

**Presented at the 2008 Annual Institute  
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## **A Global View of Workplace Mental Health Trends in Research, and Business**

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## Part 1

# Workplace Mental Health Trends

**- Research -**

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## Part 2

# Workplace Mental Health Trends

## Empowering Employers On Workplace Mental Health

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April 17, 2008



# Empowering Employers On Workplace Mental Health

Wilson Banwell PROACT  
Human Solutions™ Solutions Humaines<sup>MC</sup>

Human Solutions™

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# Agenda

- Human Solutions™
- Definition of Psychologically Healthy Workplace
- Model of Psychologically Healthy Workplace
- Best Practices and Examples
- How to get there....Building the Case

## Who is Human Solutions?

- Founded in 1979 in Vancouver
- Mental Health Treatment oriented
- Serve organizations both domestically and internationally
- Offices across Canada
- Key Practice areas:
  - EFAP
  - Organizational Health & Development

# What does a Psychologically Healthy Workplace look like?

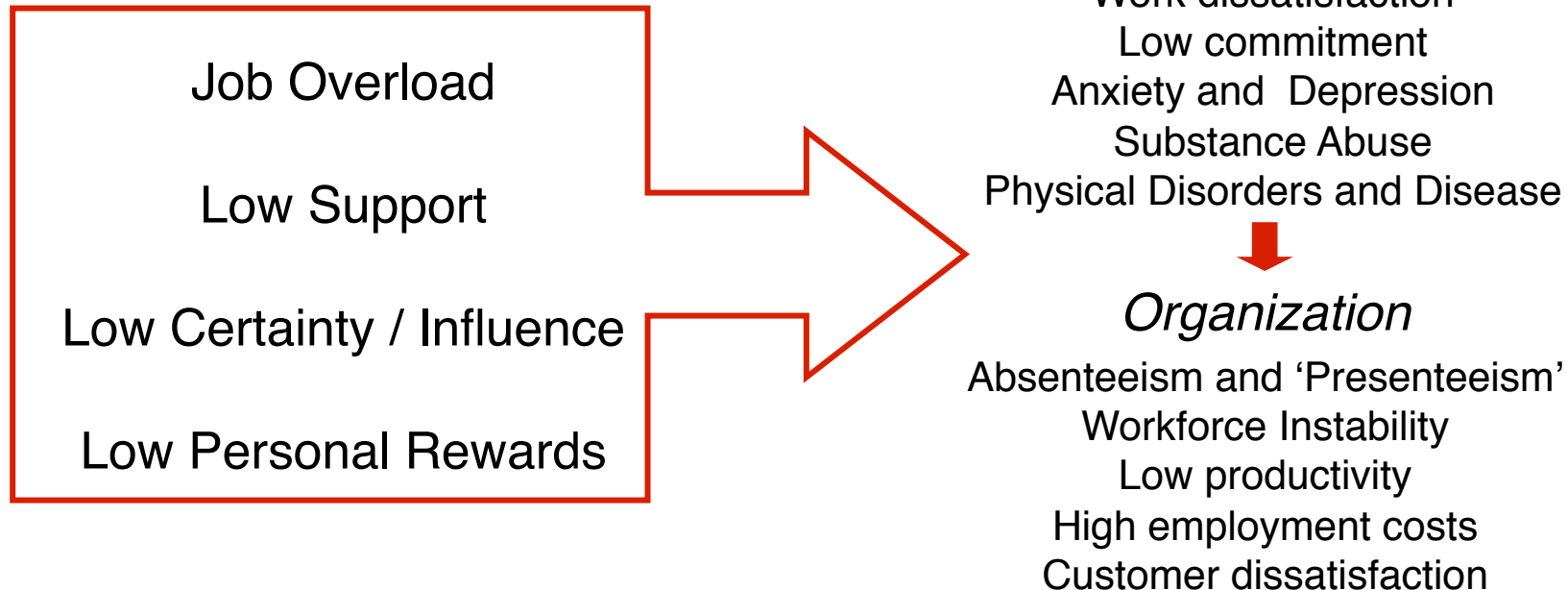
- Employment Security
- Self Managed teams
- Decentralized decision-making
- Extensive training
- Reduced status distinctions
- Reduced barriers to sharing financial and performance data across the organization\*

\* *IRSSST Report (2003), Brun, Biron, Martel & Ives*

# A Snapshot of 25 Years of Workplace Health Research

*In some combination, these conditions ...*

*predict these health outcomes.*



# 10 Contributory Factors

To a Psychologically Healthy Workplace

- Transformational Leadership
- Work Load & Pace
- Work Schedule
- Role Clarity
- Job Future
- Autonomy
- Workplace Justice
- Reduced Status Distinctions
- Social Environments
- Extrinsic Factors

\*Dr. Julian Barling (May 2007)

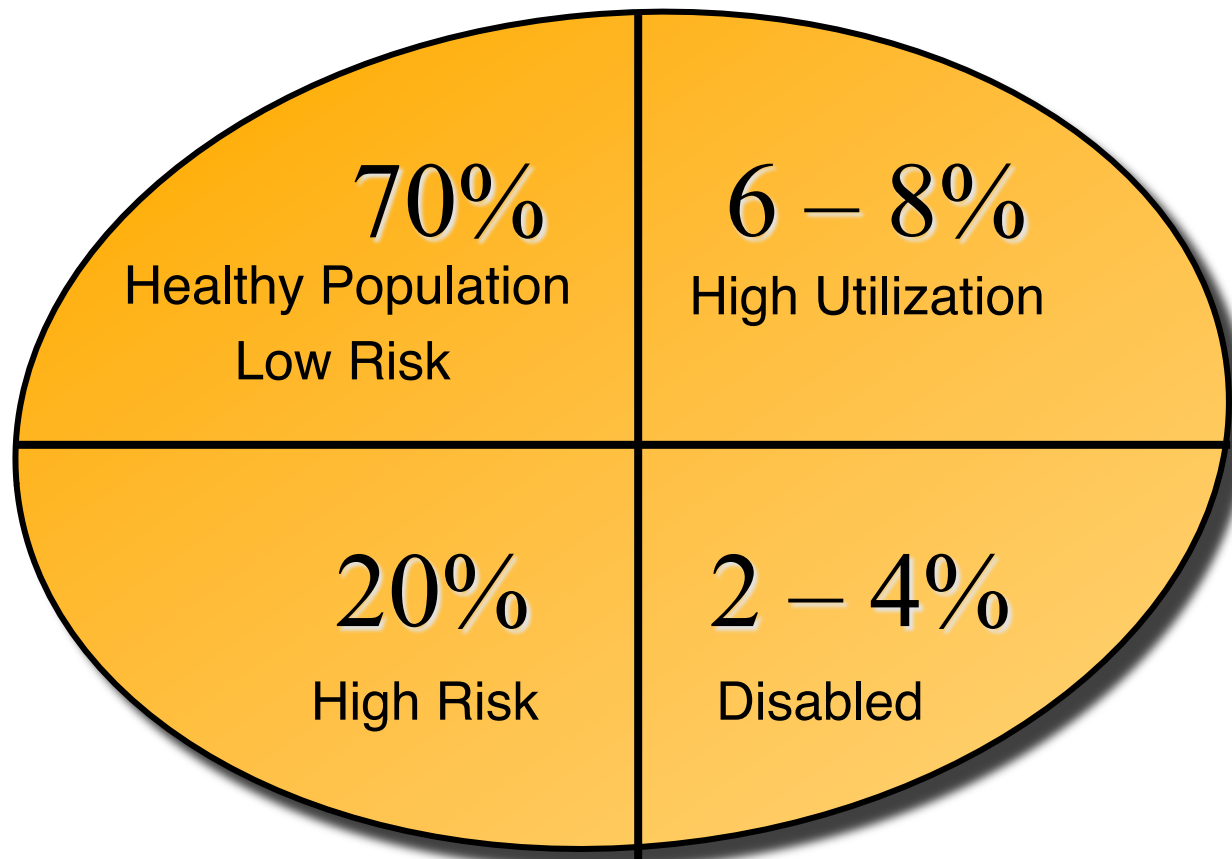
## Key elements for a Psychologically healthy workplace

- Comprehensive strategies that are sustainable and operate at the employee, workplace and organizational level
- A key component of the organization's vision in which operational success requires a healthy workplace

## Key elements for a healthy workplace

- Comprehensive strategies that are sustainable and operate at the employee, workplace and organizational level
- A key component of the organization's vision in which operational excellence and success requires a healthy workplace
- Responses to health issues, illness prevention and health promotion through company wide health practices that create:
  - Employee, productivity and engagement
  - Health promoting management practices
  - Healthy work environments

## Breakdown of the typical risk



# An Integrated Model for Health Strategy

© Wilson Banwell, 2007



# Three Levels and Examples



# Three Levels

## 1. Employee Health Management and Health Promotion

### Objectives

- Increase employee health risk awareness
- Provide disease management support
- Offer clinical and counseling support
- Offer targeted medical support
- Provide back to work support
- Promote life style change
- Promote fitness and nutrition
- Develop psychological skills
- Develop life skills

### Examples

On-line health risk appraisal  
Diabetes clinic  
Clinical treat for depression  
Cardiovascular testing clinic  
Occupational fit assessment  
Smoking cessation  
Nutrition coaching  
Work Life balance support programs  
Resilience coursework  
Parenting coursework

# Three Levels

## 2. Workplace Health and Productivity

### Objectives

- Track workplace health
- Provide conflict resolution support
- Increase employee involvement
- Align management practices
- Create health promoting workplace structures
- Create behavioral standards
- Develop respectful workplaces

### Examples

Survey workplace health  
Develop peer support  
Peer counselor training  
Team development  
Group planning/problem solving process  
Supportive skills training  
Health council development  
Code of conduct development

# Three Levels

## 3. Organization Health Strategy, Policies, Practices

### Objectives

- Develop corporate health vision
- Define health and productivity indicators
- Define health policy
- Develop organization wide systems
- Reward health promoting contributions
- Maintain organization health knowledge and practice advancement

### Examples

Identification of health values  
Build health “dashboard”  
Create harassment policy  
Provide mental health support system  
Ensure health accountability  
Provide health research and application forums

# A Model of Organizational Health and Sample Elements...



# Readiness for Change

- Reactive approaches to health have characterized the past
- Shifting from Cost Containment to Organizational Health?
- Employees expressed needs are for
  - Coverage for leading edge drugs 63%
  - Disease specific education/information programs 77%
  - Employee Assistance Programs 79%\*
  - Most employees would not trade their benefit plans for cash, employees value benefits and want Health support.....\*\*

\*\*Sanofi-Aventis Healthcare Survey, 2006

# Best Practices...What Works?

1. Executive Championship/Leadership Commitment
  2. Expression of Health Values
  3. Integrated Strategy Development
4. Health and Well-Being Policy Development
  5. Infrastructure Development
  6. Accountability at all levels
7. Development in Context/Marketing
  8. Measurement
  9. Collaboration
  10. Training
11. Organization Culture Change
  12. Research in Context
  13. Incentives to participate

# Building the Health = Productivity Case

- Creating Organizational Will
  - Education
    - Evidence
    - Best Practices
    - Cases
  - Value Commitment
    - Obligation to promote health
    - Product and service effectiveness
    - Fiscal responsibility

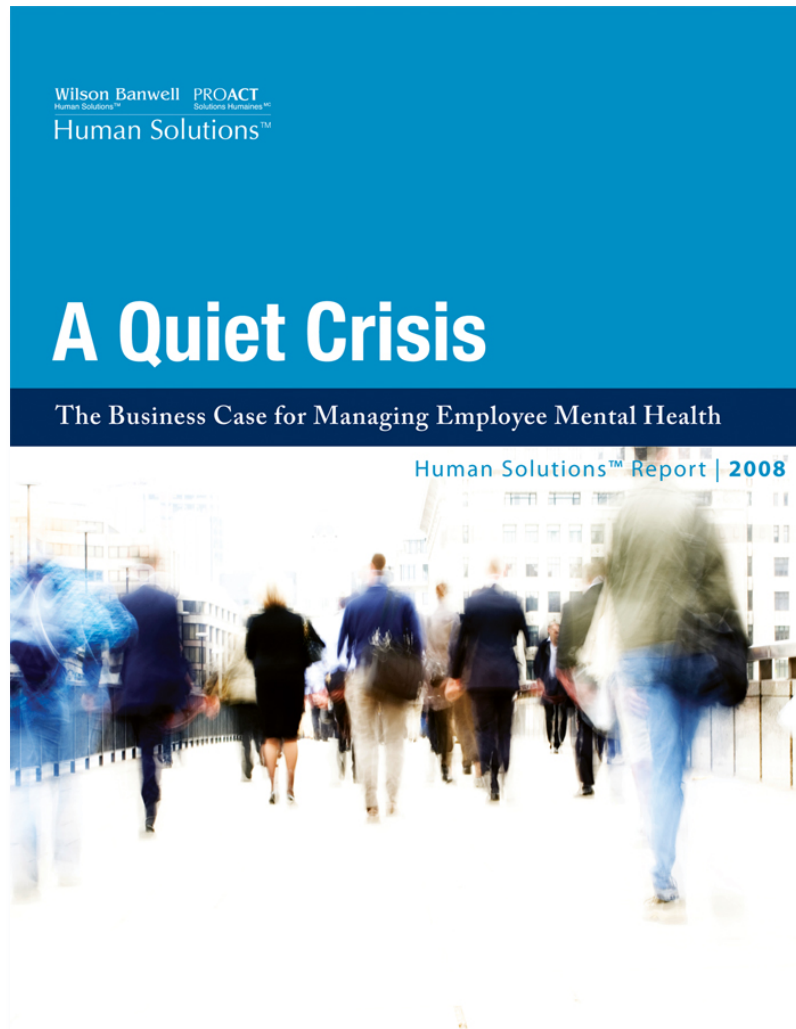
# Building the Health = Productivity Case

- Creating the Economic Case
  - Use a benefit to cost ratio approach
  - Inflate investment costs
  - Minimize gains
  - Focus on lagging indicators
  - Start with what can be measured
  - Leave out the intangibles

# Not a Healthy Organization...



# A Quiet Crisis: 2007-2008 Human Solutions™ Report



- **Prevalence of Mental Health Conditions**
- **Dual Conditions and Health Comorbidity**
- **Causes of Mental Health Conditions**
- **Under-Diagnosis and Under-Treatment**
- **Stigma and Discrimination**
- **Cost Burden: Direct and Indirect Costs**
- **Use and Effectiveness of Mental Health Treatment**
- **Treatment Outcomes and Cost-Effectiveness**
- **Disability Management**
- **How Employers Can Create Mentally Healthy Workplaces**
- **Business Value of Healthy Employees**
- **Stakeholder Visions: Workplace Mental Health**
- **Resources for Supporting Workplace Mental Health**



## Part 3

# Workplace Mental Health Trends

## Effective Presence at Work

Staying@Work & Global Strategic Rewards Survey Findings  
Canada

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