee-reported outcomes in next Lost&Found employee survey, such as **work engagement**, **job satisfaction**, and **mental health**.
- ☐ Share **report and outcomes** with employees to demonstrate commitment to Workplace Resilience and provide transparent, clear communication on efforts to address employee wellbeing, mental health, and suicide risk.
- ☐ Other outcomes:

For more information, contact Research & Evaluation Manager **Gesine Ziebarth**, Ph.D. ([gziebarth@resilienttoday.org](mailto:gziebarth@resilienttoday.org)).

## PRICING INFORMATION

### \$1,500 - STARTER

- Review of existing workplace programs
- Conduct Action Plan-ning session
- Access to Lost&Found virtual guides and planning resources

### \$3,000 - WRI

*All benefits of Starter package plus:*

- Complete WRI indicators and summary using available data
- Recognition with WRI seal and promotions

### \$6,000 - STANDARD

*All benefits of Starter and WRI packages plus:*

- Custom employee survey offered to improve underlying data of organization
- Two (2) 60- to 90-minute training sessions for staff; up to 30 employees per session
- Opportunities to meet with peers and form cohorts to share best practices

### \$12,000 - FULL SUITE

*All benefits of other packages plus:*

- Up to 10 60- to 90-minute training sessions for staff; up to 30 employees per session
- Review of employee mental health policies with recommendations
- Featured recognition on [resilienttoday.org](http://resilienttoday.org)
- Opportunities to advise future development of WRI

*Pricing above reflects annualized price for three-year commitment. Additional discounts are available for community partners, nonprofit organizations, or small businesses. These discounts are reviewed on a case-by-case basis.*

## WRI SEAL

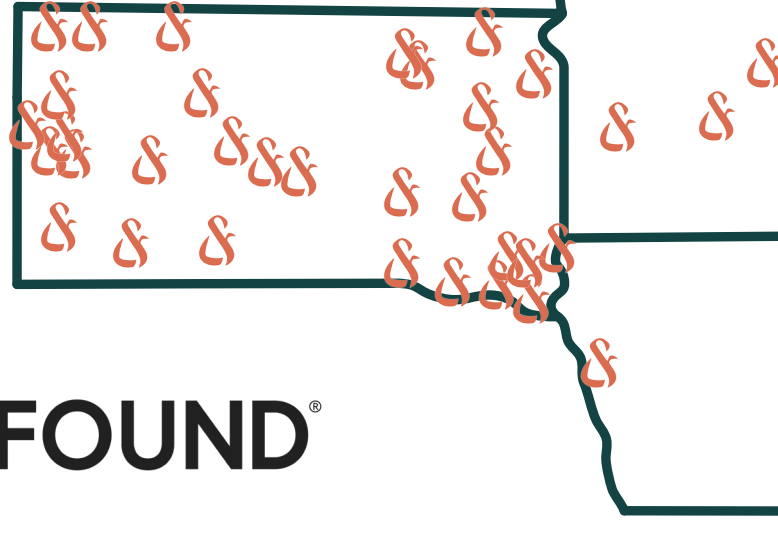
Organizations that complete the Workplace Resilience Index will receive a seal that can be used on their website and other promotional materials to recognize their commitment to workplace mental health and their membership in the Workplace Resilience Network.



## CONTACT US

To bring the Workplace Resilience Index to your organization, or for more information, contact **Carrie Jorgensen**, Executive Director, at [cjorgensen@resilienttoday.org](mailto:cjorgensen@resilienttoday.org).

Communities where L&F programs  
have had an impact since 2010  
(across all program areas)



## ABOUT LOST & FOUND®

Lost&Found is the leading youth and young adult suicide prevention and postvention policy, research, peer support, and education organization in South Dakota and the surrounding region. Serving more than 35 communities in South Dakota, Minnesota, and the tribal nations with whom these states share borders, Lost&Found's focus on *resilience*, *community-led prevention*, and *evidence-based practice* make it a highly trusted and effective partner in the fight against youth and young adult suicide.

That trust and impact also comes from something important: *a network of student, campus, and community leaders dedicated to Lost&Found's mission!* Each year, over 200 people volunteer as peer mentors, chapter leaders, event team members, and supporters of the Lost&Found cause throughout the region we serve.

Lost&Found meets its mission through four key program areas:

- Student and Campus Programs
- Education & Advocacy
- Community Research & Evaluation
- Postvention Services

Lost&Found applies its culture of intention, innovation, and impact to "do more" to prevent suicide with a comprehensive approach while also staying focused on what helps communities take action.

### BY THE NUMBERS

**2** Suicide is the second leading cause of death for working-age young adults in the United States.

**47** Communities served by Lost&Found programs, as of May 2025

**100** Community members who have shared their story of resilience since 2021

**>200** The number of volunteers who support Lost&Found's mission annually

**1,083** The number of people trained on mental health topics by Lost&Found staff in 2024

**4.1 million** The number of people reached by Lost&Found's digital mental health resources since 2020 (so far!)