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of the Employee Assistance Society of
North America

Vancouver, BC, Canada

A Global View of Workplace
Mental Health Trends in Research,
and Business

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PROACT Human Solutions
MODERATOR:
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Part 1

Workplace Mental Health Trends

- Research –

Mark Attridge
President
Attridge Studios
Part 2

Workplace Mental Health Trends

Empowering Employers On Workplace Mental Health

Craig Thompson, MEd., MBA
VP, Strategic Alliances
Human Solutions™
April 17, 2008
Empowering Employers On Workplace Mental Health
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*

* IRSST Report (2003), Brun, Biron, Martel & Ives
In some combination, these conditions predict these health outcomes.

**Employee**
- Work dissatisfaction
- Low commitment
- Anxiety and Depression
- Substance Abuse
- Physical Disorders and Disease

**Organization**
- Absenteeism and ‘Presenteeism’
- Workforce Instability
- Low productivity
- High employment costs
- Customer dissatisfaction
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

- **70%** Healthy Population
  - Low Risk

- **20%** High Risk

- **6 – 8%** High Utilization

- **2 – 4%** Disabled
An Integrated Model for Health Strategy
© Wilson Banwell, 2007

Employee support
- EFAP
- Clinical Support
- Health Promotion
- Return to Work
- Management Coaching

Organization support
- Health~Prod. Measurement
- Health Strategy Development
- Policy & Program Implement.
- Leadership Practices Dev.
- Performance Management

Workplace support
- Healthy Workplace Programs
- Work Group Development
- Management Practices Alignment
- Right People; Right Jobs
- Preventative Health Programs

Organization health and productivity
Three Levels and Examples
### Three Levels

#### 1. Employee Health Management and Health Promotion

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Examples</th>
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<tbody>
<tr>
<td>Increase employee health risk</td>
<td>On-line health risk appraisal</td>
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<tr>
<td>awareness</td>
<td>Diabetes clinic</td>
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<td>Provide disease management support</td>
<td>Clinical treat for depression</td>
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<td>Offer clinical and counseling</td>
<td>Cardiovascular testing clinic</td>
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<td>support</td>
<td>Occupational fit assessment</td>
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<td>Offer targeted medical support</td>
<td>Smoking cessation</td>
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<td>Provide back to work support</td>
<td>Nutrition coaching</td>
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<td>Promote life style change</td>
<td>Work Life balance support programs</td>
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<tr>
<td>Promote fitness and nutrition</td>
<td>Resilience coursework</td>
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<tr>
<td>Develop psychological skills</td>
<td>Parenting coursework</td>
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<tr>
<td>Develop life skills</td>
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<td>Examples</td>
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<tr>
<td>Track workplace health</td>
<td>Survey workplace health</td>
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<td>Provide conflict resolution support</td>
<td>Develop peer support</td>
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<td>Increase employee involvement</td>
<td>Peer counselor training</td>
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<td>Align management practices</td>
<td>Team development</td>
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<td>Create health promoting workplace structures</td>
<td>Group planning/problem solving process</td>
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<tr>
<td>Create behavioral standards</td>
<td>Supportive skills training</td>
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<td>Develop respectful workplaces</td>
<td>Health council development</td>
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<td>Code of conduct development</td>
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<td>Develop corporate health vision</td>
<td>Identification of health values</td>
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<tr>
<td>Define health and productivity indicators</td>
<td>Build health “dashboard”</td>
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<tr>
<td>Define health policy</td>
<td>Create harassment policy</td>
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<tr>
<td>Develop organization wide systems</td>
<td>Provide mental health support system</td>
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<tr>
<td>Reward health promoting contributions</td>
<td>Ensure health accountability</td>
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<tr>
<td>Maintain organization health knowledge and practice advancement</td>
<td>Provide health research and application forums</td>
</tr>
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A Model of Organizational Health and Sample Elements…

- **Healthy Organization**
  - Health policy
  - Health systems
  - Health communication & championship
  - Leadership practices
  - Education

- **Healthy Workplace**
  - Career development
  - Group development
  - Job demands
  - Employee involvement & reward
  - Work design
  - Conduct
  - Life skills development
  - Prevention & safety
  - Selection
  - Life style change

- **Employee Well-Being & Engagement**
  - Employee Assistance
  - Health
  - Promotion benefits support
  - Friends, family support
  - Community resources & support
  - Belonging & involvement
  - Health pre-conditions
  - Conduct management
  - Conflict resolution
  - Employee selection
  - Personal development
  - Health promoting management practices
  - Resource allocation
  - Measurement & accountability
  - Health research
  - Health systems
  - Health communication & championship
  - Leadership practices
  - Education
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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
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
Creating Organizational Will
  – Education
    ■ Evidence
    ■ Best Practices
    ■ Cases
  – Value Commitment
    ■ Obligation to promote health
    ■ Product and service effectiveness
    ■ Fiscal responsibility
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

Joseph Ricciuti
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## Contact Information

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