


Workplace Mental Health

Morgan Randazzo; Moderator

Cal Beyer; Presenter





 Alliance of Women
1000 UNIVERSITY AVENUE, SUITE 1000, SAN FRANCISCO, CA 94103

1

Learning objectives

1. The case for workplace mental health
2. Why mental/behavioral health is the invisible crisis
3. Identifying and overcoming barriers
4. Creating a Caring Culture to workplace mental health & wellbeing



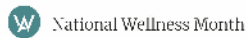
 National Wellness Month

2

Poll Question #1

How comfortable is your organization in addressing mental health in the workplace:

- a. We're behind or have not really started – no real tangible efforts or initiatives
- b. We're taking baby steps and still “wobbling”
- c. We're ready, capable and willing to do more, just need direction
- d. Doing more each year -- it is getting easier and we're seeing more buy-in from supervisors and employees
- e. Feeling confident that our employees feel supported and know how to tap available resources



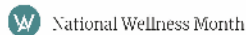
National Wellness Month



3

Prevalence of Mental Health Conditions

- 1 in 5 adults (and 1 in 6 children) in the US experiences a diagnosable mental health condition
- More common than cancer, diabetes and/or heart disease
- Approximately 45% receive care for mental health conditions



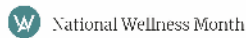
National Wellness Month



4

Human Costs

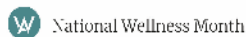
- **Average delay of 11 years** from the onset of mental health symptoms to receiving effective treatment
- Of those with diagnosable mental health condition **56% do not seek treatment**
- **Depression is leading cause of disability** in the united states among people ages 15-44



5

Human Capital Risk Management: The *Real* Business Case

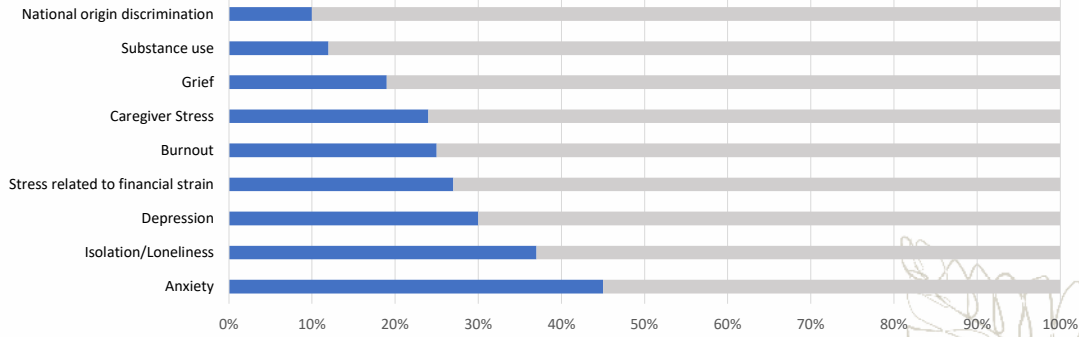
- People are our core strategic asset
- War on Talent: Recruitment and retention
- Risk of *The Great Resignation*
- The workforce imperative: Becoming and staying an employer of choice
 - Respectful workplace
 - Caring culture
 - Empathy
 - Psychological safety
 - Trust



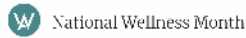
6

87% of global managers report they -- or their team -- have experienced at least one of the following mental health challenges directly due to the events of the past year.

74% have questioned their own mental health.



Source: The Mental Health Matrix™ : A Next-generation approach for identifying and managing mental health in the workplace, Verizon Media, June 2021.
Acknowledgement: Darcy Gruttadaro, Director; Center for Workplace Mental Health



7

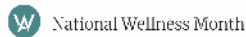
Bottom-Line:

93% of managers agree (59%) or somewhat agree (34%) that employee mental health directly impacts their bottom line.



Source: The Mental Health Matrix™ : A Next-generation approach for identifying and managing mental health in the workplace, Verizon Media, June 2021.

Acknowledgement: Darcy Gruttadaro, Director; Center for Workplace Mental Health



8



Impact of Pandemic

9


Pandemic: a “Perfect Storm”

1. Worsening mental health – *Isolation, stress, anxiety & depression*
2. Substance misuse and addictions
3. Substance Use Disorders – *Risk of relapse leading to overdoses*
4. Post-Traumatic Stress from traumatic experiences and injuries
5. Suicide Risk

10

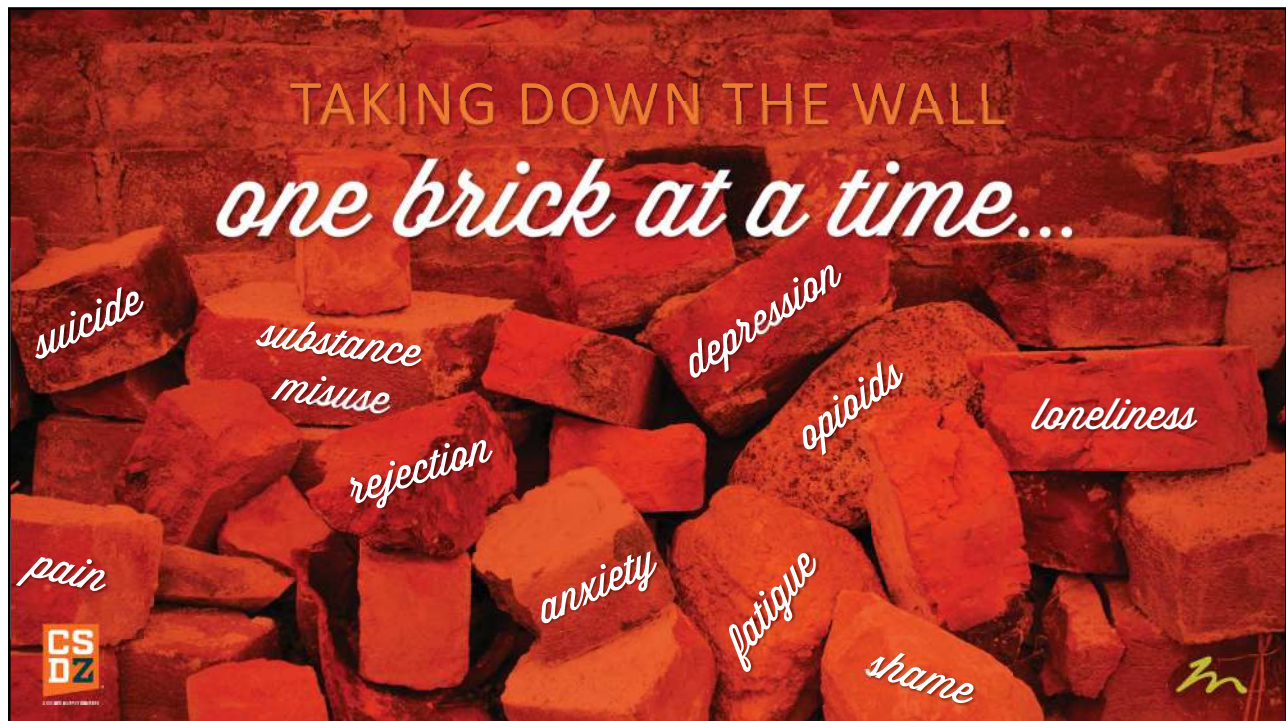
The Invisible Crisis: Why?

- Isolation and loneliness
- Increasing financial and family pressures
- Workplace injuries
- Chronic pain
- Growing substance misuse
- Stigma and other barriers to care seeking
- Lack of addiction treatment and recovery options

 National Wellness Month



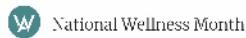
11



12

Lingering Effects and Rising Risk Factors

- Mental health stress and pressures among workforce
- “Burnout” leading to early retirements and turnover
- “Presenteeism” and distractions leading to productivity, quality, and safety incidents affecting profitability
- Fatigue, chronic pain, and substance misuse
- Opioids and overdose risk
- Suicide risk



National Wellness Month

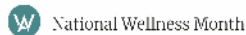


13

Poll Question #2

Which of the lingering and rising risk factors is of greatest concern for your company?

- a) Mental health and wellbeing pressures among workforce, including stress, anxiety, depression, etc.
- b) “Burnout” leading to early retirements and turnover
- c) “Presenteeism” and distractions leading to productivity, quality, and safety incidents affecting profitability
- d) Fatigue, chronic pain, and substance misuse
- e) Opioids and overdose risk
- f) Suicide risk



National Wellness Month



14

“Presenteeism”

The practice of coming to work despite illness, injury, anxiety, impairment, and any other distractions that results in reduced productivity – or worse



National Wellness Month

15

Impacts of Presenteeism

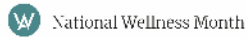
- Distractions leading to loss of attention and focus
- Increased number of near hits
- Rising risk of Serious Injuries and Fatalities (SIFs)
- Quality defects leading to rework
- Slowed productivity resulting in:
 - Increased labor costs and profit fade (overtime)
 - Schedule delays
 - Sequence challenges

16

Large Group Activity: USA Hotlines



Text HELP or CONNECT to:
741-741



17

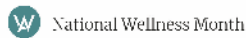
Barriers to Overcome



18

Stigma

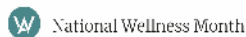
- Shame and embarrassment
- Disrespect
- Being treated differently
- Teasing and bullying
- Fear of consequences (loss of job, earlier layoff, not being rehired, missed promotions, reduced hours, changed work schedule, less overtime, etc.)



19

Common Barriers To Overcome

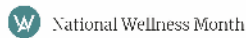
1. Lack of unified leadership support
2. We don't talk about this at work
3. Privacy/confidentiality/HIPPA
4. Silos of responsibilities with lack of coordination
5. Isn't this what we have the EAP for?
6. No required safety regulations
7. They're a union member so the union should handle "it"
8. Lack of aggregated data
9. "Sacred cows" (aka "the untouchables")
10. It's not affecting his/her performance *(or is it? Or at least it isn't yet)*



20

Removing Barriers and Improving Access to Care: *Examples of Best Practices*

1. Expanded education on Employee Benefits
2. Invite spouses and domestic partners to attend Employee Benefit Open Enrollment meetings
3. Changed Employee Assistance Provider
4. Expanded number of EAP counseling sessions per issue/concern
5. Offered telehealth options for physical and mental health services
6. Invited labor union partners to offer jobsite explanations of how to access benefits
7. Negotiated increased preventive care services
8. Reduced co-pays for in-network providers
9. Expanded number of “in-network” mental health counselors
10. Allowed biometric testing to be performed by primary care physicians
11. Sponsored family health/wellness fair
12. Incentivized participation of wearable monitors
13. Provided app for mental health counseling services
14. Offered mindfulness, resiliency and wellbeing apps

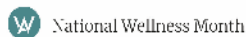


21

Poll Question #3

What do you think is MOST important when it comes to providing your employees and dependents with better access to mental health and substance misuse care:

- a. Creating a caring culture based on empathy and psychological safety
- b. Reducing stigma and “normalizing” mental health through workplace conversations and training
- c. Promoting the company’s Employee Assistance Program (EAP)
- d. Increasing education for employees and dependents how to access services offered by the company
- e. Expanding the type of mental/behavioral health services being offered





22




23

Communicating with Empathy and Concern

- Demonstrate a caring culture
- Reinforce calm amidst the uncertainty and chaos
- Flexibility and autonomy in work
- Communicate with reassuring language and empathy
- Conduct “stay interviews” focused on retention



 National Wellness Month

24

PSYCHOLOGICAL SAFETY

- **WORKPLACE BELIEVES IN AND SUPPORTS BEING A “SAFE PLACE” FOR ALL.**
- **IT MEANS HAVING WORK GROUPS AND CREWS WHERE PEOPLE WILL NOT BE JUDGED, CRITICIZED OR BULLIED FOR BEING DIFFERENT.**



25

OUTCOMES OF PSYCHOLOGICAL SAFETY

1. **Willing to collaborate and work as a team**
2. **Demonstrating trust**
3. **Expressing ideas**
4. **Asking questions**
5. **Admitting mistakes**



Sources: Amy Edmonson. *The Fearless Organization*.
Google. Project Aristotle.

26

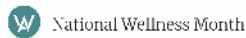
Safety and Worker Wellbeing Doesn't Stop When the Worker Goes Home!

- ✓ "Work, Home & Play"
- ✓ Messaging Company culture
- ✓ Personal responsibility
- ✓ Crew accountability



We focus on getting everyone home safe at the end of their shift.

Are we focusing on getting people back to work safe from home?



National Wellness Month



27

Quick Knowledge Check on EAPs

Does your company have an Employee Assistance Program (EAP)?
Is the EAP embedded within insurance coverage or a standalone program?

Do you know who is eligible for your EAP? Any waiting periods?

Do you know your EAP benefits and frequency of services?

Do you share the EAP number with your employees?
How else do you promote your EAP?

Do you know the utilization rate and impact metrics for your EAP?



Alliance of Women
IN WELLNESS • DEVELOPMENT • CARE

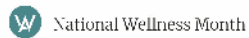
28

Why Employee Assistance Programs are Valuable During and After COVID-19



Construction Business Owner; May 7, 2020

<https://www.constructionbusinessowner.com/workforce-management/why-employee-assistance-programs-are-valuable-during-after-covid-19>

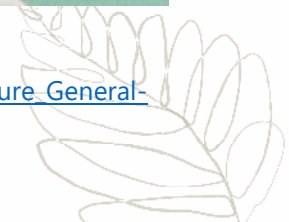
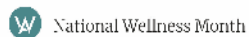


29

Building a Caring Culture



Download: https://think.holmesmurphy.com/WC-WP-Building-A-Caring-Culture_General-Brochure--Form.html



30

Construction Worker Wellbeing Model



Integrated model focused on wellbeing strategies, tools, and outcomes:

- ✓ Workplace
- ✓ Workforce
- ✓ Worker
- ✓ Worksite
- ✓ Work Tasks
- ✓ Work Group

© 2020 CSDZ/Holmes Murphy & Associates



National Wellness Month

<https://www.csdz.com/service/construction-wellbeing-model/>



31

Resilience

- *Bending but not breaking*
- Bouncing back from adversity
- Becoming strong and healthy and refocused after an adverse event
- *Difference between surviving and thriving*



National Wellness Month

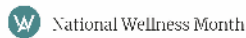
32

Modeling Self-Care Practices

- Enhance physical wellness to promote mental and emotional well-being
- Provide calm, clarity and confidence
- Not just for times of stress & crisis
- Don't view as indulgence, but as necessity
- Incorporate into daily lifestyle routines
- *Shift from surviving to thriving*



Photo credit: <https://projecthelping.org/self-care-1/>



National Wellness Month



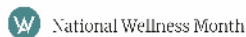
33

Personal Stress Reduction Tactics

- ✓ Stop playing through the pain
- ✓ Acknowledge it is ok to not be ok
- ✓ Set boundaries between work and life
 - ✓ Take "timeouts"
 - ✓ Disconnect/unplug on vacation
- ✓ Reduce interruptions at work
 - ✓ "Quiet time" vs. collaboration time
- ✓ Learn stress relief methods
- ✓ Practice self-care



Tip: Accountability partner for honest feedback



National Wellness Month

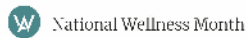


34

Poll Question #4

What factor is most important in creating a mentally healthy organizational culture?

- a) Leadership commitment to mental health.
- b) Policies and practices supporting mental health (i.e., flexible scheduling, leave, open dialogue and more).
- c) Training for managers to better understand how to support employee mental health and well-being.
- d) Working conditions that support resiliency, stress management, and burnout avoidance.
- e) Ease of access to services and supports for mental health and substance use conditions.



National Wellness Month



35

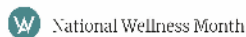
Contact Information

Cal Beyer
Vice President
Workforce Risk & Worker Wellbeing
CSDZ, a Holmes Murphy Company

cbeyer@CSDZ.com

Cell: 651/307-7883

<https://www.csdz.com/service/worker-wellbeing-and-suicide-prevention/>



National Wellness Month



36



Questions...?

37



Appendix: Additional Resources

Source: Prepared by Cal Beyer; CSDZ, a Holmes Murphy Company

Acceptable to share with proper attribution of both curator and cited sources

38

Center for Workplace Mental Health

Notice.Talk.Act.® Training at Work – Training for Managers

<https://www.workplacementalhealth.org/employer-resources/notice-talk-act-at-work>

Mental Health Calculators

<https://www.workplacementalhealth.org/employer-resources/mental-health-calculators>

Infographic: 5 Facts About Depression

<https://workplacementalhealth.org/employer-resources/infographic-five-myths-and-facts-about-depression>



<https://workplacementalhealth.org/>



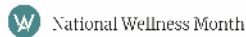
39

Mental Health Cost Calculators



1. Depression
2. Alcohol
3. Substance use disorders

Source: <http://workplacementalhealth.org/Employer-Resources/Mental-Health-Calculators>

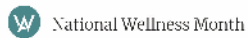


40

Anti-Depression Resources

RIGHT DIRECTION

- Collaboration between Center for Workplace Mental Health and Employers Health Coalition
- Resources for Employers: <https://www.rightdirectionforme.com/for-employers/resources/>
- Resources for Individuals: <https://www.rightdirectionforme.com/for-you/>



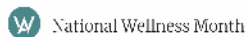
41

Critical Incident Response



Building Profits; May/June 2021

<https://cfma.org/articles/crisis-management-the-critical-human-element>




42

The Impact of EAPs



The VOICE
Construction User's Round
Table (CURT)
August 2021

<http://flip.matrixgroupinc.net/curt/2021/issue03/#page=30>

 National Wellness Month




43

Interface between WC & Employee Benefits

The
Human and Financial Costs
of Behavioral Health in Construction

The VOICE
Construction Users Roundtable
June 2021

<http://flip.matrixgroupinc.net/curt/2021/issue02/#page=30>

 National Wellness Month




44

Construction Leaders Speak Out About Mental Health

- Construction User Roundtable (CURT)
- Cover story: December 2020
- Co-authored by Darcy Gruttadaro & Cal Beyer
- Quarterly series of articles from April 2020 through 2022



<http://flip.matrixgroupinc.net/curt/2020/issue04/#page=18>


 National Wellness Month

45

2-Part Article on Chronic Pain



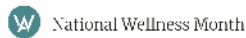
- **Part I: The Causes, Comorbidities and Consequences of Chronic Pain in Construction Workers (Jan 25, 2021)**
<http://www.constructionexec.com/article/the-causes-comorbidities-and-consequences-of-chronic-pain-in-construction-workers-part-1>
- **Part II: Alternatives to Opioids for the Management of Chronic Pain (Feb 1, 2021)**
<https://www.constructionexec.com/article/alternatives-to-opioids-for-the-management-of-chronic-pain-part-ii>

 National Wellness Month

46

Fatigue Management

- **Special reports from National Safety Council on Fatigue:**
<https://www.nsc.org/work-safety/safety-topics/fatigue/survey-report>
- **Managing Worker Fatigue to Enhance Construction Workers' Mental Well-Being**
- <https://www.constructionexec.com/article/managing-worker-fatigue-to-enhance-construction-workers-mental-wellbeing>



47

Heritage CARES & You Turn

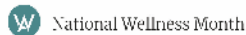
- **Comprehensive Addiction Recovery Education & Support**
- Digital platform for substance misuse and suicide prevention (not an app)
- Behavioral modification program for addiction treatment and recovery
- Program offers educational content, healthcare assessments, peer coaching 24/7 & suicide prevention crisis intervention services



www.heritagehealthsolutions.com/heritage-cares



<https://youturn.net/>



48


Rising Risk of Opioid Overdoses



Issue brief: Nation's drug-related overdose and death epidemic continues to worsen

*Updated August 4, 2021

<https://www.ama-assn.org/system/files/issue-brief-increases-in-opioid-related-overdose.pdf>

 National Wellness Month



49


National Safety Council: Free Download



Understanding Substance Use Disorders

Understanding substance use disorders (SUDs) (often referred to as addiction) and how they affect individuals is critical to understanding how opioid misuse impacts the workplace. Employers who understand the nature of SUDs can create effective solutions for employees.

Source: <https://cloud.safe.nsc.org/rxemployerkit>

 National Wellness Month



50

SAMHSA National Helpline

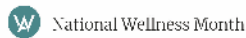


SAMHSA's National Helpline – 1-800-662-HELP (4357)

SAMHSA's National Helpline is a free, confidential, 24/7, 365-day-a-year treatment referral and information service (in English and Spanish) for individuals and families facing mental and/or substance use disorders.

Also known as Treating Routing Referral Service; available in English and Spanish

Source: <https://www.samhsa.gov/find-help/national-helpline>

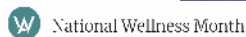


51

Workplace Suicide Prevention

- National guidelines for workplace suicide prevention issues October 2019
- American association of suicidology
- In conjunction with AFSP & United Suicide Survivors United International
- 9 best practices guidelines

<https://workplacesuicideprevention.com/>



52