

2026 – 2028 State Agency Wellness Plan Guidance Document



Introduction

Executive Order 17-01, *State Agency Employee Wellness* directs executive branch agencies to establish two-year wellness plans detailing the agency's objectives and activities to assess and improve employee health. These plans are to focus on the primary drivers of increased health care costs.

This document provides information about the required components of two-year agency wellness plans, sample assessment tools, goals and activities, and resources to develop each component of a wellness plan.

Agencies are responsible for developing, implementing and evaluating workplace wellness-related efforts. PEBB's Wellness Manager will assist agencies with drafting and monitoring their wellness plan implementation.

Plans should include the following components. These are described starting on page three:

- Cover page with agency name, logo, and the date
- Executive summary and/or director's overview, including a section on leadership
- Status of employee health and wellness programming
- Results of any assessment(s)
- Goals, strategies and planned actions
- Resources the agency will employ that support goals, strategies and planned actions
- Contact information for the personnel or committee that drafted the plan
- Signature of agency director

2026 – 2028 State Agency Wellness Plan Guidance Document



2026 – 2028 plans are to cover calendar years 2026 and 2027.

Plans from these agencies are due March 31, 2026, for 2026-2028 and every 2 years thereafter:

Business Oregon	Division of State Lands
Commission for the Blind	Employment Department
Construction Contractors Board	Forestry Department
Consumer and Business Services	Higher Education Coordinating Commission
Higher Education Coordinating Commission	Housing and Community Services
Department of Administrative Services	Office of the Governor
Department of Agriculture	Office of the State Fire Marshall
Department of Corrections	Oregon Department of Emergency Management
Department of Early Learning and Care	Oregon Health Authority
Department of Education	Oregon Department of Human Services
Department of Energy	Oregon Liquor Control Commission
Department of Environmental Quality	Oregon Lottery
Department of Fish and Wildlife	Oregon Military Department
Department of Justice	Oregon State Police
Department of Parks & Recreation	Oregon Youth Authority
Department of Public Safety Standards & Training	Public Employees Retirement System
Department of Revenue	Public Utilities Commission
Department of Transportation	State Board of Nursing
Department of Veterans Affairs	Water Resources Department

Agencies with fewer than 50 employees are encouraged but not required to develop two-year wellness plans.

2026 – 2028 State Agency Wellness Plan Guidance Document



1. Executive summary and/or director's overview

A description of how employee well-being is a priority that fits with the agency mission or strategic plan, and how leadership is connected to and engages with wellness efforts.

Leaders set the tone. They are central to changing and shaping the organization's culture. Because of their positions they can influence and support employee mental health by

- Communicating clearly and often the importance of better health throughout the organization
- Making employee health and wellbeing normal part of conversations
- Facilitating peer and team support
- Promoting and modelling flexibility
- Supporting open two-way communication
- Normalizing employees' seeking health care
- Promoting and modelling self-care

Actions leaders can take that demonstrate support for employee wellness:

- With a trauma-informed approach, articulate why employee health and wellbeing are important. Be explicit to encourage employees to take steps to manage their health and take advantage of health benefits and policies that support their health.
- Make mental health a normal part of conversations.
- Promote and model flexibility and self-care, sharing personal experiences as appropriate.
- Evaluate members of the management team for their effectiveness in creating a workplace culture of health.
- Schedule regular interaction with the wellness committee and agency leadership to review the status of the plan, discuss continual improvement, and to celebrate accomplishments.
- Attend events and participate in the agency's wellness initiatives.
- Ensure the management team understands the importance of having a wellness plan and of supporting employee health and wellness.
- Ensure the management team understands what does and doesn't contribute to a culture of health at work.
- Assure that a member of the management team serves on the agency wellness committee.
- Articulate a positive climate throughout the agency in support of the agency wellness plan goals.
- Incorporate messaging from leaders to employees; see examples in the Resources section of this document.
- Seek ways to align the goals in the wellness plan with the agency's mission and values.

2026 – 2028 State Agency Wellness Plan Guidance Document



Actions managers and supervisors can take that demonstrate support for employee wellness:

- Ensure all new and current employees are aware of the agency's two-year wellness plan.
- Attend wellness events and participate in wellness initiatives and celebrate accomplishments.
- Communicate to employees verbally and in actions that their health and your own health are important.
- Become familiar with PEBB benefits. Remind employees of their benefits and how to access them.
- Provide opportunities for employees to talk about mental health needs and access care during work time.
- Adopt practices and protocols so that healthy food and opportunities to be physically active are the norm in the workplace. Encourage the same for employees who work remotely.
- Take steps to assure the work culture is physically and psychologically safe.
- Recognize healthy behavior. Positive observational programs are simple and low or no cost.
- Serve on the agency wellness committee.

2. Status

A description of current practices and policies that support employee wellness.

Include a brief paragraph on any challenges the agency experienced to implement the 2024-2026 wellness plan. Note what goals or activities were dropped, any updates that were made to the plan, etc. For example, was there a change in staffing or executive sponsorship for the wellness committee? Did the agency conduct a needs assessment or survey that resulted in changes to the goals or activities in the wellness plan? Did the agency update an existing policy or adopt a new policy that impacts employee health and wellness? Were there any noteworthy successes?

3. Data

Description of employee health, agency culture and workplace environment, employee preferences, and how health and wellness goals were prioritized.

- A. The results of any one or more of the following assessments can inform the goal setting process. The PEBB Wellness Manager can assist with accessing and completing these assessment tools.

2026 – 2028 State Agency Wellness Plan Guidance Document



1. [HERO Scorecard](#)
2. [CDC Worksite Health ScoreCard](#)
3. [CDC National Healthy Worksite Program Health and Safety Climate Survey \(INPUTS\)](#)
4. [NIOSH's Total Worker Health](#)

B. In addition to any of the assessments above larger agencies can use these data sources:

1. Medical claims. PEBB's Wellness Manager can provide you with information about your agency's medical claims.
2. Annual reports from Canopy, PEBB's employee assistance program (EAP). Canopy can provide a report on your agency's use of their services. Reports include month-by-month use, total number of members served, for what service(s) and more. These reports may help to understand the issues employees seek help with and inform agency efforts to promote EAP services and other mental and emotional health supports. Reports are available only to agencies with more than 75 employees. Agencies with fewer than 75 employees can request a report from Canopy about their agency's general EAP service use.
To request your agency EAP report:
 - Email Canopy at info@canopywell.com to request the specific time frame and they will email a report to you, or,
 - Login online. Each agency has their own specific login. For initial login information call Canopy at (800) 433-2320.
3. [2024 PEBB Wellbeing Survey Results](#). PEBB conducted this online survey in the Spring of 2024. All PEBB members were invited to participate; 19% of all PEBB members participated in the survey. Individual agencies had varying levels of participation. Agencies that had at least 200 employees participate in the survey will find a report of their results at the link above.
The survey revealed opportunities to improve PEBB employee wellbeing in four areas. Agencies should consider addressing these opportunities in the wellness plan:
 1. Forty percent of members report not being familiar with most of the wellbeing programs offered by PEBB.
 2. About half of members report they don't get enough sleep to feel rested and healthy.
 3. More than one third of members report they don't know where to go for mental health benefits.
 4. About one quarter of employees feel they are putting away enough money for retirement.

2026 – 2028 State Agency Wellness Plan Guidance Document



4. Principles that should guide wellness programming

These principles should guide the development of the wellness plan and wellness programming. This is an introduction to these principles and not meant to be an exhaustive explanation. It is not necessary to set a specific goal or plan an activity devoted to these principles. Use these principles to help assure goals and activities are equitable, trauma-informed, reflect the needs of all employees including those with disabilities, and other factors that influence health. Your agency's diversity, equity and inclusion action plan may also be a resource for incorporating these principles into the wellness plan.

- Equity
- Trauma-informed
- Socio-ecological approach
- Disability inclusion

A. Equity: The Health Equity Framework from Healthier Together Oregon is the basis for PEBB's efforts to achieve health equity. The vision:

Oregon will be a place where health and well-being are achieved across the lifespan for people of all races, ethnicities, disabilities, genders, sexual orientations, socioeconomic status, nationalities and geographic locations.

To center equity and racial justice there are actions agencies could take that are pertinent to wellness efforts. These include

- Using inclusive communications
- Ensuring a safe, inclusive, and accessible workplace for everyone

When planning and implementing wellness programs and activities ask,

- “Whose voices and perspectives are not at the table?”
- “What can we do to ensure they are part of our decision-making process?”
- “Does our committee include employees from throughout the organization?”
- “Do our communication materials reflect a diverse workforce?”

B. Trauma-informed: It's important to understand the effects that trauma and the environment have on individual health and wellbeing. Addressing and supporting health using a trauma-informed approach and as part of the wholistic socio-ecological framework (see page 7) can better assure that wellness programming, activities and supports are accessible, meaningful, effective and equitable for everyone in the workplace.

Trauma: One or a series of events or circumstances that an individual, communities or a society experience as harmful or life-threatening. Generations of people can experience trauma (termed intergenerational trauma) due to widespread and systemic oppression of groups.

2026 – 2028 State Agency Wellness Plan

Guidance Document



Trauma includes

- historical, contemporary, and systemic social injustices and oppression
- racism
- violence
- interpersonal abuse
- adverse childhood experiences
- poverty
- natural disasters
- war
- sexual violence
- neglect
- other harmful experiences of perceived or real threat of harm to self and others

Trauma may have lasting effects on an individual's or community's physical and emotional safety. Responses to trauma can affect daily and long-term functioning, health outcomes, interpersonal relationships, and mental, physical, social, emotional, or spiritual well-being.

Trauma may affect individual physically, emotionally, developmentally, and genetically. It may result in earlier and more complex chronic disease and increased risk for suicide and addiction. (from Oregon Health Authority policy, Organizational Resilience and Healing Approach. Contact PEBB Wellness Manager for a copy of this policy.)

6 key principles to a trauma-informed approach:

- Safety
- Trustworthiness and transparency
- Peer support
- Collaboration and mutuality
- Empowerment
- Voice, and
- Choice, including cultural, historical and gender issues.

Together these principles create a workplace environment that respects people's experiences and manages the incidence of re-traumatization.

C. Socio-ecological approach:

This way of looking at health and wellbeing emphasizes that many factors influence health. This visual from the Centers for Disease Control and Prevention (CDC) shows the four-level model of the factors affecting health. Rather than viewing health and wellbeing as the result of only individual personal choices the model shows there are other dynamics and environments that affect health.

2026 – 2028 State Agency Wellness Plan

Guidance Document

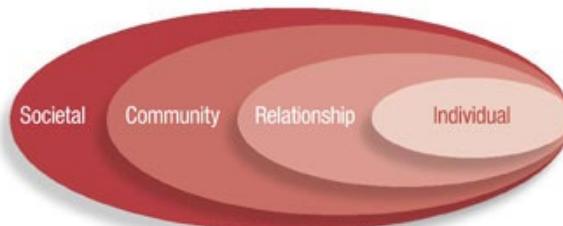


Figure 1.2. The Social-Ecological Model: A Framework for Prevention

Individual: biology and other personal characteristics, such as age, education, income, and health history.

Relationship: includes a person's closest social circle, such as friends, partners, and family members, all of whom influence a person's behavior and contribute to his or her experiences. Co-workers might be in this category, as well.

Community: the settings in which people have social relationships, such as schools, workplaces, and neighborhoods.

Societal: factors that favor or impair health are cultural and social norms and the health, economic, educational, and social policies that help to create, maintain, or lessen socioeconomic inequalities between groups.

Understanding that past (and current) trauma and the contexts and environments that each person operates within influences personal health, it's easier to see that supportive relationships, community and society are important for people to be healthy.

D. Disability Inclusion

Historically, people with disabilities have faced barriers to managing or improving their health. For example, people with disabilities have lower rates of physical activity not because they aren't able or don't want to be physically active. Often, the environment isn't structured to accommodate their needs. People with disabilities may then have increased rates of many chronic conditions related to physical inactivity.

Assume 1 in 4 people in a room have a disability, even if you cannot see it. (Oregon 2024 Behavioral Risk Factor Surveillance System)

Best practices for inclusive and accessible wellness efforts:

1. **Goals include employees with disabilities** – activities explicitly or unambiguously state that employees with disabilities are included.
2. **Planning includes input from employees with disabilities** – employees share what makes activities accessible and inclusive.
3. **Activities are accessible** – activities are conducted in accessible environments.
4. **Accommodations are provided** - the individual needs of employees are accommodated.
5. **Outreach and communication efforts are inclusive** – a variety of accessible methods are used to promote and conduct activities (large print, captioning, braille, interpreters.) Put the person first, not the disability. Example: Mary uses a wheelchair (*not* confined or bound to a wheelchair). TJ has cerebral palsy (*not* CP victim).

2026 – 2028 State Agency Wellness Plan Guidance Document



6. **Cost and feasibility of activities are considered** – activities address potential resource implications.
7. **Activities are affordable to all employees**
8. **Follow-up and evaluation collection methods are accessible** - include feedback from employees with disabilities.

Additional information

[Disability Inclusion, Centers for Disease Control and Prevention](#)

[Guidelines for Disability Inclusion](#)

[National Center on Health and Physical Activity for Disability](#)

2026 – 2028 State Agency Wellness Plan Guidance Document



4. Goals and planned actions

When crafting goals, consider differences between urban and rural locations, work environment (office and non-office settings, and remote/hybrid), and the different types of work done by employees. Ensure the plan addresses employee wellness throughout the agency and takes into consideration the individual needs of employees with varying abilities.

Goals should be based on information collected about the workplace and from employees. Tailor the plan to meet employees' needs and desires. Wellness plans must address the eight topic areas listed below. If information collected from employees indicates an interest in workplace wellness efforts around substance abuse recovery for example, it would be appropriate to also include in the plan goals and activities to support that.

Suggested activities to accomplish the goals are provided in this guide. Agencies may select these or craft their own activities.

Complete one or more of the assessment tools and review other data sources listed in the Data section of this document, then set goals from each of the topic areas below at a minimum.

- Organizational Supports
- Tobacco Use
- Physical Activity
- Nutrition
- Emotional wellbeing
- Social wellbeing
- Financial wellbeing
- Purpose-spirituality wellbeing

Some goals and activities from the agency's 2024-2026 wellness plan should be continued, such as those related to leadership engagement and communications. Below are sample goals, activities and time frames to consider including in your plan. Agencies should determine the goals, activities and time frames based on their own assessment results, employee feedback, etc.

Do: Use the **SMART** format to craft goals (Specific, Measurable, Achievable, Realistic, and Timely).

Required Goal Areas

Organizational Supports

"By December 31, 2026 the wellness committee will have provided leadership and employees with regular updates on wellness plan implementation.

Activities to accomplish this goal could include:

- Review the agency wellness plan and compile a list of accomplishments. Send to leadership, agency communication teams, etc.
- Invite leadership to attend one wellness committee meeting per year.

2026 – 2028 State Agency Wellness Plan Guidance Document



“By July 31, 2026 the wellness committee will have developed an annual calendar of wellness messages from agency leadership to include in employee communications.”

Activities to accomplish this goal could include:

- Review the list of suggested talking points and messaging in the Resources section of this document.
- Engage your agency communications team on messaging, frequency and method(s), e.g., quarterly emails from leadership to all employees, a column or short article from leadership in monthly employee wellness newsletters, etc.

“By September 30, 2027 the wellness committee will become familiar with workplace wellness resources.”

Activities to accomplish this goal could include:

- Explore and discuss together the resources at the end of this document.
- Explore and discuss together these workplace wellness [resources](#).
- Obtain the PEBB Wellness Train-the-Trainer (TTT) presentation. (At the time this document was drafted the TTT presentation was not yet posted on PEBB's webpage. Contact PEBB's Wellness Manager for more information.) Orient wellness committee members to the TTT and present it to employee groups. Provide staff who are responsible for on-boarding new employees with the TTT presentation.

“By September 30, 2026 the agency will have adopted a policy or guideline that permits employees who work remotely to engage with their PEBB benefits with state resources (e.g., state issued computer and phone).”

Activities to accomplish this goal could include:

- Contact PEBB Wellness Manager for a copy of the ODHS-OHA Employee Wellness policy (as an example)
- Work with agency leadership or use appropriate internal channels to craft the policy or guideline
- The recommendation or policy is communicated regularly to employees

“By July 31, 2026 assure that all managers receive this request: “At staff meetings please include a reminder to your employees about PEBB webinars and other benefits that are available to help with their wellbeing.” (adapt as needed)

Activities to accomplish this goal could include:

- Review the list of suggested talking points and messaging in the Resources section of this document.
- Ask managers to remind employees about the [PEBB Webinars & Events newsletters](#) and other programs from the carriers are available to help them with their wellbeing.

2026 – 2028 State Agency Wellness Plan

Guidance Document



Tobacco Use

“By December 31, 2026 examine new employee orientation materials and assure that they include a statement about tobacco-free state properties, a protocol for how employees should respond if they observe tobacco use in prohibited areas, and PEBB’s tobacco cessation resources. This information will be available to all employees.”

Activities to accomplish this goal could include:

- Draft a paragraph on the purpose and rationale for prohibiting tobacco use on state properties
- Develop a protocol for addressing reports of tobacco use in prohibited areas; create a flyer that lists PEBB’s no-cost cessation resources and send it to all employees electronically.

“By December 31, 2027 employees will have received at least two messages about tobacco cessation supports available through their PEBB benefits.”

Sample messaging:

“Your PEBB benefits give you comprehensive support to quit through no-cost access to:

- Consultations with a trained quit coach who knows how tough it can be to quit and ways you can stay or get back on track
- Materials to help you plan and stick to a personalized quit program
- Nicotine replacement therapy
- Coverage of certain prescribed medications to help you quit”

“Contact your medical carrier (Kaiser Permanente, Moda Health or Providence) to learn more.”

“By December 31, 2027 the agency will have promoted the American Cancer Society’s Great American Smokeout to employees each November.”

Activities to accomplish this goal could include:

- Review [information](#) at the Centers for Disease Control and Prevention, including the American Cancer Society’s [downloadable resources](#).
- Erect a large display board in the lobby or communal work area. Title it, “Share your reason for quitting.” Provide sticky note paper and pens, or push pins on a table for employees (and visitors, if appropriate) to write down and post their reason(s) for quitting using tobacco. Invite employees who work remotely to participate with an online version of the display board.

2026 – 2028 State Agency Wellness Plan

Guidance Document



Physical Activity

“By December 31, 2027 the wellness committee will have implemented at least 2 physical activity challenges.”

Activities to accomplish this goal could include:

- Request that committee members receive monthly Moda Health wellness emails. (Moda Health offers several workplace wellness challenges.) If needed, contact PEBB’s Wellness Manager for information on how to do this.
- Determine specific physical activity challenges employees are most interested in.
- Work with the health and wellness consultant at Moda Health to run the challenge at your workplace.

“By December 31, 2027 employees will receive 4 messages about physical activity.”

Activities to accomplish this goal could include:

- Promote movement challenges offered by PEBB’s medical carriers and wellness vendors (Kaiser Permanente, Moda Health and Providence)
- Promote active transportation challenges sponsored by Oregon Department of Transportation’s [Get There](#) program, the [Love to Ride Oregon](#) program, or others
- Promote [Walk with Ease](#), a free, simple fitness program. Contact PEBB Wellness Manager to request Walk with Ease promotional materials.

“By September 30, 2026 the wellness committee will have created a map of walkable routes in and/or outside agency building(s).”

Activities to accomplish this goal could include:

- Wellness committee members determine suitable outdoor routes including mileage that can be navigated by all employees, including those who use a wheelchair or other walking aide.
- Wellness committee members map indoor routes through cubicle configurations, hallways and other accessible areas.
- Maps are promoted to all employees, including when new employees are onboarded.

Nutrition

“By September 30, 2026 the wellness committee will have identified healthier food and beverage choices that are sold in building vending machines and cafeterias.”

“By December 31, 2027 the wellness committee will have a system for promoting healthier choices to employees.”

Activities to accomplish these goals could include:

- Develop list of vending machines and retail food service operations located in your agency’s buildings.
- Refer to the Food and Beverage examples from King County (WA) [Healthy Vending Guidelines](#) to develop a list of healthier snack ideas.
- Consider removing vending machines from workplaces.

2026 – 2028 State Agency Wellness Plan

Guidance Document



- Promote healthier snack choices in employee communications.
- When food is offered at the workplace (at potlucks, for example) assure that healthier options are also offered.
- Contact PEBB Wellness Manager to request healthier food and beverage promotional materials, or for information about how some state agency workplaces replaced vending machines with an “honor system” basket of healthier options.

Emotional Wellbeing

“By December 31, 2027 employees will have received 3 reminders about mental health benefits through their health plan.”

Activities to accomplish this goal could include:

- Wellness committee and agency wellness coordinators learn about the Canopy Train-the-Trainer presentation. (At the time this document was drafted the Train-the-Trainer presentation was not yet posted on PEBB’s webpage. Contact PEBB’s Wellness Manager for more information.) Offer to present to employee groups, assure staff responsible for on-boarding new employees have the presentation.
- Adapt as needed any suggested talking points and messaging in the Resource section of this document.
- Share relevant information about mental and emotional health from [PEBB newsletters](#).

“By December 31, 2027 offer at least two seminars or trainings available from Canopy employee assistance program (or other vendor).”

Activities to accomplish this goal could include:

- Request your agency’s report on Canopy EAP use.
- Consider polling employees to determine their preferred topics. [This list of 70 questions](#) can be used as a starting point to ask employees about their mental health.
- Review Canopy’s list [of trainings and seminars](#). If you don’t see a topic offered that matches what employees need/want, contact Canopy to request it.
- Assure that trainings are recorded and close captioned.
- Send a link to the recording and a short message to employees about the training.

“By July 31, 2027 at least one manager will be certified in Mental Health First Aid.”

Activities to accomplish this goal could include:

- Learn more about [Mental Health First Aid for the Workplace](#) and search for their on-line and in-person courses
- [National Alliance on Mental Illness](#) (NAMI Oregon) offers Mental Health First Aid

2026 – 2028 State Agency Wellness Plan

Guidance Document



Social Wellbeing

Fostering positive interactions and relationships in the workplace supports employee wellbeing. The workplace can help employees to feel a sense of community and support from their colleagues and the ability to participate in their own communities in and outside of work. Workplaces can create practices and a culture that allow people to connect to one another as whole people, not just as skill sets, and that fosters inclusion and belonging.

“By December 31, 2026 the wellness committee will have taken steps to support employee social wellbeing.

Activities to accomplish this goal could include:

- Review results from the Employee Engagement Survey as directed by DAS and address recommendations to support employee social wellbeing.
- Review the results of the [2024 PEBB Employee Wellbeing Survey](#) and address recommendations to support employee social wellbeing.
- Explore forming Employee Resource Groups* (ERG)
- Develop a calendar of events or opportunities for employees to connect socially, in-person or virtually, such as potlucks, “bring-a-soup” luncheons, after work social hours, book discussion groups, etc.
- Encourage leaders to share their own stories of social connection or managing loneliness.
- Celebrate milestones, achievements, teamwork, and employee successes.

*ERGs are voluntary, employee-driven groups organized around the shared interests and backgrounds of members. ERGs promote diversity, equity and inclusion, and support community building, mentorship and learning opportunities. ERGs serve as a communication channel among staff and leadership. ERGs are an internationally recognized best practice to retain and advance a diverse and inclusive workforce. ERGs are typically found in larger agencies with a growing mix of people from different demographic groups. Another name for an ERG is an affinity group; affinity groups might emphasize a social component. Contact PEBB wellness manager for guidance on forming an ERG.

Financial Wellbeing

Money can be a major source of stress for many people. Worry about their current or future financial situation, whether paying for bills today, saving for children’s college expenses or uncertainty about funds for long term care and retirement the stress can impact employees mentally, physically and emotionally. Hyper-focusing and worry about finances can mean the other aspects of health may not get addressed.

“By December 31, 2027 the agency will have provided employees with information about the financial wellbeing supports available through Canopy EAP and other sources.”

Activities to accomplish this goal could include:

- Include in an employee communication information on PEBB’s [online wellness guide](#) and specifically, the financial wellbeing resources available.
- Use information from the financial wellbeing issue of [PEBB’s Benefit News](#) or [Webinars & Events](#) to highlight financial wellbeing resources.

2026 – 2028 State Agency Wellness Plan

Guidance Document



“By December 31, 2027 the agency will have provided employees with information from the Public Employee Retirement System (PERS)

Activities to accomplish this goal could include:

- Managers and leadership to remind employees about paid leave time for pre-retirement counseling.
- Promote the annual PERS Expo and encourage employees to attend, even if they aren't nearing retirement.
- Encourage employees to sign up for PERS retirement plan updates and general information from [PERS](#).
- Remind employees they have unlimited, free and confidential financial coaching and online resources available from Canopy EAP.

Purpose-spirituality Wellbeing

According to one poll 90% of respondents said that work should bring a sense of meaning to their life. (Harvard Business Publishing Corporate Learning, “Do you believe work should bring a sense of purpose to your life?” LinkedIn, July 2022.) Employees want to feel a connection to their agency’s purpose or mission, and they want to see how their job and their skills contribute to the mission.

In addition to having a sense of purpose at work, people want to feel a connection to something that brings them joy, absorbs their attention or expands their awareness. Faith practices, creative endeavors, hobbies and belonging to a community can meet the desire for purpose and connection in life. The workplace can support employees’ desire for purpose by offering opportunities to connect, contribute and learn.

“By December 31, 2026 the wellness committee will select two areas from the 2024 PEBB Wellbeing Survey results to address and improve.”

Activities to accomplish this goal could include:

- Share with agency leadership these key findings from the Spiritual & Intellectual topic area of the 2024 PEBB Wellbeing Survey:
 - When not working, members feel they can relax, which is well above benchmarks*. However, **flexibility during the day and work life balance** is low.
 - About 60% feel **involved in decision making**, which is lower than benchmarks. Scores around **learning from mistakes** are also low.
 - Almost 70% of members feel leadership **recognizes great work**, which is on par with benchmarks.
- Volunteer to assist agency leadership to address these findings.

*Benchmarks are comparisons to other similar workplaces.

“By December 31, 2027 the agency will offer at least one activity for employees to connect with each other.”

Activities to accomplish this goal could include:

2026 – 2028 State Agency Wellness Plan Guidance Document



- Create Teams channel(s) focused on non-work areas of interest that employees can opt into. Examples: crafting, cooking, fantasy (or actual) football, a video game, mushrooming, etc. Employees can connect virtually and/or in-person.
- Offer an introductory session on mindfulness or meditation where employees can learn about the practice. Consider offering regular, group drop-in mindfulness or meditation sessions, on-line or at the workplace.

5. Resources

PEBB

- [Kaiser Permanente](#)
- [Moda Health](#)
- [Providence](#)
- [Canopy](#)
- [PEBB wellness guide](#)

Agencies and organizations

- [Centers for Disease Prevention and Control Workplace Health Promotion](#)
- [NIOSH's Total Worker Health](#)
- [Oregon Healthy Workforce Center](#)
- [SAIF Integrating health and safety](#)
- [Department of Administrative Services Work Reimagined](#)

From PEBB's Wellness Manager

- Technical assistance and support for agency wellness coordinators and wellness committees
- Examples of policies, guidelines and protocols that support employee health
- Medical claims data
- Sample Employee Resource Group (ERG) toolkit to create and maintain an ERG

Mental and emotional health

Employers have an enormous opportunity by supporting employee mental health. There can be stigma around accessing services and discounted or no-cost resources. Wellness champions, ERGs and labor unions can all help communicate messages to let employees know it's OK to ask for help. In addition to the list of organizations below PEBB medical carriers and Canopy EAP all offer help and support services.

Use statements like *"We all need help and support sometimes"*, *"Many people struggle at times"*, and *"It's OK to ask for help"*.

Mental and emotional health

- [The U.S. Surgeon General's Framework for Workplace Mental Health & Well-Being](#) and [explore the Framework](#)

2026 – 2028 State Agency Wellness Plan

Guidance Document



- [Senior Loneliness Line of Oregon](#) is a free hotline that people ages 60+ can call when they want to talk to someone, for any reason. Call 800-282-7035, seven days a week, 5:30 a.m. - 11:30 p.m.
- Lines for Life's [YouthLine](#) at 877-968-8491. For people 13 -24 it's a free "teen-to-teen" crisis and help line, with trained teens available daily, 4 p.m. - 10 p.m. (adult councilors available 24/7).
- [988 Lifeline](#) for people 25-59 experiencing loneliness. Trained counselors are available 24/7 to help people of all ages, no matter what the caller is feeling.
- [Griefshare](#) Find free, in-person grief recovery support group across the country
- [NAMI](#) (National Alliance on Mental Illness) Support and education for people affected by mental illness. Helpline: M -F, 10 a.m. – 8 p.m. (ET), 1-800-950-NAMI (6264) or info@nami.org
- [NAMI National Warmline Directory](#)
- [Mental Health America](#) (MHA) Addressing the needs of those living with mental illness and to promoting the overall mental health of all Americans.
- [Anxiety and Depression Association of America](#) (ADAA) Current treatment and research information and access free resources and support.
- [American Foundation for Suicide Prevention](#) (AFSP) Raises awareness, funds scientific research and provides resources and aid to those affected by suicide.
- [FindYourWords](#) Mental health stigma reduction public health campaign
- [The Unlonely Project](#). Building community in social isolation
- [The Steve Fund](#) Dedicated to promoting mental health and emotional wellbeing of young people, particularly from underserved and under-resourced communities
- [The Trevor Project](#): Nonprofit organization dedicated to supporting LGBTQ+ youth by providing crisis hotline, text and chat support.

Behavioral health

- [Hope for Schizophrenia](#) Understanding schizophrenia, real stories, treatment options, resources and support.
- [Depression and Bipolar Support Alliance](#) (DBSA) Education to help people with diagnoses and their loved ones to know what mood disorders are, and what can be done for treatment and management.
- [American Autism Association](#) Help for families and individuals affected by autism.
- [National Eating Disorders Association](#) (NEDA) Dedicated to supporting individuals and families affected by eating disorders.

Addiction

- [Alcoholics Anonymous](#) International fellowship of people who have had a drinking problem
- [Al-Anon and Alateen](#) Mutual support group for people whose lives have been affected by someone else's drinking.

2026 – 2028 State Agency Wellness Plan

Guidance Document



- [Celebrate Recovery](#) Christ-centered, 12 step recovery program
- [Alcoholics Victorious](#) Christian recovery
- [Refuge Recovery](#) Buddhist-oriented, non-theistic recovery program
- [Self-Management and Recovery Training \(SMART\)](#) Secular sobriety support group for people with a variety of addictions
- [Shatter Proof™](#) Dedicated to ending the devastation addiction causes families
- [Dual Recovery Anonymous](#) independent, nonprofessional, Twelve Step, self-help membership for people with dual diagnosis
- [CheckUp & Choices](#) Moderate drinking program focused on reducing alcohol and drug programs, but not requiring abstinence like AA and NA.
- [Narcotics Anonymous](#) Recovery from the effects of drug addiction
- [Nar-Anon Family Groups](#) 12 Step program for family and friends of addicts

Hotlines and digital resources

- RAINN's National Sexual Assault Telephone Hotline: Call 1-800-656-HOPE (4673) to connect with a trained staff member in your area, 24 hours a day, 7 days a week. Online Chat or Text HOPE to 64673
- The Steve Fund: Young people can text "STEVE" to 741741 to connect with a trained crisis counselor, 24 hours a day, 7 days a week
- The Trevor Project: If you're a young person in crisis, feeling suicidal, or in need of a safe and judgement-free place to talk call 1-866-488-7386, instant-message a counselor on their website, or text "START" to 678-678, 24 hours a day, 7 days a week
- Trans Lifeline: Call 1-877-565-8860 24 hours a day, 7 days a week. Trans peer support, run by and for trans people

Sample messaging from leadership to employees. Adapt as needed.

Theme: Caring

- "Your health and wellbeing are important to me."
- "Your health and wellbeing are critical to serving the people of Oregon."
- "State employees are state government's most valuable resource."
- "Providing a workplace environment that supports your health and wellbeing is a priority for our agency."
- "We know you're dedicated to your work, but we want you to be dedicated to yourself and to your families as well. Your health is important to me personally. It's also important for your ability to do your job and serve the public. So, I want to thank you for your personal efforts."
- "You are each a vital part of these organizations and from all of us, we see you and we appreciate each and every one of you." (A message to Public Health Division employees from the OHA Deputy Director, October 2020)

2026 – 2028 State Agency Wellness Plan

Guidance Document



- “I recognize these are uncertain and troubling times, both at work and in our nation. Change and unknowns are difficult. We are worried about the health and wellbeing of our friends, families, communities, and the people we come to serve. We want to remind you that taking care of yourself and your loved ones is of utmost importance. Please seek them out, take time and replenish yourselves. Without you, this work is impossible. We encourage you to value your own physical and mental health and wellbeing as much as you do the people we serve.” (A message to Public Health Division employees from the OHA Deputy Director, October 2020)
- Share with employees a personal experience or challenge you faced and what you did to addressing it. Encourage managers to do the same with their reports. For example, one way to model movement is by talking about it, even if it means discussing barriers you might face while trying to stay active. This honest sharing makes a difference. It helps employees to see that you, too, are human — and that you’re all in this together.
- Record a video sharing a personal story of how PEBB’s health and wellness resources helped you in your individual health journey.
- Create meaning and a sense of purpose for employees. Celebrate achievements, call out individual workers for their accomplishments.

Theme: What our agency is doing

- “Our agency has a two-year wellness plan aimed at supporting your health and well-being.”
- Describe specific actions and goals from the agency two-year wellness plan; point employees to where they can see the plan, such as an intranet site.
- Acknowledge the person or team members who drafted the wellness plan.
- Describe the results of your agency’s wellness efforts: what you are doing well, what needs strengthening, etc.
- Highlight a wellness event or program or someone who participated.
- Feature an interview with a manager who is taking action to manage their own health and support their employees’ health.
- “Our agency is committed to creating a culture of health.”
- “Wellness is not a program. Wellness is a culture that an organization adopts.”
- Explain a policy or guideline your agency adopted such as the employee wellness policy, a healthy meetings policy, a flexible schedule policy that allows employees to care for themselves and their families, etc. “This is an example of our support, providing flexibility to help you stay healthy, engaged and satisfied at work.”
- ODHS-OHA adopted 2 policies that support employee health: Healthy Meetings, Conference and Events and Employee Wellness. Oregon Agriculture adopted a Healthy Meetings policy. Contact PEBB Wellness Manager for copies.
- A tobacco free workplace means that employees breathe clean air inside and on state property. Tobacco-free policies also make it easier for those who use tobacco to quit. “If you or family members needs help quitting your health plan has many resources to help.”

2026 – 2028 State Agency Wellness Plan

Guidance Document



Theme: Executive Order

- "The Governor's Executive Order on State Agency Employee Wellness tasks our agency with drafting a two-year wellness plan that details our objectives and activities to assess and improve our employee's health."
- "Our wellness plan outlines goals to help you be your best, to be productive and fulfill our mission to serve Oregonians."

Theme: Mental and Emotional Health

- Communicate executive leadership's endorsement of mental health and well-being programs. This can have a profound impact on how employees view and access resources.
- Refer to improving or maintaining employee mental and emotional health. Link caring for employee mental health with business objectives, core values, or agency mission statement.
- Provide training for managers to improve their ability to prevent, recognize and address mental health and workplace stress-related issues, such as burnout. Canopy employee assistance program offers this training for agencies.
- Studies show that happy employees are often more productive, and healthier.
- Recognize the value of happiness and equip employees with the tools to achieve more positive feelings. Easy-to-implement ways to create happy employees include
 - Promoting regular physical activity and movement
 - Reminding employees of mental health resources that can help lower stress, anxiety and depression
 - Offering content that enables employees to practice mindfulness through certain behaviors like journaling, taking a walk, or spending time in nature. Remind employees of the importance of taking time off to spend on vacations and personally-rewarding activities—and make sure they have the flexibility and time off to do so.

Theme: Actions employees can take

- Participate in agency wellness programming and planning; volunteer to be on the agency wellness committee
- Take advantage of comprehensive PEBB benefits, including the Employee Assistance Program
- Move during the day: vary your sitting and standing time, use the stairs, take walking breaks- inside or outside, managers: hold walking meetings, as appropriate. Make sure to schedule breaks in meetings that last more than an hour
- Choose healthy foods and beverages
- Ask that candy dishes be removed; adopt healthy food guidelines for workplace potlucks; discouraging unhealthy food brought into the workplace and put out in view.
- Get enough rest

2026 – 2028 State Agency Wellness Plan

Guidance Document



- Find healthy ways to manage stress and address depression, and mental health challenges
- If you use tobacco, quit.
- Get a flu shot. Share results of flu shot clinics held at your agency and commit to increasing the number of employees who participate next year.
- Work with your manager to assure you have the right ergonomic equipment to work comfortably and safely.
- “We hope you will join us in some of the following practices as we all work to support better boundaries between work and home, practice self-care and offer grace:” Adapt as needed.
 - Enjoy a special meal with your household.
 - Try a new recipe with a favorite ingredient.
 - Take a walk in the crisp fall air.
 - Practice yoga or tai chi in the park.
 - Listen to a meditation app. Kaiser Permanente, Moda Health and Providence Health may offer free meditation apps. Check with your health plan.
 - Schedule to take time off.
 - Share gratitude with people, both near and afar.
 - Build in sharing and caring into conversations with coworkers.
 - Canopy Employee Assistance Program (EAP) is a free and confidential service available to help you, your spouse or domestic partner and other eligible dependents. You can contact the Canopy toll free at (800) 433-2320.
 - Crisis counseling is available through the Canopy 24/7.