

MENTAL HEALTH, ADDICTION, AND A PANDEMIC: ASSESSING THE IMPACT ON WORKPLACES

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AGENDA

01

Effects of COVID-19
on Mental Health and
Addiction

02

Mental Health and
Addiction as Chronic
Workplace Health
Conditions

03

Mental Health and
Addiction in the
Workplace – Signs,
Symptoms and Stigma

04

Promoting a
Psychologically
Healthy Workplace

05

Role of Virtual Mental
Health in Workplace
Wellness

06

Features of an
Effective Online
Mental Health and
Addiction Platform



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EFFECTS OF COVID-19 ON MENTAL HEALTH AND ADDICTION



Effects of COVID-19 on Mental Health and Addiction in the Workplace



Increased cases of substance use disorders, relapses and drug/alcohol-related deaths



Increased rates of stress, anxiety, depression



Increased cases of trauma acquired in the workplace



Change in work conditions leading to increased rates of stress, loneliness and isolation



Financial and job insecurity causing anxiety and stress




Women experiencing higher than normal rates of depression



Worsening of mental and physical health conditions for those already at risk


Impact of COVID-19 on Symptom Severity





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MENTAL HEALTH AND ADDICTION AS CHRONIC DISEASES IN THE WORKPLACE



Cost to Employers of Untreated Mental Health and Addiction

30 in every **1,000** Canadian employees miss work for mental health reasons each week.

Annual economic cost in
CAD is at least

\$50 billion

Annual indirect cost
related to lost productivity
in CAD

\$6 billion

Number of employees unable
to work due to poor mental
health

500K /week

Direct and Indirect Costs to Employers

Direct Costs

- **Health care costs**
- **Co-occurring mental and physical health conditions**
- **Income support, including short- and long-term disability claims**

Indirect Costs

- **Absenteeism**
 - **Presenteeism**
 - **Employee attrition**
 - **Attracting talent**
 - **Reputation**
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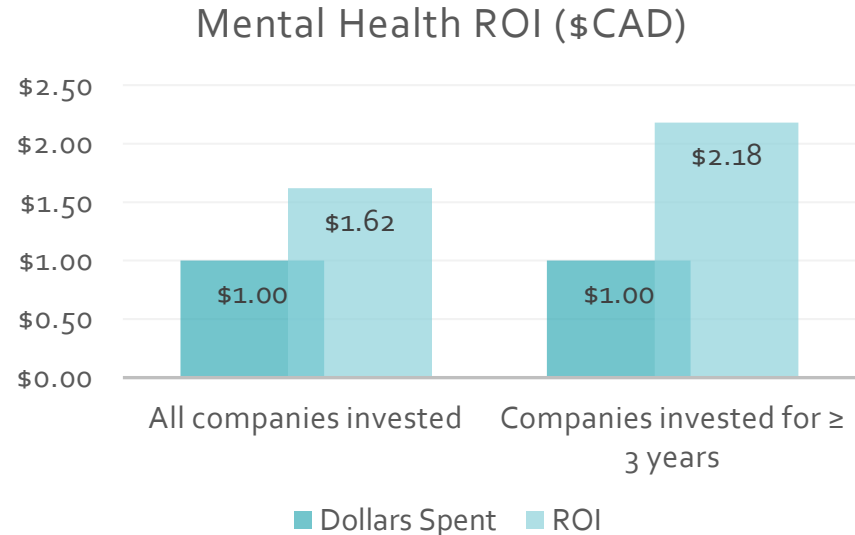
Source: Deloitte Insights. *The ROI In Workplace Mental Health Programs: Good For People, Good For Business*. Deloitte Insights, 2019, p. 6, <https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/about-deloitte/ca-en-about-blueprint-for-workplace-mental-health-final-aoda.pdf>.

Return on Investment of Workplace Mental Health Programs

Investing in mental health now can more than double your investment in 3 years

A Deloitte study found:

- The median **yearly ROI on mental health programs** was **CA\$1.62** among companies that provided at least three years' worth of data.
- Companies whose **programs had been in place for three or more years** had a median **yearly ROI** of **CA\$2.18**.



Source: Deloitte Insights. *The ROI In Workplace Mental Health Programs: Good For People, Good For Business*. Deloitte Insights, 2019, p. 2, <https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/about-deloitte/ca-en-about-blueprint-for-workplace-mental-health-final-aoda.pdf>.

Stats: Workplace Mental Health

Mental Health Commission and Morneau Shepell Study (2018)

- 78% of respondents reporting they missed work due to mental health concerns
- Depression and anxiety being reported as the top two issues, making up a total of 69% of all reported mental health problems
- 34% of working age adults name workplace stress as primary cause of mental health problem
- 47% of working Canadians agree that their work is the most stressful part of their day.
- 82% of employees with mental health issues indicate it impacts their work, while only 53% of those with physical health issues say it impacts their work
- Occupational insecurity, being undervalued and a lack of respect in the workplace are associated with an increased risk mental health disorders.

The Intersection of Work and Mental Health

- The average adults spends 7 hours/day at work
- Work can be productive, positive, energizing
- Work can be stressful, exhausting, distress
- Workplaces are essential part in maintaining positive mental health
- Workplace culture can dictate the frequency and authenticity of mental health disclosures
- Workplaces that invest in mental health see returns, workplace that don't invest incur costs

Benefits of Prioritizing Workplace Mental Health



Recruitment and Retention



Risk Management



Organizational Excellence and Sustainability



Cost Effectiveness



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MENTAL HEALTH AND ADDICTION IN THE WORKPLACE – STIGMA, SIGNS AND SYMPTOMS



Stigma

- 72% of employees reported they believed their mental health problem had or would negatively impact their careers
- 38.6% would not tell their current manager if they were experiencing a mental health problem
- Mental health is the leading cause of disability in Canada but one of the most stigmatized in the workplace
- Employees worry that their jobs will be impacted if they disclose mental health issues
- Employees worry that their ability for upward mobility will be negatively impacted
- Concerns about termination and lack of understanding of their rights
- Few in-house mental health subject matter experts to go to



Signs and Symptoms of Employee Mental Health Issues



- Mental health episodes becoming more frequent
- Presenteeism / absenteeism
- On or at risk of a disability leave from work
- Reduced productivity – missed deadlines
- Increased sick days
- Reduced social interactions/avoidant of others
- Interpersonal issues with others
- Medium-high touch mental health support needed to stay at work
- Anxiety, fearfulness, loss of confidence
- Reduced energy, enthusiasm for work
- Noticeable changes in appearance
- Signs of drug and alcohol use
- Increased accidents/mistakes on the job



PROMOTING
PSYCHOLOGICALLY
HEALTHY WORKPLACES

1. Use Available Tools

- **The National Standard of Canada for Psychological Health and Safety in the Workplace:** A voluntary set of guidelines, tools, and resources to guide organizations in promoting mental health and preventing psychological harm at work.
- **CAMH Workplace Mental Health Playbook:** Research-informed recommendations
- **Canadian Center for Occupational Health and Safety:** Healthy Minds at Work

2. Launch In-House Mental Health Initiatives



Make mental health self-assessment tools available to all employees



Provide clear direction on the steps to take and resources to access for employees experience mental health and addiction



Partner with a trusted mental health organization to host topical seminars or workshops










Provide managers with training to help them recognize the signs and symptoms of stress and depression in team members



Find high quality mental health and addiction programs to partner with – ensure outcomes are measures to assess success of interventions

3. Tailored Mental Health Initiatives

-  **Peer Support:** virtual check-ins for remote workers, co-worker support groups
-  **Benefits/Resources:** EAP, benefits review, ongoing awareness campaign, family/caregiver support
-  **Holistic Wellness:** Preventative initiatives to promote physical, spiritual, mental health
-  **Technology:** hub/portal, online staff satisfaction surveys, bespoke app (CBT-focus)
-  **Workplace Support:** Stay-at-work and return-to-work programs, engaging occupational health professionals
-  **High Profile Champion:** a mental health spokesperson can promote seeking support
-  **Inclusivity/Diversity:** employee resource groups

4. Refer to Appropriate Support

	MILD SYMPTOMS	MODERATE SYMPTOMS	SEVERE SYMPTOMS
FUNCTION	Functioning at work	Disrupted functioning at work and outside of work; absenteeism; presenteeism, increased sick days	Low functioning at work or not working
INTENSITY	Mental health symptoms triggered by an event or situation (work stress, death, divorce, etc.)	More frequent and intense mental health episodes	Chronic mental health conditions
USE OF SERVICES	Accessing support services for the first time or again after a break	Has accessed or is accessing individual counsellor or digital solutions, but requires more intense and/or more frequent treatment	Has accessed intensive mental health support and requires a day program or residential care
SERVICE OPTIONS	<ul style="list-style-type: none"> • Individual counselling • iCBT • Self-guided therapy • Wellness apps • Peer support groups 	Combination individual and group therapy program with corresponding digital component (IOP)	<ul style="list-style-type: none"> • Partial Hospitalization Program (PHP) • Residential treatment



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ROLE OF VIRTUAL MENTAL HEALTH IN WORKPLACE WELLNESS



Online vs. In-Person Treatment

Is Online Treatment effective?



Multimodal digital psychotherapy is a[n] **effective treatment** for **adult depression** (Marcelle, et al., 2019)



ICBT and **face-to-face treatment** produced **equivalent overall effects** for **[mood and anxiety] disorder[s]** (Andersson, et al., 2014)



ICBT and is **as effective** as **conventional CBT** (Hedman, et al., 2012)



Yale University
School of Medicine

After initiation of [online treatment] services, patients' **hospitalization [episodes] decreased** by approximately 25% (Godleski, et al., 2012)

Benefits of Virtual Treatment for Workplace Mental Health

Services remain uninterrupted regardless of public health situation

Treating employees in underserved, remote areas

Can accommodate traditional and non-traditional work schedules

Increases efficiency by reducing commuting and travel time

Flexibility and accessibility increases adherence and participation

Services are cost effective and often fit into workplace health spends

Employees can access services while staying engaged with work

Responsive to trends in workplace mental health issues

Skills-based programming can enhance productivity at work

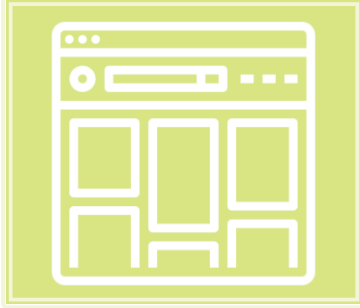
Selecting the Most Effective Virtual Mental Health Provider

Employee Engagement



- Inspiring motivation to engage with the app by connecting in with curricula
- Multiple synchronous touch points with online trained clinicians
- Improved outcomes using real-time engagement, usage reminders, and gamified interactions

User Interface (UI) and Experience (UX)



- Simple UI/UX increases capacity for learning
- Features include the use of pictures, reduced text, and non-clinical language
- Easy to login and use video features

Comprehensive and Concurrent



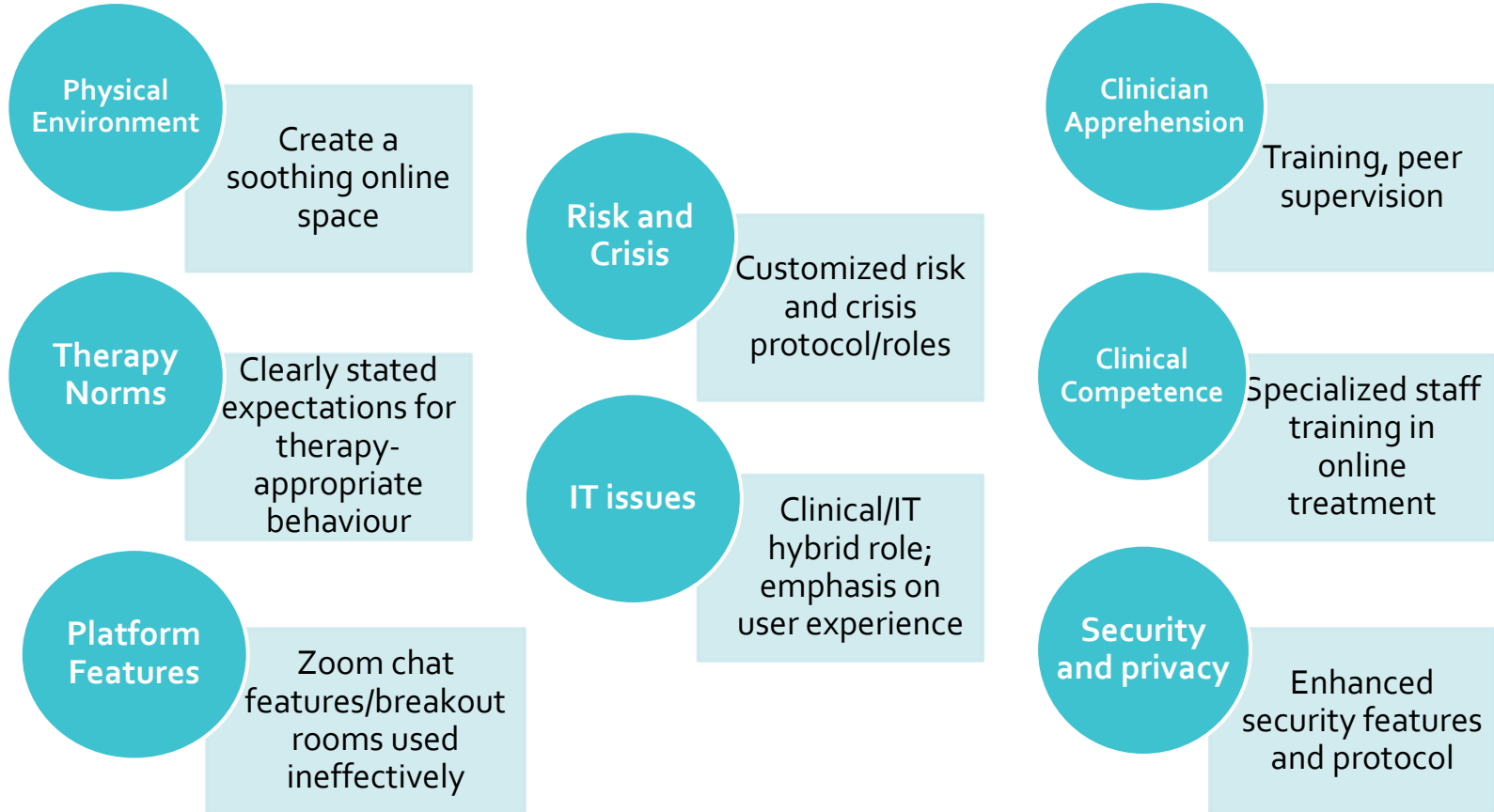
- Including individual, group and family support in one program
- Able to treat multiple symptomologies
- Treating shared symptoms among disorders reduces the need to interact with multiple apps

Self-Monitoring



- Features that enable users to monitor their mood by reporting their thoughts, behaviours, and actions can increase emotional self-awareness (ESA)
- Increasing ESA reduces symptoms of mental illness and can improve coping skills

Best Practice in Addressing the Limitations of Online Treatment





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FEATURES OF AN EFFECTIVE ONLINE PLATFORM

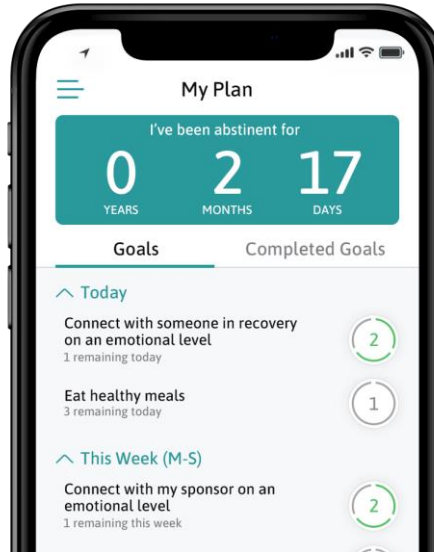


Platform Features

Video Counselling Capacity



Patient Mobile App



Clinical Dashboard



App Features

Goal-Setting

- Custom goal-setting for each employee based on treatment program

Skills and Tools

- Tools and skills to be used in parallel with synchronous program
- Gamified, engaging exercises guided exercises using evidence-based materials

Daily Review

- Daily check-in to track mood, symptoms and use of learned skills

Progress Monitoring

- Ability for employees to view their progress and to connect symptoms reduction with use of skills

3:08

Daily Check-In

10

Which skill(s) did you use to cope with distressing emotions or situatic

None	<input type="checkbox"/>		
Activating Wise Mind	<input type="checkbox"/>	Observe (Urge Surf)	<input type="checkbox"/>
Nonjudgmental Stance	<input type="checkbox"/>	Describe: Put words on	<input type="checkbox"/>
Participate: fully engage in experience	<input type="checkbox"/>	Effectiveness: focus on what works	<input type="checkbox"/>
Objective Effectiveness DEARMAN	<input type="checkbox"/>	Relationship effectiveness: Give	<input type="checkbox"/>
Self-respect effectiveness: FAST	<input type="checkbox"/>	Build Mastery	<input type="checkbox"/>
Accumulate Positive Experiences – Activation	<input type="checkbox"/>	Opposite to Emotion Action	<input checked="" type="checkbox"/>
Distract (ACCEPTS)	<input type="checkbox"/>	Self-Sooth with 5 Senses	<input type="checkbox"/>
Radical Acceptance	<input type="checkbox"/>	Cope Ahead	<input type="checkbox"/>
Dialectical Thinking	<input type="checkbox"/>	Validate Self or Others	<input type="checkbox"/>
Mechanical Eating	<input type="checkbox"/>	Challenge Negative Self-Talk	<input type="checkbox"/>

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Additional Resources

- Standardized mental health assessment tools:
 - GAIN-SS, PHQ-9, LDQ, GAD-7, OQ45, OQASC
- Mental Health Commission of Canada - Peer Support
 - <https://www.mentalhealthcommission.ca/English/what-we-do/recovery/peer-support>
- Mental Health First Aid
 - <https://www.mhfa.ca/>
- Canada Life – Workplace Strategies for Mental Health
 - www.workplacestrategiesformentalhealth.com