



# NOVEMBER BREAKFAST PROGRAM





# MISSION

## About Human Resource Leadership Forum (HRLF Atlanta)

The Human Resource Leadership Forum (HRLF Atlanta) is a nonprofit professional association and network of human resource executives and senior level professionals. The association consists of more than 200 members in the Atlanta area.

- Our Mission
  - Provide programs and roundtables that enrich the professional development of our members.
  - Provide networking opportunities that foster the sharing of innovative concepts and exceptional practices.

**WELCOME  
GUESTS**





# WELCOME NEW MEMBERS

## (JULY – NOVEMBER 2021)

**Cheryl Brisson, SPHR, SPC**  
Director, Human Resources  
Boral Industries Inc.  
8/17/2021

**Kirsten Garrett**  
SVP, HR  
QGenda  
7/12/2021

**Chad Strickland**  
Co-Founder  
NICH +Culture  
8/10/2021

**Kimberlyn Daniel**  
Chief People | Diversity, Equity, and Inclusion  
Officer  
IA Interior Architects  
8/17/2021

**Aaron Lincove**  
Vice President and Head of Human  
Resources  
Kenco  
7/6/2021

**Sonya Tolson**  
CHRO  
National Christian Foundation  
7/28/2021

**David Ellis**  
Head of Human Resources  
Lovepop Cards  
9/9/2021

**Guy Morrison**  
Executive Vice President, Employee Benefits  
Marsh & McLennan Agency, LLC  
7/12/2021

**Jill Van Pelt**  
VP, HR  
RaceTrac Petroleum  
10/26/21

**Patrick C. Daniel**  
VP, HR  
Bonnell Aluminum  
7/1/2021

**Stacy Robinson**  
CHRO  
Sebia  
10/22/21

**Garry Fielding**  
Senior Operating Advisor  
Francisco Partners  
9/9/2021

**Michelle Salob, MBA, SPHR, SHRM-SCP**  
Senior Leader, Talent Development  
Boys & Girls Clubs of America  
8/9/2021



# 2021-2022 PROGRAMS



## BREAKFAST PROGRAMS

(HRLF members, prospects and approved guests)

**In-person Location:** ROAM Perimeter Center, 1151 Hammond Dr. #240, Atlanta, GA 30346

**Program Time:** In-Person Hybrid (includes virtual participation option) – 7:30am – 10:00am, breakfast will be served / Virtual Program 8:00am – 9:45am

- **February 8, 2022**  
Resilience is a Verb: How organizations can help people build and flex their "challenge muscles"  
Dr. Linda Hoopes, Author and President, Resilience Alliance
- **May 10, 2022**  
Hotdogs and Ice Cream: Crafting the Authentic Culture Story  
Michelle Hairston, SVP/CHRO of PulteGroup, Member HRLF Board of Directors  
Chad Strickland, Co-Founder NICH + Culture
- **July 12, 2022 (VIRTUAL)**  
Employee Experience and Its Impact on Brand and Customer Experience: How to create, measure and sustain a great place to work for employees and a great customer experience  
Speaker TBA
- **September 13, 2022**  
Health and Wellness: How to prepare for major setbacks and manage uncertainty  
Speaker TBA
- **November 15, 2022**  
Digital Transformation: How to prepare for HR's role in the digital transformation of our organizations  
Speaker TBA

## ROUNDTABLE MEETINGS

### CORPORATE MEMBER ROUNDTABLES

#### Senior HR Roundtable

**In-person Location:** Novelis, Two Alliance Center, 3560 Lenox Road, Atlanta, GA 30326

- Friday, December 10, 2021 (VIRTUAL)
- Tuesday, January 18 (VIRTUAL)
- Thursday, April 7
- Wednesday, July 27 (VIRTUAL)
- Friday, December 9

#### Lean HR & Small Cap Roundtable

**In-person Location:** Novelis, Two Alliance Center, 3560 Lenox Road, Atlanta, GA 30326

- Friday, November 19, 2021 (VIRTUAL)
- Tuesday, March 15 (VIRTUAL)
- Wednesday, May 18
- Thursday, August 11 (VIRTUAL)
- Friday, November 18

#### Talent Management Roundtable

**In-person Location:** Rheem, 1100 Abernathy Road, Bldg 500, Ste 1700, Atlanta, GA 30328

- Tuesday, October 19, 2021 (VIRTUAL)
- Wednesday, February 23
- Thursday, April 28 (VIRTUAL)
- Friday, August 26
- Tuesday, October 18 (VIRTUAL)

### SERVICE PROVIDER MEMBER ROUNDTABLE

**In-person Location:** Marsh McLennan Agency, 5555 Glenridge Connector, Ste 600, Atlanta, GA 30342

- Tuesday, January 11 (VIRTUAL)
- Tuesday, April 12
- Tuesday, June 7 (VIRTUAL)
- Tuesday, October 11

# WEBSITE



*hrQ is proud to sponsor the HRLF website for 2021*



## Landing Page Members Launch Pad:

- Postings from Community Resources
- Links to Previous Recordings, Member Directory, and Event Registrations
- Plus – FAQs, Policies, & Job Postings



## What to do:

- Log in to new site and bookmark
- Make sure your profile is up to date
- Register for Events

# New App!

The new HRLF app is NOW available – download TODAY

Stay up-to-date with HRLF news and content, collaborate in discussion forums, register for events, renew membership and message with other members all in one place! Use the QR code to download now and start connecting!

Apple iOS



Android



## Next steps and what to do:

- Delete the old HRLF app and install the new app using the QR code above
- Login with your website credentials
- **One time setup:** Go to More (iOS) or the three lines in the top left-hand corner of the screen (Android) and **Membership Directory**, login again and choose the “**remember me**” option to keep your connection current
- Reach out to [info@hrlfatlanta.org](mailto:info@hrlfatlanta.org) if you need assistance

Marsh McLennan Agency is proud to sponsor the HRLF app for 2021.

Your future is limitless. Let us take you there.

- Employee Health & Benefits
- Business Insurance
- Private Client Services
- Retirement



# MEMBERSHIP REMINDERS

**Don't let your membership lapse!**

*Membership renewal emails will be sent on 11/15, but  
you can renew online today.*

*Remember to renew your membership no later than  
12/31/21.*





Vision is accomplished  
through leadership.

NOVEMBER 9, 2021







“Changing lives through  
positive impact”

1,000 Lives Changed By 2025







# Services To Deliver Leaders Worth Following

## 1. Executive Search

Retained executive search to find and land the best senior-level candidate (director and above)

## 2. Private Label Recruitment

Recruitment that enhances or is in place of in-house recruiting teams (recruit for all levels)





# Meet the talented leaders changing lives.



Eric Handler

Chief Executive Officer

[View bio](#) →



Laura Lloyd

Partner

[View bio](#) →



Alissa Hawkins

Partner, Administration

[View bio](#) →



Nadine Walley

Search Consultant

[View bio](#) →



Christi Howard

Search Consultant

[View bio](#) →



Tammy McElroy

Search Consultant

[View bio](#) →

# BREAKOUTS

## 10 MINUTES TOTAL



- Introduce yourself to the group
- Discuss the following questions:
  - Has your organization **prioritized mental health support** for your workforce and why or why not?
  - Is **measuring the impact of programs and resources** important for your organization and why or why not?



# PROGRAM REMINDERS

- PDF file in the chat with program information, speaker handout, sponsor information, and website info.
- Keep yourself muted during the presentation.
- If you have a question, please raise your hand and we'll address questions as we can during and at the end the presentation.
- Submit your poll response at the end of the event.
- Join us for an open discussion after the program, 9:30am – 10:00am.

# OUR PROGRAM



## A Focus on Mental Health: Making Your Company's Well-being Strategy a Competitive Advantage



**DR. MONTE MASTEN, MD, MBA, MPH, FACOG**

*Chief Medical Officer*  
MARSH MCLENNAN AGENCY LLC



**BETSY NOTA-KIRBY, MS**

*VP, National Health Management Consulting  
Planning, Analytics and Total Health*  
MARSH MCLENNAN AGENCY LLC

# A Focus on Mental Health

Make Your Well-being Strategy a Competitive Advantage



# Our Speakers



**Monte Masten, MD, MBA, MPH**

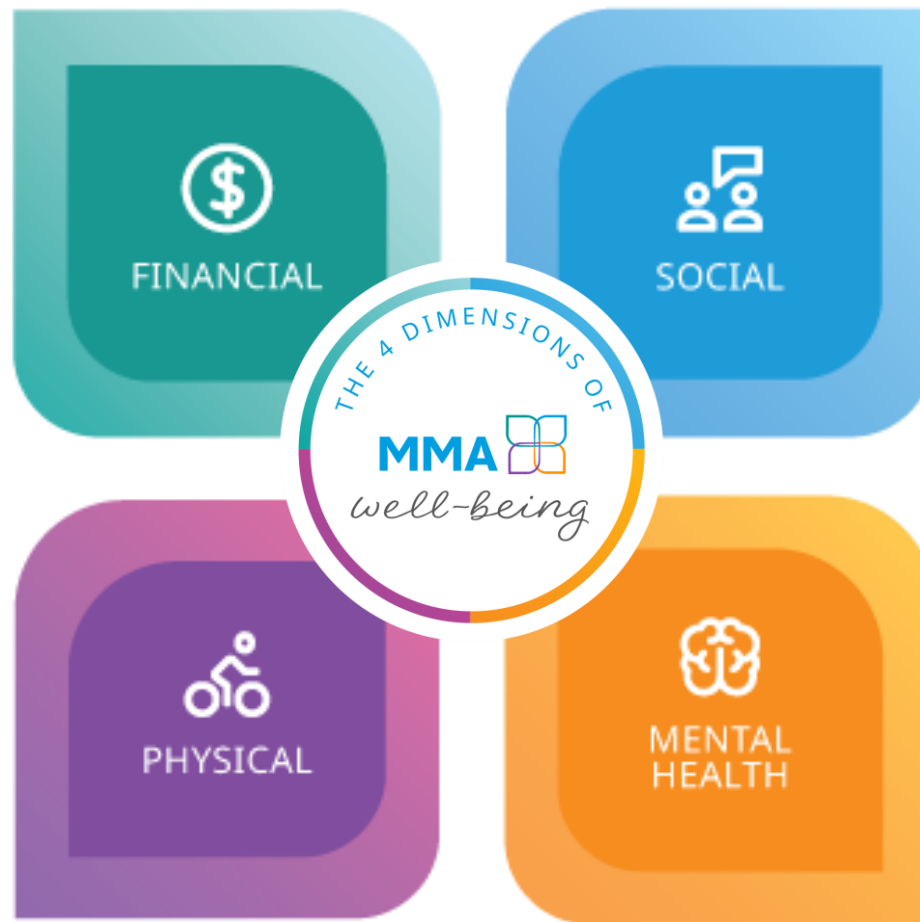
Chief Medical Officer



**Betsy Nota-Kirby, MS**

Vice President, National Health  
Management Consulting





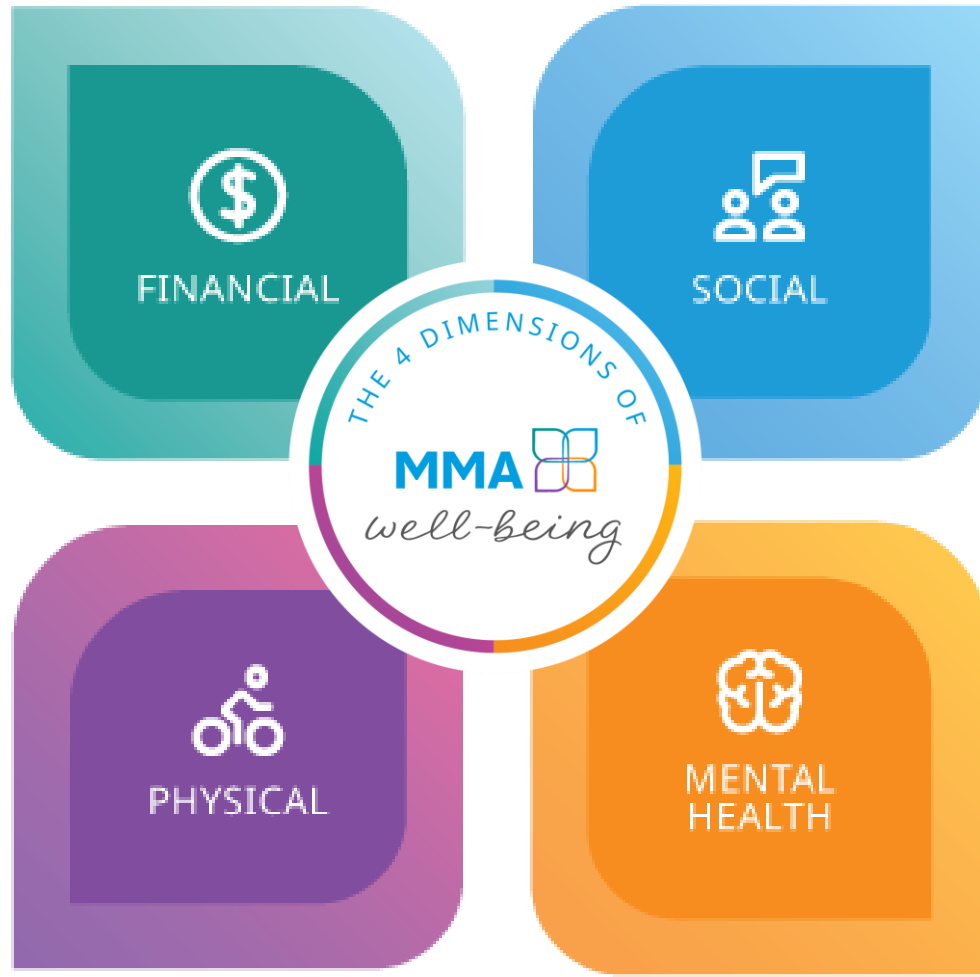
Marsh McLennan Agency takes a multi-faceted approach to delivering a balanced well-being program.

We work with clients to develop and implement actionable strategies that incorporate all dimensions of an individual's well-being to spark engagement at work, and let them grow outside of the workplace personally and professionally. The combination helps employees reach their full potential.



# The Four Dimensions

Each Dimension has an Integral Role in Achieving Whole Person Health



MMA takes a holistic approach to well-being which includes four dimensions:

**Physical** well-being is about caring for ones body through proper movement, nutrition, and regular visits to the doctor.

**Financial** well-being is about creating security with ones finances to reduce the stress of financial challenges.

**Social** well-being is about feeling connected to others. It is sustained by building a healthy, diverse, supportive community within the organization.


**Mental** well-being is about feeling able to cope with the challenges of life. It is sustained by building an environment free from stigma around behavioral health concerns.



A photograph of two women in an office environment. The woman on the left has dark, wavy hair and is wearing a dark blazer over a white top. The woman on the right has curly brown hair and is wearing a light blue button-down shirt. They are both smiling and laughing, looking down at something out of frame. A blue semi-transparent banner is overlaid on the bottom left of the image.

# Well-being in the Workplace

# But Mental Health is Just One Part of the Puzzle



Only half of U.S. adults get the **physical activity** they need to help reduce and prevent chronic diseases, and globally 1 in 4 adults is not active enough.<sup>1</sup>

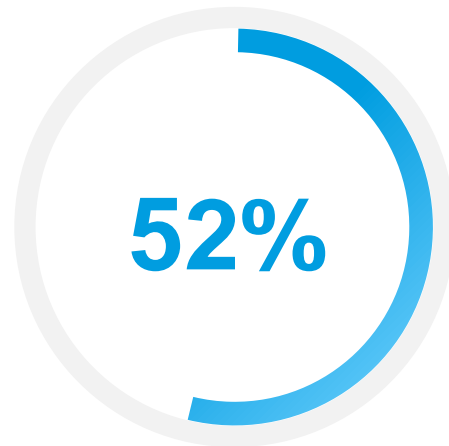
**Social isolation and loneliness** seem to have distinct pathways to mortality and health.<sup>2</sup>

**Financial stress** makes employees 5 times more likely to be distracted at work.<sup>3</sup>

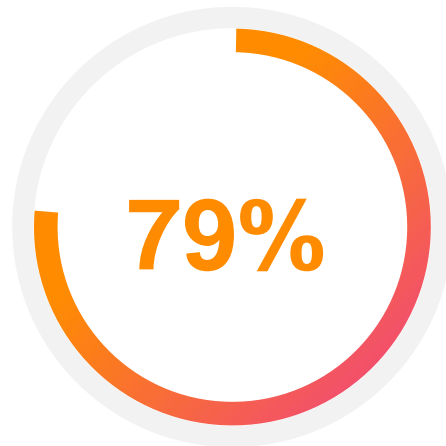
Sources: 1. World Health Organization, Nov. 2020 2. Tanskanen & Anttila, Am J Public Health. 2016 Nov; 106(11):2042-2048. "A Prospective Study of Social Isolation, Loneliness, and Mortality in Finland 3. PWC 8th Annual Employee Financial Wellness Survey, 2019.

# Employee Well-being is Smart Business

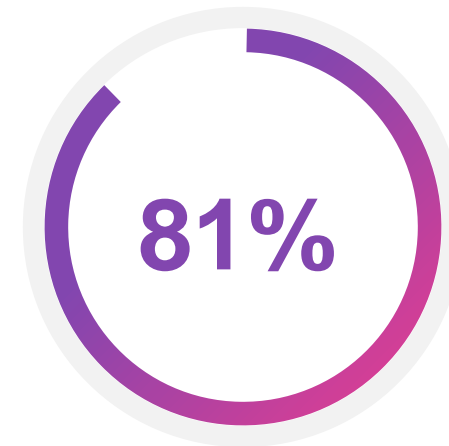
Among Businesses Offering Well-being or Health Screening Programs



**Saw lower  
absenteeism**




**Improved health and  
well-being**



**Reduced healthcare  
costs**

*Source: Kaiser Family Foundation 2020 Employer Health Benefits Survey, Oct 2020.*

# Top Concerns for Employers



The mental health  
crisis and how  
they can help  
employees

Well-being programs  
that address whole  
person health

Fostering a  
supportive and  
inclusive culture

Sources: 1. World Health Organization, Nov. 2020 2. Tanskanen & Anttila, Am J Public Health. 2016 Nov; 106(11):2042-2048. "A Prospective Study of Social Isolation, Loneliness, and Mortality in Finland 3. PWC 8th Annual Employee Financial Wellness Survey, 2019.

# Top Three Employer Strategies for 2021 by Funding Arrangement

2020 MMA Employer Pulse Survey (80% of respondents have less than 500 employees)



**Well-being is top of mind for employers in 2021.**

Both fully insured and self-funded employers shared the same top strategy for 2021.



## TOP 3 FULLY INSURED 2021 STRATEGIES:

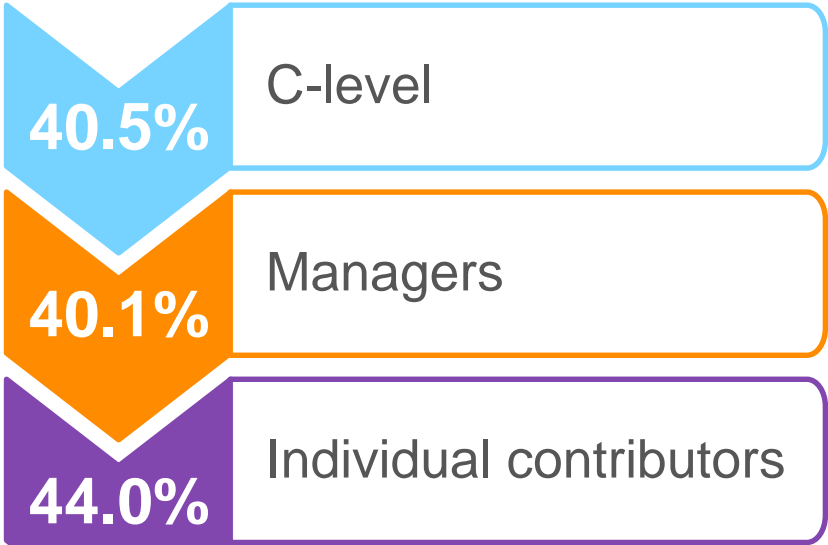
- 41%** Offer or expand well-being programs
- 34%** Improve existing benefits to meet industry standards
- 30%** Move employee enrollment process to virtual platform

## TOP 3 SELF-FUNDED 2021 STRATEGIES:

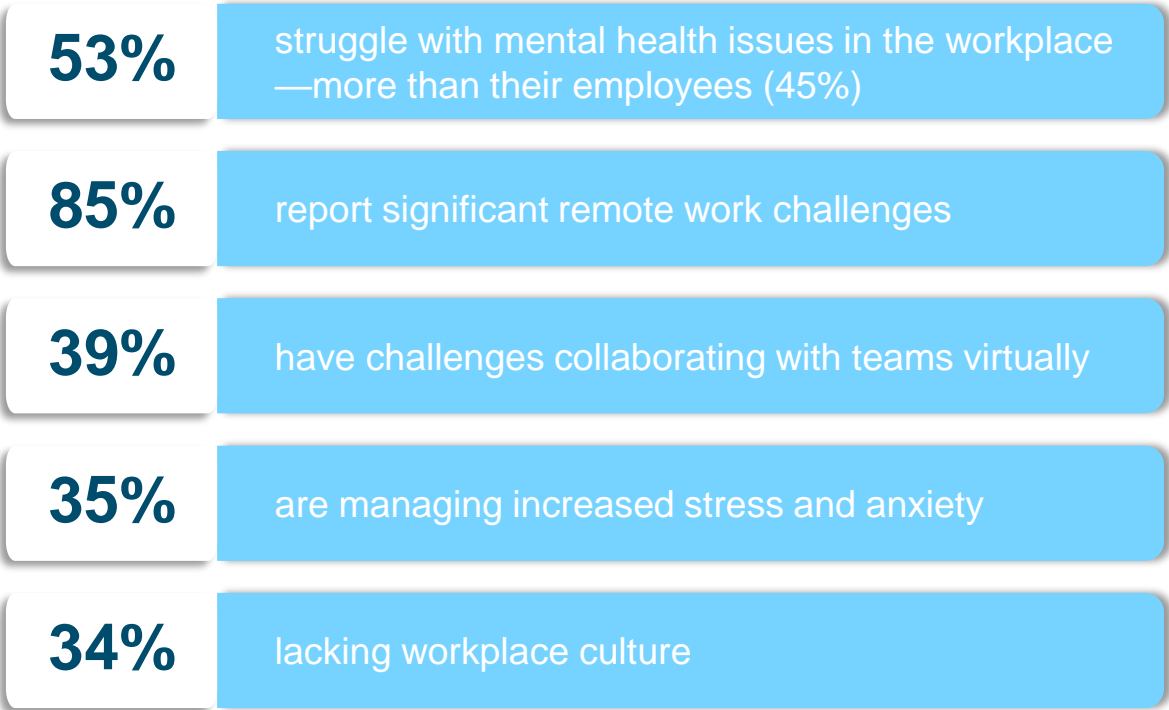
- 42%** Offer or expand well-being programs
- 32%** Implement or expand telemedicine solutions
- 31%** Leverage data to drive strategy

# But Mental Health is Just One Part of the Puzzle

Employees at all levels  
reporting decreased mental health  
Post-COVID findings<sup>1</sup>



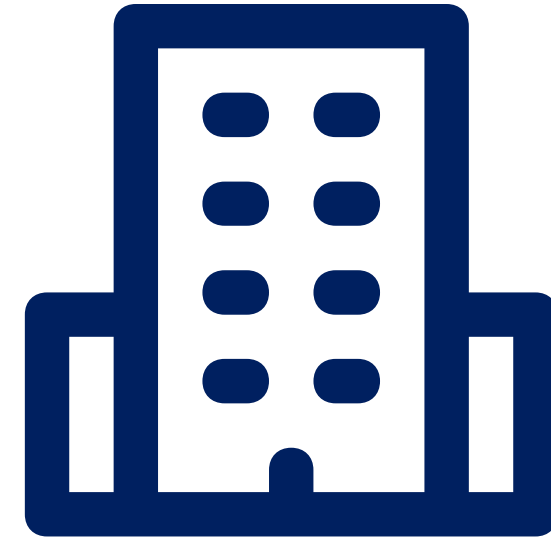
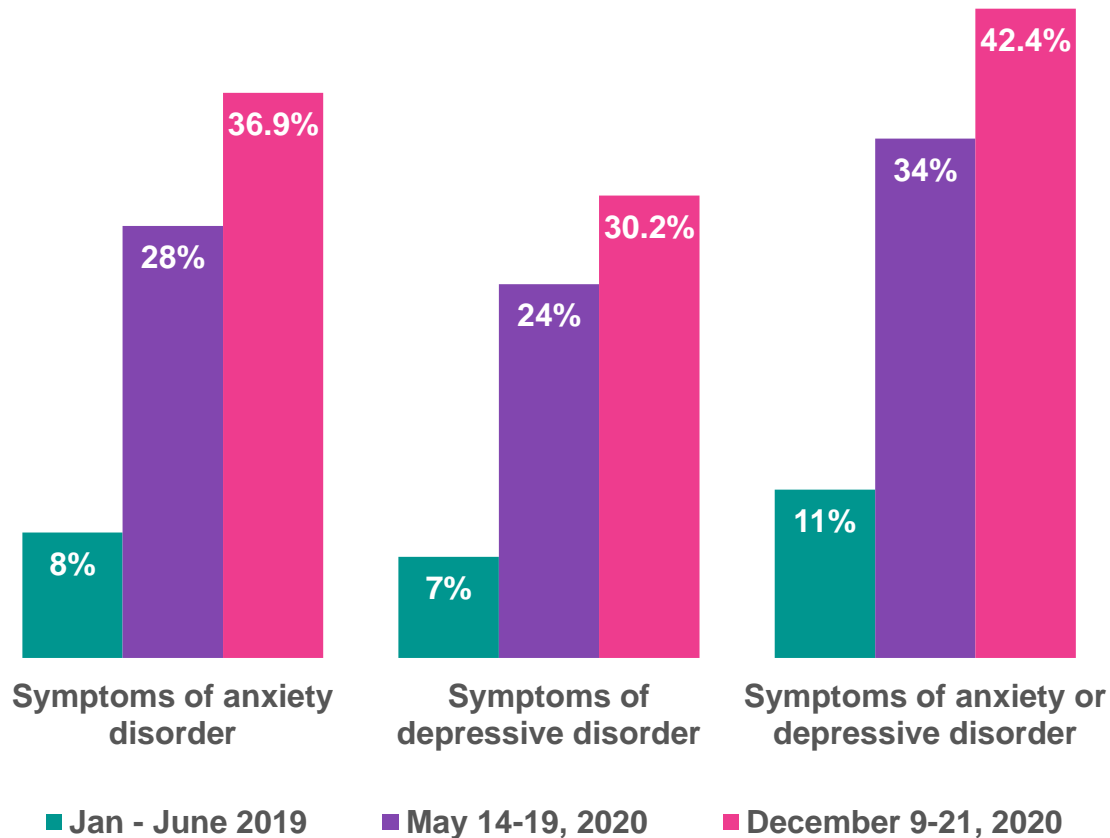
C-Suite executives have the biggest  
challenges in remote work and  
the hardest time adapting to virtual lifestyles<sup>2</sup>



Source: 1. 2020: Qualtrics XM Survey. 2. Oracle and Workplace Intelligence, Global Study: C-Suite Execs Experienced More Mental Health Challenges Than Their Employees in Wake of Global Pandemic.

# The State of Mental Health Pre and Post Pandemic

Percentage of U.S. adults showing symptoms of anxiety and/or depressive disorder<sup>1</sup>



**9 out of 10**

Employers plan to address mental health stigma and have concerns with employee access to behavioral health services<sup>2</sup>

Source: 1. 2021: Statista, Impact of coronavirus pandemic on mental health. 2. Workplace Well-Being and the Employee Experience: Findings from the NBGH/Optum Well-being Survey, 2019.



# Mental Health Concerns Impact All Levels of an Organization

1 in 5

**American adults report having a mental illness.**

After the stay-at-home orders, widespread layoffs and general anxiety about the virus spread, **45%** of adults reported their **mental health was negatively affected.**

67%

of American workers reported having **higher stress** since the COVID-19 outbreak.

41%

of American workers with **adverse mental health symptoms, increased substance use disorder, or suicidal ideation** during COVID-19.

45%

**Overdose counts increased 45% in 2020**; of those, **opioid overdoses increased 29%** from pre-pandemic.



**MMA's book of business reveals anxiety is now the #1 mental health diagnosis followed by depression.**



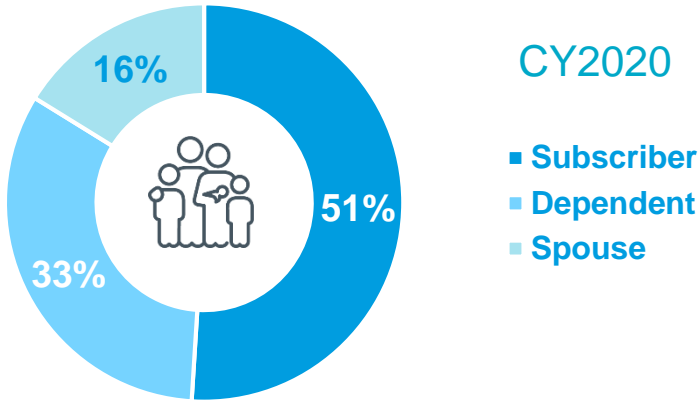
# Behavioral Health with COVID-19 Impacted Trends

MMA BoB Members with Behavioral Health (BH) Medical Claim

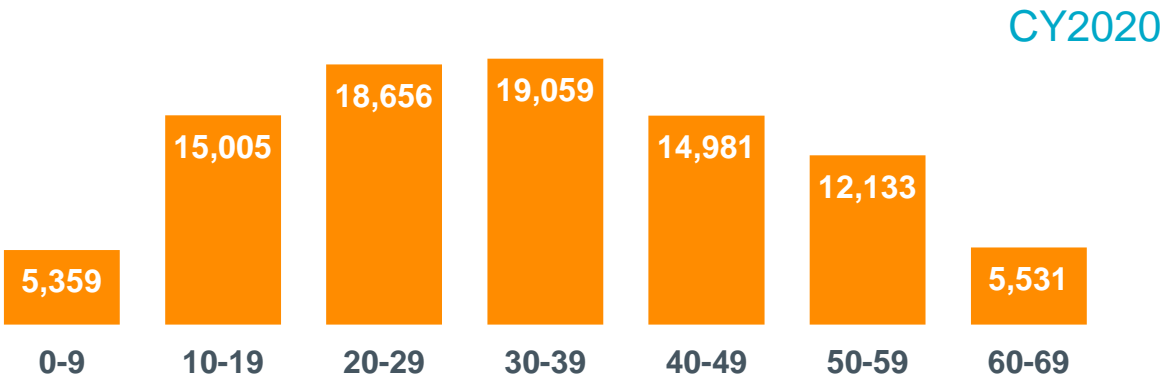
## Members with BH Claims

Measure	CY2019	CY2020	Trend	YTD 2021 (thru Aug)
Current	86,139	91,304	6.0% ↑	82,631
Per 1k members with medical claims	144	146	1.7% ↑	192
Avg by member age	32.3	32.5	0.4% ↑	32.2

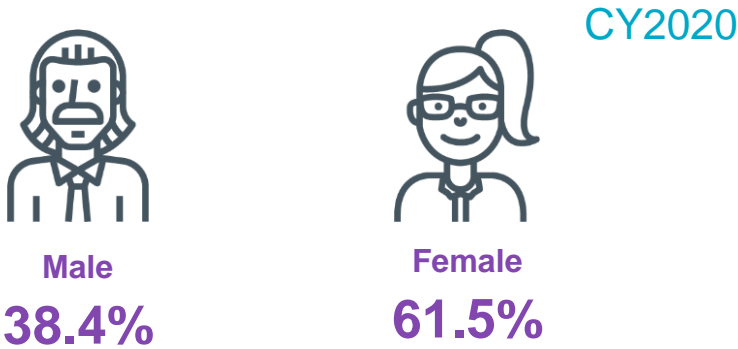
## Claims by Relationship



## Claims by Age



## Claims by Gender

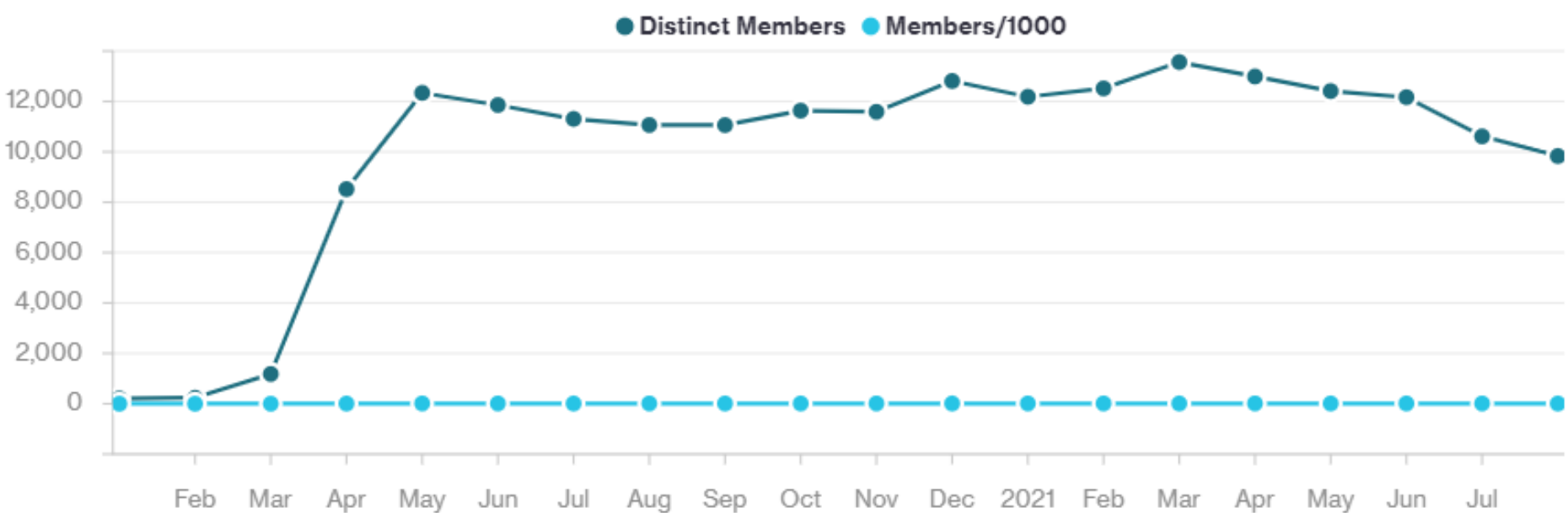


Source: Marsh McLennan Agency Clinical Data Warehouse.

# Utilization and Cost Affected by COVID-19

MMA BoB Members

Members with a Telemedicine Visit for BH



## CY2019 vs CY2020

- Employer paid amount PMPM by the numbers
- **14.6%**
- Medical Behavioral Health Claims Increase
- **0.7%**
- Medical Behavioral Health Rx Increase

Source: Marsh McLennan Agency Clinical Data Warehouse, January 2020 to August 2021, paid claims.

# Working Mothers are Being Hit the Hardest



1988

The percentage of American women working is the lowest it's been since 1988<sup>1</sup>



2.2  
MILLION

Number of women who left the workforce between February and October<sup>2</sup>



20

The average number of unpaid leave days working mothers are taking to supplement their allotted paid leave<sup>1</sup>

Sources: Maven Clinic: Parents at the Best Workplaces Study, 2020 2. National Women's Law Center: Nearly 2.2 Million Women Have Left the Labor Force Since February, Nov. 2020



# Employer Strategies for Mental Health in the Workplace

# Strategies for Positive Mental Health in the Workplace

## 6 Workplace Mental Health and Well-being Best Practices



**Raise awareness about the importance of mental health and well-being.**



**Assess mental health and well-being needs and measure intervention impact.**



**Partner with local and national organizations to extend and share mental health and well-being practices.**



**Manage psychosocial risks related to work, environment, and culture:**

- Employee involvement
- Employee recognition
- Employee growth and development
- Work-life integration
- Healthy work environment
- Health and psychological safety



**Provide and promote access to evidence-based, high quality mental health care:**

- Promote mental health care access options
- Increase equitable and timely access to evidence-based mental health care



**Integrate mental health and well-being into a comprehensive wellness program inclusive of:**

- Emotional
- Environmental
- Spiritual
- Financial
- Intellectual
- Occupational
- Physical
- Social



Source: HERO Employee Mental Health and Well-being: Emerging Best Practices and Case Study Examples. September 2020.

# Mental Health Resources

## MMA Solution Spectrum

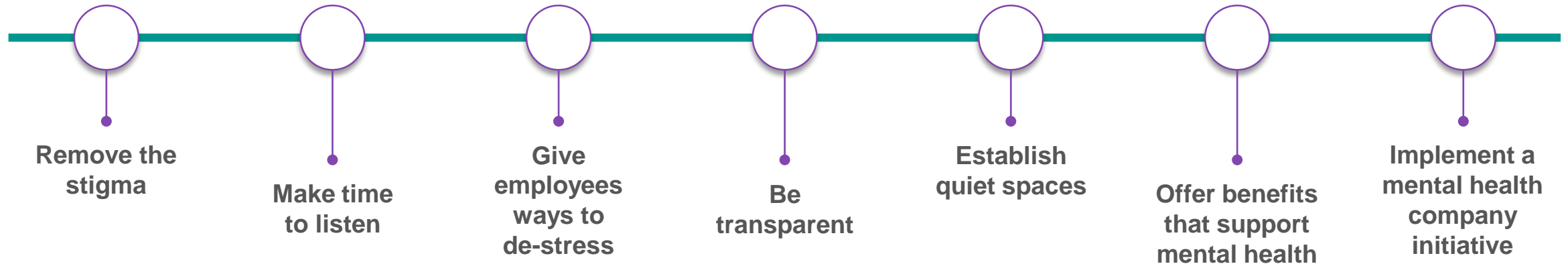
MMA has **in-house resources** to help employers and employees navigate the spectrum of solutions and vendors available.



Leadership Training	Carrier / EAP	Public Domain	Point Solutions (fee-based)
Virtual and onsite training to support employers with skills to respond to employee mental health needs.	Tapping into all the available carrier resources that compliment your current plan offerings.	Sourcing and referring quality programs and education available publically.	Reviewed and vetted point solution vendors that offer <b>sub-clinical, clinical, and crisis</b> specific program offerings.
			



# Build a Caring Culture



# Mental Health First Aid Training (Virtual) – Community Based

Interactive training course builds skills to support how to use your MHFA training skills in the real world to identify, understand, and respond to signs of mental challenges and substance use disorders.



Two-hour, self-paced class and a 6.5-hour instructor-led class using videoconferencing technology.



New curricula includes expanded content on trauma, addiction, and self-care.

The National Council for Behavioral Health manages the Mental Health First Aid Training organization.

Visit <https://www.mentalhealthfirstaid.org/> to locate a local training course OR work with your local Health Management Consultant to schedule group training with our MMA trainers.



## How MMA Can Support

Training and certification provided by certified trainers.

Contact your local MMA representative to learn more.



# Mental Health Communications Toolkit

Available in English and Spanish

Support your employees' mental and emotional well-being.



- Topics include:
  - Depression.
  - Anxiety.
  - Stress.
  - Sleep disorders.
  - Substance abuse.
  - **New!** Resilience.
  - Know where to go.
- Directs employees to:
  - Behavioral healthcare.
  - Employee Assistance Program (EAP).
  - Public resources.

To access the Mental Health Toolkit, click

[https://mma.marshmma.com/ntl\\_mental\\_health\\_toolkit](https://mma.marshmma.com/ntl_mental_health_toolkit)



# Know Where to Go for Care: Emotional Health Resources

Cost Comparison	No Cost	Low Cost	Low Cost	Higher Cost	Highest Cost
Deciding where to go	Employee Assistance	Telemedicine	Primary Care Doctor	Urgent Care Center	Emergency Room
Non-Emergency (feeling blue, work or general stress & anxiety)					
Need help caring for an elderly parent or family member?					
Addiction or substance abuse issues					
Workplace/work-life services					
Need quick access to a licensed counselor?					
Need legal or financial consultation					
Eating disorders, adjustment/mood disorders					
Suicidal thoughts or emergencies					
Pediatric or adult counseling					

➤ For less serious issues, skip the Emergency Room and **save time and money** by using telemedicine, visiting your PCP or urgent care center.

WHEN TO GO TO THE ER	NEED CARE NOW?
<p>If you feel you are experiencing a medical emergency, call 911 or head straight to the emergency room. Examples of a medical emergency include severe shortness of breath, chest pain, a cut or wound that won't stop bleeding, possible broken bones, sudden or unexplained loss of consciousness, facial drooping, arm weakness, and speech difficulty.</p>	<ul style="list-style-type: none"> <li>• <b>Employee Assistance</b> - Call confidential member services number [carrier number].</li> <li>• <b>Telemedicine</b> - Call your provider at [Telemedicine number]. Licensed psychologists and psychiatrists are available 24/7/365 for adults and pediatric counseling.</li> <li>• <b>Urgent Care Center</b> - For available centers in your area, visit your carrier website or call your carrier member services line [carrier number].</li> </ul>

**Substance Abuse National Helpline (SAMHSA)** - If you or someone you know is struggling with addiction, call 1-800-662-HELP (4357) for confidential, free assistance and location of treatment facilities in the United States.

**USA National Suicide & Crisis Hotline 1-800-273-TALK (8255)**

# Know Your Providers: Common Provider Types

Behavioral Health Specialist	What do they do?	When do you need them?
Licensed Professional Counselor (LPC), Licensed Clinical Social Worker (LCSW) or Licensed Substance Abuse Professional (LSAP)	Licensed Professional Counselor (LPC), Licensed Clinical Social Workers (LCSW) and Licensed Substance Abuse Professionals (LSAP) generally follow a traditional psychological approach towards counseling, and primarily concentrates on providing individual treatment.	Family counseling, marriage counseling, substance abuse or addiction issues.
Psychologist (Masters or PhD)	A licensed (non-MD) mental healthcare clinician with either a Masters or Doctorate (PhD).	Typically they treat adults. Child Psychologists typically treat patients under the age of 18.
Child Psychologist (PhD)	Child psychologists typically conduct educational and IQ (Intelligence Quotient) testing in children. They also diagnose and recommend treatments for children struggling with learning disabilities and behavioral adjustment problems.	For children under the age of 18 with learning disorders or disorders on the autism spectrum. Also treats children with eating disorders, personality adjustment disorders and other child behavioral health disorders.
Pediatric Psychiatrist (MD)	Diagnoses disorders, including nature and extent, determines the appropriate course of treatment, and discusses these treatment plans with the child or adolescent and the responsible adults. Prescribes medication when necessary. May need to act as an advocate for the best interests of the patient.	If the child or adolescent needs to be hospitalized in a treatment facility, medicated and or monitored through medication (whether it is in an inpatient or outpatient setting).
Psychiatrist (MD or DO)	Psychiatry is the branch of medicine focused on the diagnosis, treatment and prevention of mental, emotional and behavioral disorders. A psychiatrist is a medical doctor (an M.D. or D.O.) who specializes in mental health, including substance use disorders.	If the adult patient requires medication, highly likely the patient will need to see a psychiatrist during the initial period of taking a medication to level off any side effects or enhance the efficacy of the medication.

## Sleep Solutions

## Prediabetes/Diabetes

# Vendor Innovation Council

Council reviews best in class, outcome-driven third party vendor solutions to tackle some of the more chronic conditions affecting our clients' workforce.

## Worksite Clinics

## Behavioral Health

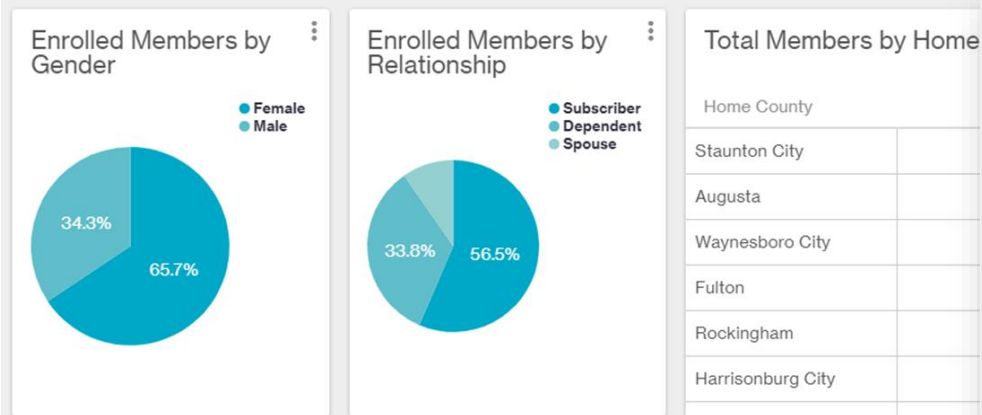
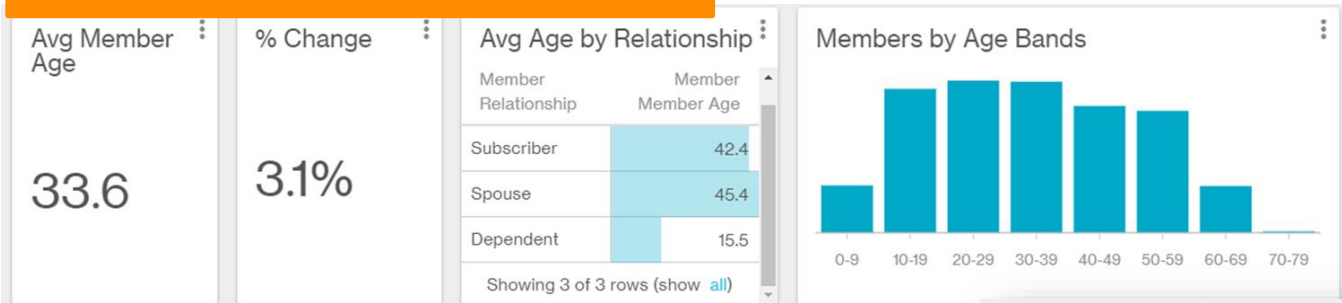
## Maternity/Fertility

## Musculoskeletal

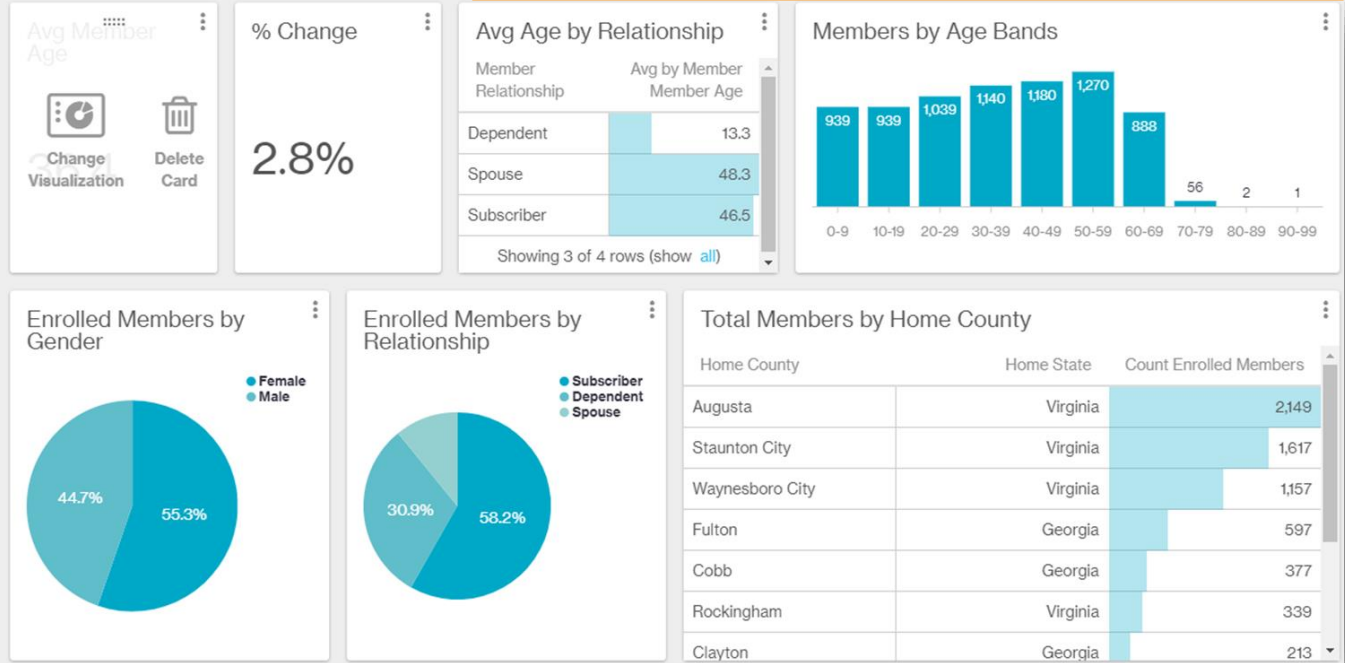


# Sample MMA Mental Health Cohort Study

## In cohort

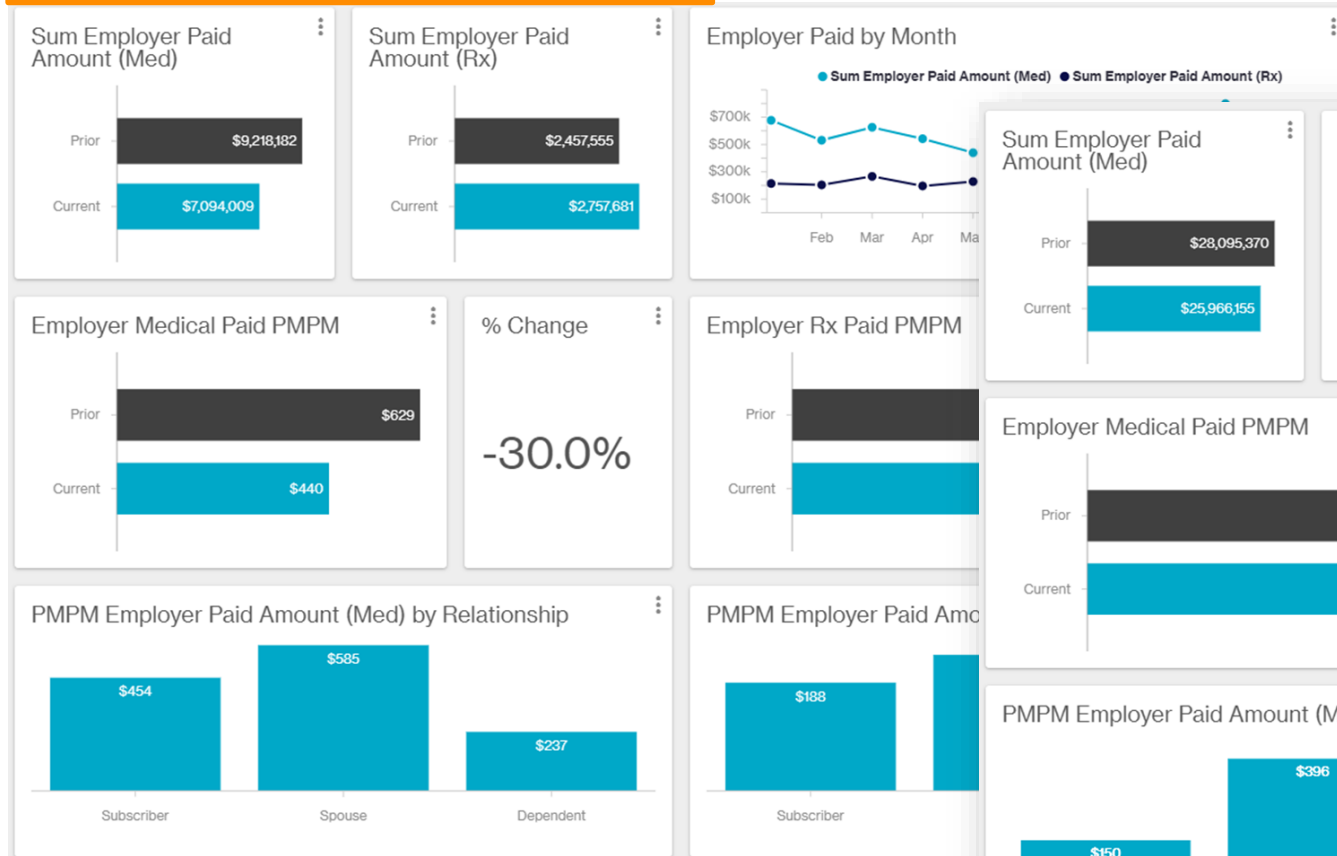


## Out of cohort

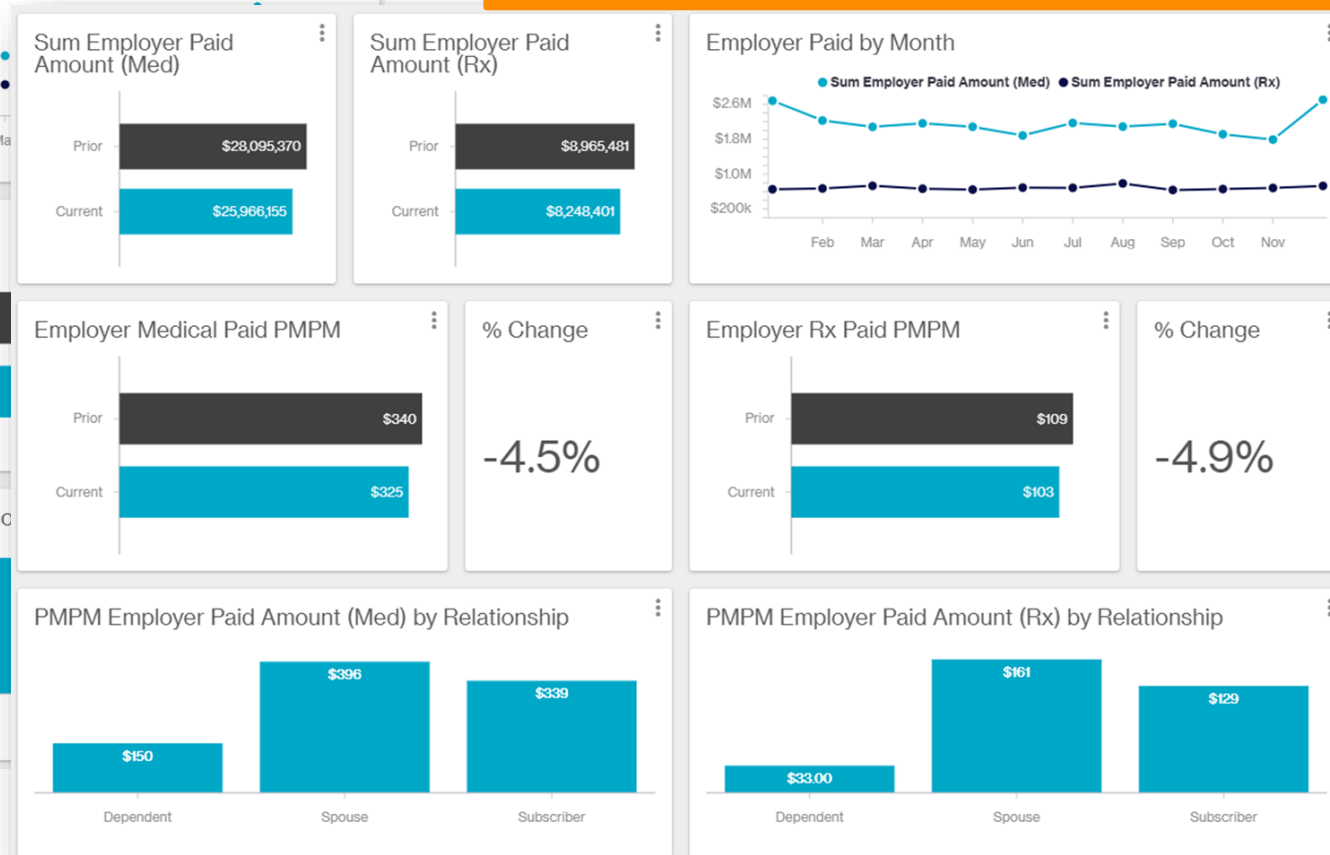


# Sample MMA Mental Health Cohort Study

## In cohort



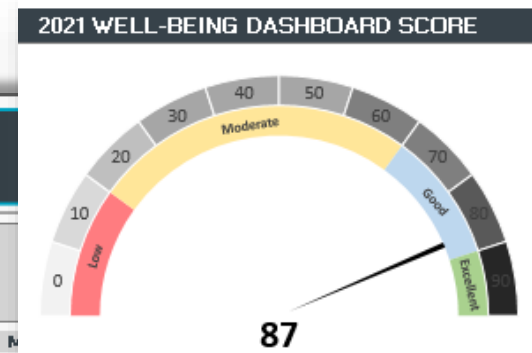
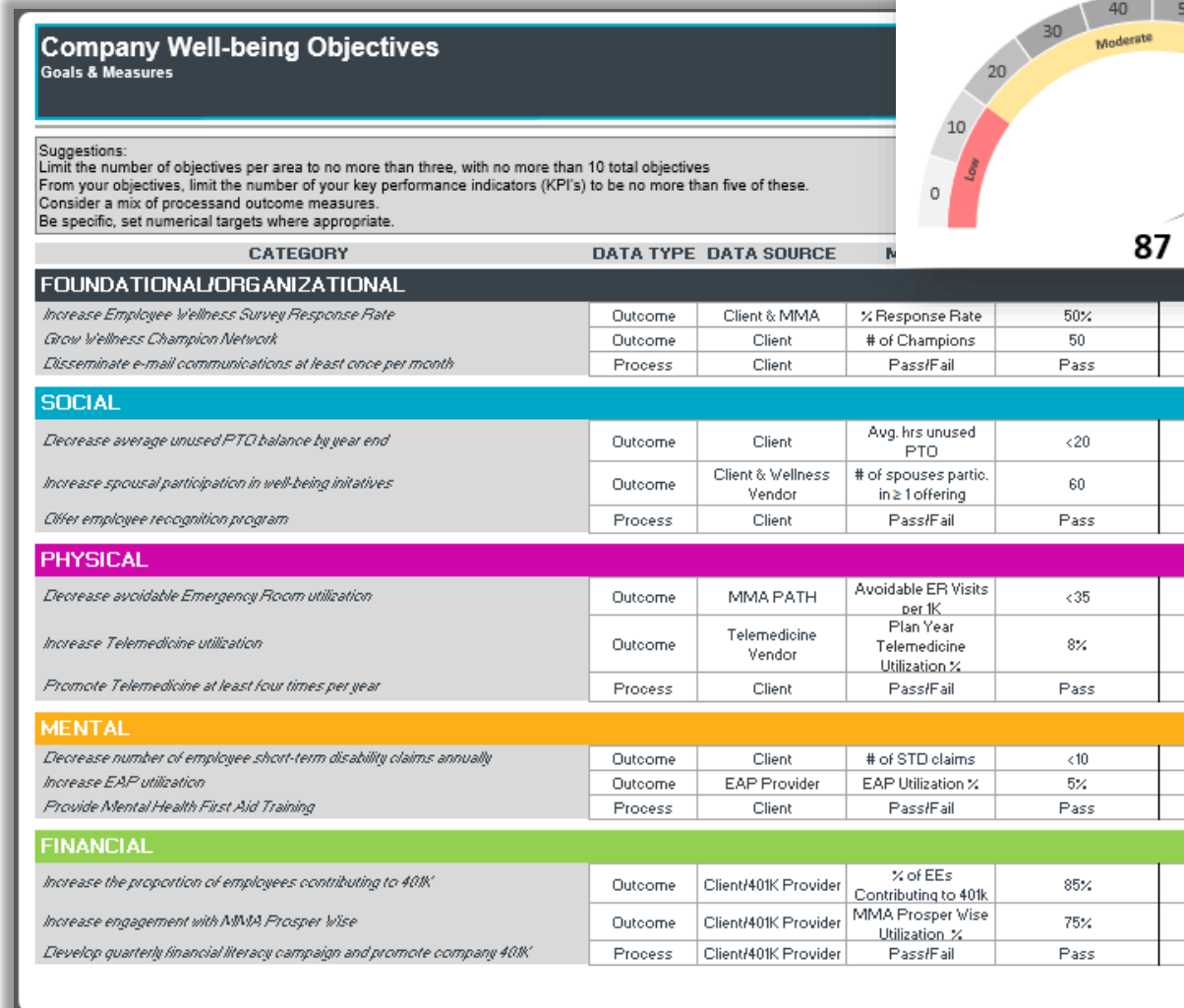
## Out of cohort





# MMA Well-being Dashboard

Our Well-being Dashboard is designed to help your organization track the VOI metrics that are most valuable to your unique goals and objectives.







# Workplace Culture and Social Determinants of Health

# Workplace Culture of Health

Categories of CoH Elements to Address



Communication



Executive Leadership



External Community Connections and Altruism



Policies and Procedures



Supportive Built Environment

A healthy workplace culture is one intentionally designed with elements that support health and well-being.

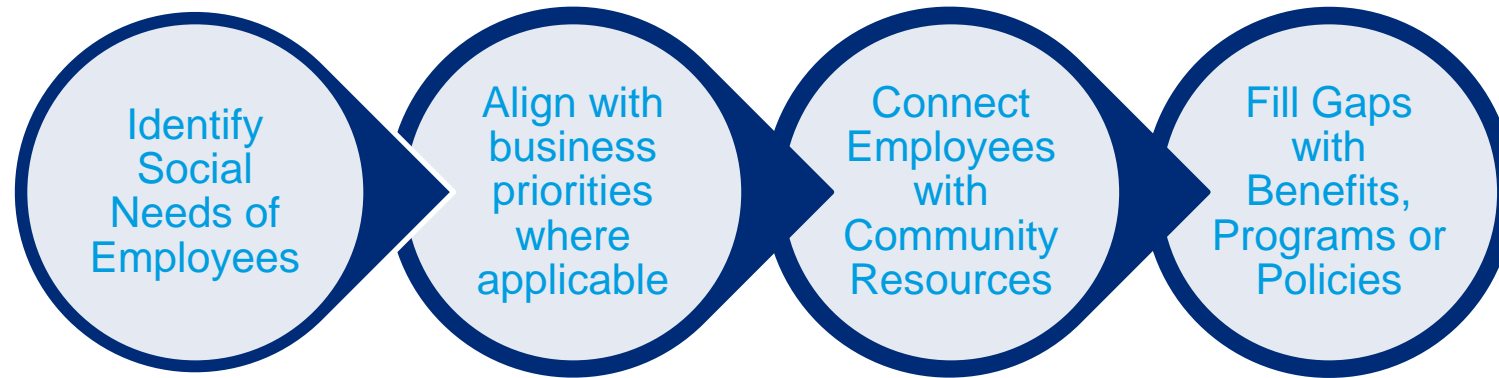
# What are Social Determinants of Health?

The World Health Organization defines **Social Determinants of Health (SDoH)** as the conditions in which people are born, grow, live, work, and age.

The Healthy People 2030 definition also includes where people play and worship.



# What Can Employers Do to Address SDoH?



## Access to Healthcare

- Provide affordable telemedicine solutions for both mental and physical health
- Tier premiums, contributions and/or deductibles based upon salary
- Cover travel costs or provide per diem for those utilizing COE's

## Housing Instability

- Provide employees with legal assistance when property management/ mortgage issues arise
- Offer homebuyer workshops/courses
- Purchase housing units nearby and rent below market to employees

## Food Access & Insecurity

- Provide low cost, nutritious food selections in onsite café and/or vending machines
- Offer prepared take home meals for purchase
- Partner with local grocery stores to offer discounts on nutritious foods

## Income

- Evaluate pay equity and correct disparities
- Ensure healthcare benefit design does not unintentionally disadvantage lower wage earners
- Offer other benefits that address challenges of low wage earners

## Childcare

- Offer a childcare subsidy/discount/ reimbursement
- Provide back up care services
- Tier benefits based on family income



# MMA Dimensions of Well-being Thought Leadership Piece



The paper covers all four dimensions of well-being



## Well-being Is Smart Business



**Dr. Monte Masten**  
MD, MBA, MPH Chief  
Medical Officer

**Dr. Michael Rivas**  
DrOT, Senior Vice President,  
Risk Services

“

*When employees feel supported, in all aspects of their lives, it resonates throughout an organization. Typically, resources and expertise to help companies address well-being are only available to much larger organizations. We believe all companies, regardless of size, should have the resources to prioritize employee well-being. By investing in their team, they are investing in the organization's ability to thrive.*

- David Eslick, MMA Chairman and CEO

”

## The Importance of the Social Dimension in Overall Well-being



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Senior Vice President, Culture and Well-being

## The Importance of the Physical Dimension in Well-being



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**Frank Jakka**  
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## The Importance of Mental Health in Overall Well-being



**Courtney Patt**  
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## The Importance of the Financial Dimension in Well-being



**Craig Reid**  
CFP® CLU® ChFA,  
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# Questions





# Your future is limitless.<sup>SM</sup>

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