Open The Door to Workplace Mental Health

Addressing Mental Wellness in the Workplace

IBI Conference
Monday, March 27, 2016
What is Mental Health?

• **Mental illness** refers to a wide range of mental health conditions that affect mood, thinking and behavior. Examples of mental illness include depression, anxiety disorders, schizophrenia, eating disorders and addictive behaviors.

• **Depression** is a mood disorder that causes a persistent feeling of sadness and loss of interest. Also called major depressive disorder or clinical depression, it affects how you feel, think and behave and can lead to a variety of emotional and physical problems.
Workplace Mental Health

• Mental health (MH) problems are common.
• Have a direct impact on the workplace
• The content and context of work can play a role how mental health problems play out in the workplace
What is the number of individuals who are dealing with mental illness daily?

• 1 in 5
• 2 out of 3
• 3 out of 10
• 5 out of 10
Workplace Mental Health (WPMH)

- Individuals are 2 ½ more at risk for on the job injury
- Mental health conditions continue to be among the top leading cause of workplace absence
- WPMH is an issue that has captured employers' attention
  - Stigma
  - Resiliency
  - Lack of education and training
  - Behavioral issues raise costs and lower productivity
Market Trends

• Mental health issues are more prevalent and impactful
• Awareness is increasing, with the media playing a larger role
• Market support is improving through expanded vendor capabilities and earlier intervention
• Technology is encouraging and “normalizing” access

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Over half of large employers consider EAP, wellness referrals and behavioral health management part of their program's early intervention activities¹.

Market Trends

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Polling Question

• Which of the following are part of your early intervention efforts?
  – EAP Referrals
  – Wellness Referrals
  – Behavioral Health Management
  – Screening for Underlying Issues e.g., depression, stress or anxiety, substance abuse, family abuse
Market Trends (con’t)

• Large and integrated employers are furthest ahead in their efforts
• Communication and specialist use is lacking
• Managers and supervisor support is needed

Almost three quarters of employers (74%) have EAPs and wellness programs (62%)\(^1\) with the most penetration amongst the larger\(^2\) and the propensity to offer higher for employers that integrate\(^3\).

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\(^1\) 2014 Employee Benefits: A Research Report by SHRM
\(^2\) EAPA: 2008 National Study of Employers
\(^3\) Spring Consulting Group: Integrated Disability, Absence and Health Management Employer Survey 2013/2014
Best Practices

• Leverage data to understand the magnitude of the issue
• Make the business case and secure leadership support
Best Practices (con’t)

- Collaborate with vendors to integrate processes across health, disability, WC and leave
- Fill gaps with specialist resources, educational approaches, training and communication tools
- Seek more discreet e.g., online methods of communication and interaction to minimize stigma
About Lifespan

- Rhode Island’s largest health system & private employer
  - 14,000 employees at 5 hospitals
  - $140 million/yr health plan spend
  - 23% of employees had an LOA in 2016
- Stress, anxiety & depression among leading drivers of medical claims and disability cost
Barriers to Treatment are Real

Fear of stigma or sanction keeps many doctors from revealing mental health issues *(2016 Univ. Michigan study)*

- 2,100 female MDs w/ children
- 50% believed they had met a mental illness definition in past
- 67% did not disclose it due to stigma or fear of sanction
• Mental health-related medical and disability claims are up
• Utilization of EAP services are down
• Significant decline in HR and Supervisor referrals
• Employer benefits purchasing practices and new HR service delivery models aren’t helping
What is the population of adults (18 and older) who have a diagnosable Mental Disorder?

- 20 Million
- 44 Million
- 50 Million
- 60 Million

1. Substance Abuse and Mental Health Services Administration, results from the 2014 National Survey on Drug Use and Health: Mental Health Findings, Rockville, MD
Keys to unlocking the door

Vendor Coordination
- Health Plan
- Behavioral Health
- EAP
- Disability
- LOA

Working with
- HR
- Supervisor
What is the estimated cost per year of caring for mental illness in the US?

- $250 billion
- $444 billion
- $600 billion

* Insel, T., Cost of not caring: Nowhere to go, the financial and human toll for neglecting the mentally ill, USA Today, May 12, 2014
Cigna. Global health services.

Global health services company focused on improving the health and health outcomes of our customers. Established over 200 years ago, with sales capabilities in more than 30 countries and jurisdictions.

Disability & Life 13.5M
Medical 14.5M
Global Supplemental 12.3M
Pharmacy 7.5M
Dental 12.9M
Behavioral 23.9M

M = million customers

85 million customer relationships worldwide*
Helping improve their health, well-being and sense of security

* All Cigna data counts are for Cigna book of business overall as of 12/31/14 and are subject to change.
Too often, employees are uncomfortable asking for help

- Family and relationship challenges
- Financial and legal concerns
- Day care and caregiver services
- Trauma and grief
- Everyday stress of work and life
- Substance abuse concerns

...and small issues can turn into big costly problems.

BIG PROBLEMS

- Illness
- Absence
- Poor Performance
- Lost Productivity
Cigna’s Case Study – Call Centers

- Three large US Corporations – Call centers
- Analyzed 4,100 STD Claims against Cigna’s STD Book of Business

Double
STD claims with mental illness 11.3% vs 6%

3rd
Leading Cause
of STD claims with mental illness vs the 5th leading cause
Trends

- Work organization
- Job design – little or no autonomy
- Working environment
- Poor ergonomic design
- Work time arrangements
- Monitoring systems
- Health Issues
Corrective Measures

- Review job designs, attendance policies
- Modify hiring policies – hire outside of call centers
- Provide a suite of vocational services both pre & post Disability
- Establish an onsite EAP

30% Drop in Mental Illness STD claims
Questions?

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