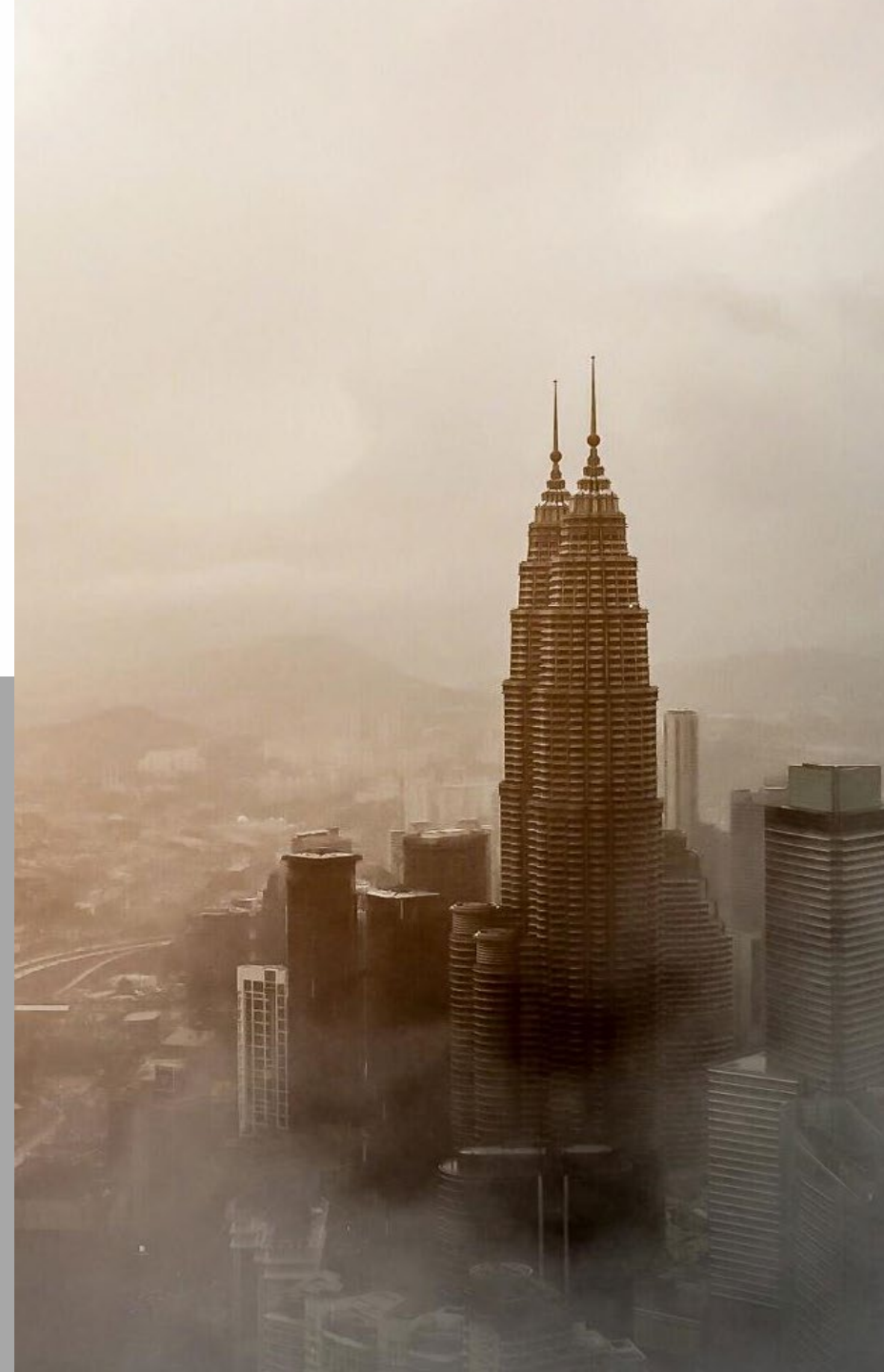


Mental Health and the Workplace

Presented By: Erin Quinane, PhD Candidate

26 June 2019



Agenda

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Who I am

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04

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My research and questions

Erin Quinane



Professional

Erin is as an experienced senior consulting and operations leader specialising in financial strategic management, digital transformation and project risk consulting across the public and private sectors.

Erin has worked for a number of large organisations at a Director level including Deloitte, The Department of the Prime Minister and Cabinet and the Department of Human Services.

Erin has also consulted to numerous other organisations including Origin Energy, United Energy, Australia Post, Westpac, Commonwealth Bank, Department of Defence and the Department of Finance.

Erin is also a Certified Practicing Accountant (CPA) and holds a Bachelor of Commerce from the Australian National University.

Academic

Erin is a PhD Candidate in organisational mental health at Swinburne University. Erin's core focus is developing a proven holistic approach to assist organisations to prevent and manage the mental health of their workplace. Prior to Swinburne University, Erin was awarded the Dean's Scholarship at Monash University to undertake her first year of studies in this field.

Advisor

Erin is currently working with organisations to apply the latest global research and holistic best practice solutions to preventing and managing both mental health and ill-health in the workplace. In addition to being an industry mental health speaker and writer.

What is mental health

“ A state of wellbeing in which every individual realises their potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to contribute to their own community. ”

World Health Organisation

What is mental ill-health

“ A mental illness is a health problem that significantly affects how a person feels, thinks, behaves, and interacts with other people. It is clinically diagnosed according to standardised criteria. ”

Department of Health

2

State of Play



We need Australian's to be in a state of positive mental health



Better for the economy

Improved labour force participation and productivity



Better for business

Stronger financial performance, reduced absenteeism, presenteeism, and compensation claims, mentally strong workplace and keeping a competitive edge



Better for people

Enhanced health and wellbeing leading to healthy lives and healthy communities

State of Play

Global economic impact

Economic

Right now:

10% of the population
is affected



2005 – 2015
Depression grew by **18.4%**
Anxiety increased by **14.9%**

Depression is the **highest** contributor to non-fatal health loss
Anxiety is the **sixth largest** contributor to non-fatal health loss
Suicide is the **second leading** cause of deaths among **15-29** age group in the United States



State of Play

Global economic impact

Economic

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2005 – 2015
Depression grew by **18.4%**
Anxiety increased by **14.9%**

Depression is the **highest** contributor to non-fatal health loss
Anxiety is the **sixth largest** contributor to non-fatal health loss
Suicide is the **second leading** cause of deaths among **15-29** age group in the United States

\$\$\$ 2010 = \$2.5 trillion
2030 = \$6.1 trillion

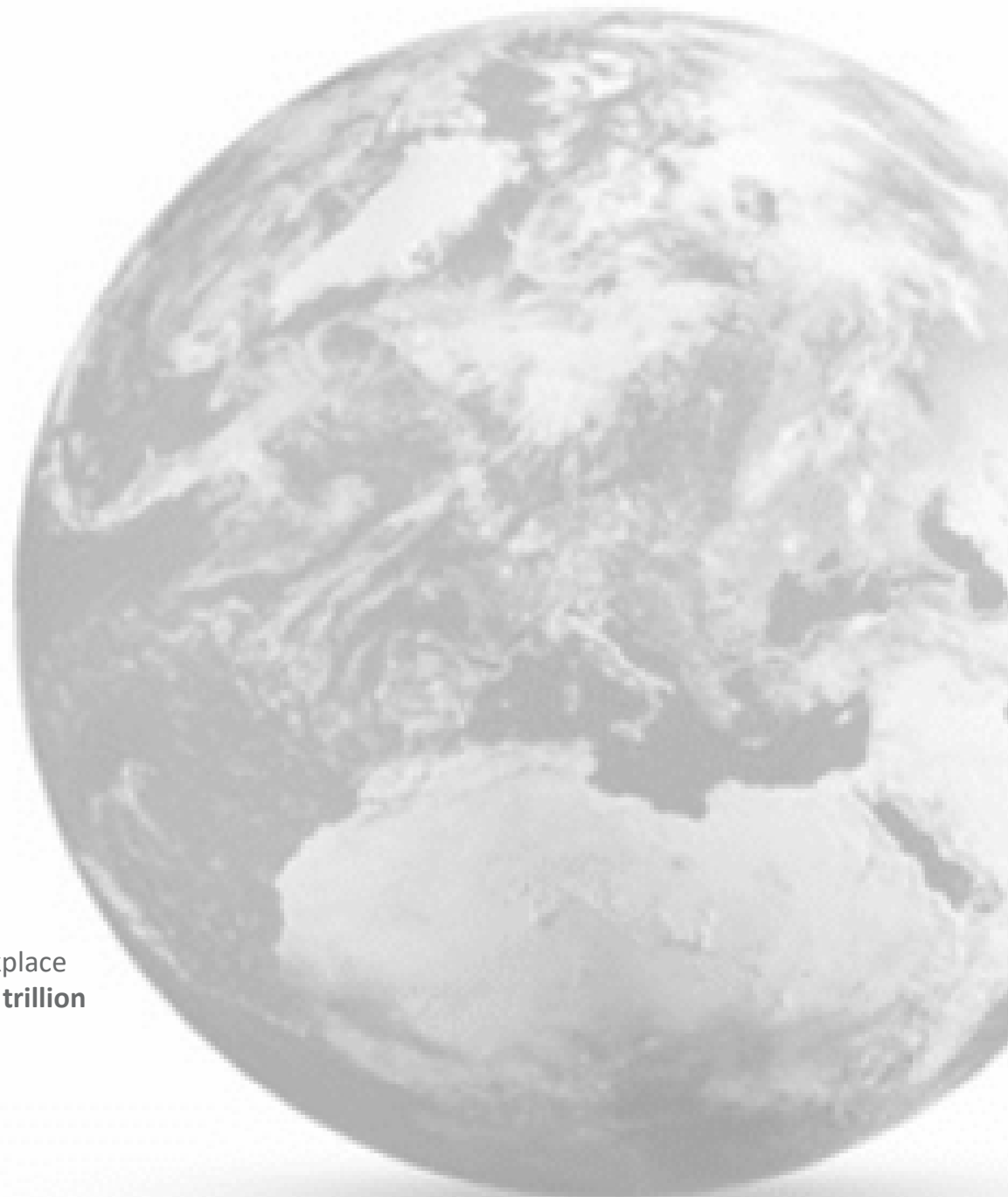
Key driver → Lost **productivity** in the workplace
will almost doubled to **\$4.11 trillion**

Government Expenditure:

- 1% in low-income countries
- 5% in high-income countries
- 7.7% in Australia



ROI \$4:1



State of Play

Global workplace impact

United Kingdom

- Absenteeism, £7.9 billion
- Presenteeism, £26.4 billion

China

- Population, 1.4 billion
- Mental illness, 100 million

Top 50 companies in China

- **78.9%** signs of agitation
- **59.4%** anxiety
- **38.6%** depression

Spain

- **11–27%** of mental disorders were attributed to work conditions
- The direct cost was between **€150 – €372 billion**

Denmark

- Approximately **35,000** Danish employees are on sick leave on any given day due to work related **psychological distress**



State of Play for Australia

Economic Impact

Annual Cost to the Australian Economy

60BILLION

Equivalent to

4%

of GDP

or

\$4,000

per tax payer, per year

Reduced Labour Market Productivity

3.9%

Mild Depression

9.2%

Severe Depression

State of Play for Australia

Economic Impact

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9.2%

Severe Depression

Federal Interventions

In 2016-17 the Australian Government invested in mental health services totalled **9.1 Billion**

Equating to **7.4%** OF TOTAL GOVERNMENT HEALTH EXPENDITURE

Up **6.2 Billion** since 1993

State of Play for Australia

Social Impact

1 in 5

Australian's experience a mental illness

45%

Will experience mental illness at some point in their life

23% of Australians

Have signs and symptoms that fall short of a diagnosis

State of Play for Australia

Social Impact

1 in 5

Australian's experience a mental illness

45%

Will experience mental illness at some point in their life

23% of Australians

Have signs and symptoms that fall short of a diagnosis

33.7 million prescriptions for mental health related medication were dispensed



4.2 million Australian's

9 deaths by suicide every day

63,000 attempt suicide every year

State of Play for Australia

Workplace Impact

Cost to Australian Businesses

12.8 BILLION

Presenteeism \$9.9 billion

Absenteeism \$2.6 billion

Compensation \$0.3 billion

Mental health related compensation

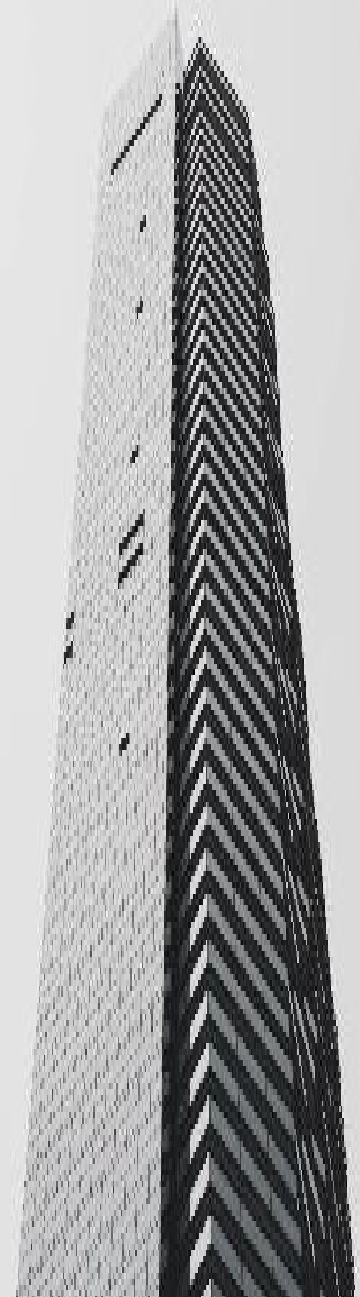
Reaction to stressors 37%

Anxiety disorder 31%

PTSD 12%

Anxiety & Depression 11%

Depression 4%



State of Play for Australia

Workplace Impact

Cost to Australian Businesses

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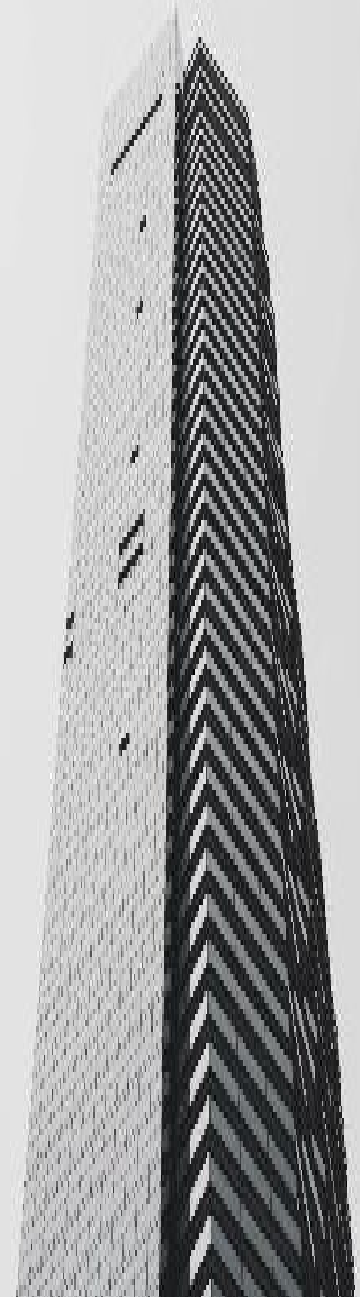
Mental health related compensation

Reaction to stressors	37%
Anxiety disorder	31%
PTSD	12%
Anxiety & Depression	11%
Depression	4%



The main causes of claims

Work pressure	21%
Harassment/Bullying	20%
Exposure of Violence	10%



State of Play for Australia

Workplace Impact



Employees
experience a
mental or
behavioural
condition



Employees
believe their
most senior
leader values
mental health

State of Play for Australia

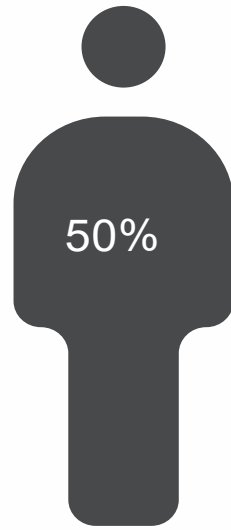
Workplace Impact



Employees experience a mental or behavioural condition



Employees believe their most senior leader values mental health



Employees believe poor mental health is a large problem in their organisation



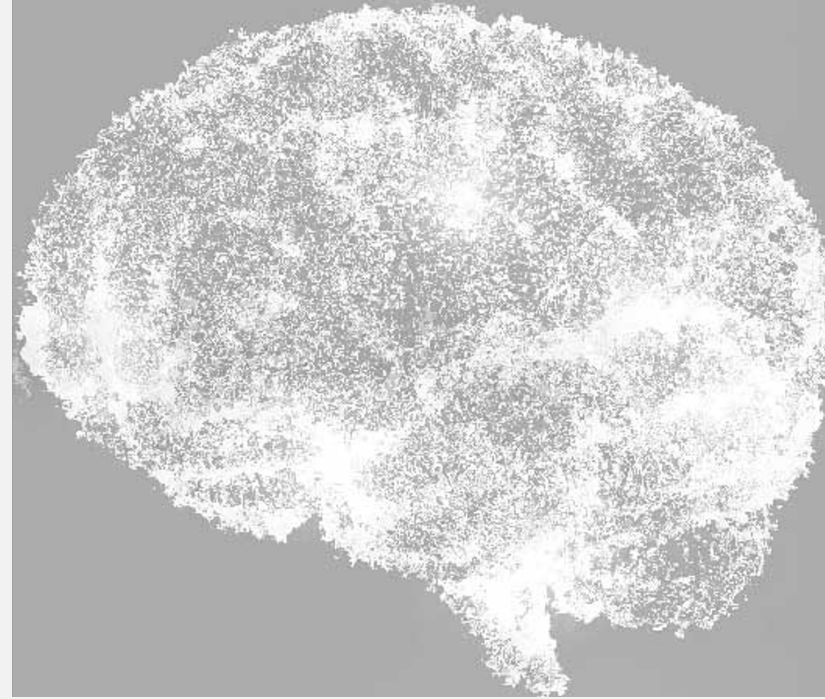
Employees believe leaders are seen to proactively encourage & promote good



Employees have left their job because of poor workplace mental health environment

3

Mental Health in the Workplace



Drivers of Mental Health in the Workplace

Sources of Stress	Employer Ranking
Lack of work/life balance (excessive workloads and long hours)	1
Inadequate staffing (lack of support, uneven workload or performance in group)	2
Technologies that expand availability during non-work hours	3
Excessive amount of organisational change	4
Concerns about personal financial situation	5
Unclear or conflicting job expectation	6
Concerns about job loss	7
Concerns about benefit reduction or loss	8
Lack of manager support	9
Low control / high job demands	10
Low pay	11
Company culture	12

Drivers of Mental Health in the Workplace

Sources of Stress	Employer Ranking	Employee Ranking
Lack of work/life balance (excessive workloads and long hours)	1	6
Inadequate staffing (lack of support, uneven workload or performance in group)	2	1
Technologies that expand availability during non-work hours	3	12
Excessive amount of organisational change	4	5
Concerns about personal financial situation	5	7
Unclear or conflicting job expectation	6	4
Concerns about job loss	7	11
Concerns about benefit reduction or loss	8	10
Lack of manager support	9	8
Low control / high job demands	10	9
Low pay	11	2
Company culture	12	3

Drivers of Mental Health in the Workplace

1

External business environment

2

Psychosocial risk factors

3

Culture of the workplace



4

Pace of change in the workplace



5

Leadership

6

A new workplace
A new employee

Drivers of Mental Health in the Workplace

1

External
business
environment



- Globalisation
- Fluctuating economy and job security
- Technology
- Constant rapid change
- Geo-political environment



Drivers of Mental Health in the Workplace

2

Psychosocial
risk factors

Job-Demand-Control

- Psychological demands of the job and the decision latitude or job control of the employee

Tipping point: Demands requiring sustained effort and workers ability to control their own activities and make decisions

Effort-Reward-Imbalance

- Employee strain surfaces when rewards do not match effort made

Tipping point: Salary, respect, support, promotion opportunities, job security and choose to over commit and need for control

Social-Support

- Socio-integration between supervisors, co-workers, and employees and level of assistance provided

Tipping point: Low supportiveness, poor quality of communication, lack of feedback and isolation

Drivers of Mental Health in the Workplace

5

Leadership

There is growing literature on the important role that leaders play in advancing cultures of health in the workplace across different organizational settings.

The World Health Organisation framework for risk and protective factors for mental health indicates positive leadership is an attribute of work culture that influences the environment in a way that may support mental health in the workplace.

By contrast, it appears that negative leadership styles have the potential to adversely impact physical and mental health including unsupportive managers are associated with poorer employee psychological health.

- The UK and US military suggest that better leadership and greater unit cohesion were linked to better mental health of soldiers.
- Other recent studies have found that leaders can play a pivotal role in preventing, managing and influencing employee mental health issues in civilian workplaces.
- Growing evidence that different leadership styles affect mental health and well-being recovery.
- Research is emerging on the positive impact that transformational leadership behaviours have on reducing the levels of depression, anxiety, burnout and stress symptoms among employees.

Drivers of Mental Health in the Workplace

5

Leadership

In 2002, a study identified why leaders often do not pro-actively manage health issues in the workplace:

- Uncertain boundaries within which they can operate
- Feeling uncomfortable and ill-equipped to effectively manage employee mental ill-health
- A lack of objective information regarding the disease and treatment
- A shortage of data to support investment
- The value positive mental health can bring financially and culturally

Drivers of Mental Health in the Workplace

5

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In 2017, UK's the top 5 challenges for leaders:

1. Failure to see it as a priority
2. Reactive rather than proactive through prevention
3. Lack of insight around performance
4. Lack of evidence for decision making
5. Lack of collective knowledge of best practice

Drivers of Mental Health in the Workplace

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1. Failure to see it as a priority
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5. Lack of collective knowledge of best practice

In 2018:

1. *"Not enough respect that it is real, people are scared at the corporate level and the individual level need to have a mindset that we aren't scared to manage this."*
2. *"It's not yet a core part of our workforce strategy, it needs to matter at the top."*
3. *"We need to accept it is a real issue, it is just being tolerated at moment."*

Drivers of Mental Health in the Workplace

5

Leadership

Reflection

As a leader:

1. Does your firm provide **access** to resources such as an EAP or an equivalent?
2. Do you **know** about the services it provides and do your employees?
3. Have you asked for a report with information on services your colleagues and employees are using and how that **compares to data** from equivalent organizations?
4. Have things **improved** for your workers in recent years?
5. How **pervasive is stress** in your workplace?
6. Do employees **complain of stress** outwardly or do they exhibit less noticeable symptoms?
7. How **many of the job stressors** in Table of Slide 17 apply to your organization?

Drivers of Mental Health in the Workplace

5

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Reflection

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7. How **many of the job stressors** in Table of Slide 17 apply to your organization?
8. Have some initiatives been more **effective than** others?
9. What do the mental health initiatives of the modern workplace have **in common** and what are they **missing**?
10. Should these efforts be **top-down or bottom-up**?
11. How has the **business case** for mental wellness **changed** over time?
12. Is **it stronger or weaker** in today's economy?
13. What is your **goal** in the area of workplace mental health?
14. Are you hoping your workers will be **happier**, more **productive**, or less prone to **conflict**?

Drivers of Mental Health in the Workplace

5

Line Managers

In 2013, an exploratory case study within a large UK public-sector organisation to ascertain the **key enablers and barriers** for line managers to successfully implement an enterprise-wide program to promote and support employee well-being of which mental health was one component.

The study identified the following top **enablers** for effective implementation by line managers:

- the integration of health, safety and wellbeing strategies into the organisations business plans;
- senior leadership support;
- extensive communications to managers and employees regarding their workplace wellbeing program

Drivers of Mental Health in the Workplace

5

Line Managers

Several **barriers** highlighted by line managers including:

- Receiving the right advice and tools to undertake health assessment and monitoring;
- Adequate health training going beyond a one-off information session;
- Behavioural and competency skill development;
- Need for specialised support to manage complex cases and seeking real-time expert advice.

Drivers of Mental Health in the Workplace

5

Leaders and
Managers

Reflection

As a leader and manager:

1. Do I feel **socially isolated** from others?
2. Do I **cultivate** workplace **friendships** but still keep an **appropriate distance**?
3. Am I able to **remain professional** and not get too close to my team members, so that I am able to **intervene or have difficult conversations**?
4. Do I take **too much responsibility** for my team's failures?
5. Am I taking on **more work** than I can manage?

Drivers of Mental Health in the Workplace

5

Leaders and
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-
6. How can I **delegate** more?
 7. What **messages am I sending** with my behavior, especially around after-hours emailing and requests?
 8. Do I feel that discussing certain mental health issues **endanger my own mental health**?
 9. How can I **help** an employee who is suffering without suffering myself?
 10. How can I **identify** with this person?
 11. Am I **listening more than talking**?

Drivers of Mental Health in the Workplace

5

Leaders and
Managers

As a leader and manager:

12. Can I be a bit **better** today than I was yesterday?
13. Can my behavior be less **volatile**?
14. What can I do to **decrease my emotional reactivity**?
15. Have any of my co-workers lost their **tempers** recently?
16. How did I **respond**?
17. How are people **greeting** me?

Reflection

Drivers of Mental Health in the Workplace

5

Leaders and
Managers

Reflection

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12. Can I be a bit **better** today than I was yesterday?
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15. Have any of my co-workers lost their **tempers** recently?
16. How did I **respond**?
17. How are people **greeting** me?

18. Can I **invest more time** to give **constructive feedback**?
19. Am I making more **cynical and caustic remarks** than usual?
20. Are others making more such **remarks to me**?
21. Do I admit **vulnerabilities and failures** to my direct reports? My supervisors?
22. Am I becoming **frustrated** with my direct reports for the wrong reasons (because of personal challenges at home or at work)?

A new workplace and a new employee

6

A new workplace
A new employee

The impact of speed, volatility and complexity, uncertainty and ambiguity means the workplace goes into:

- reactive mode and needing to adapt faster with less clarity
- deliver on demand because information is at our fingertips
- on demand can lead to lower productivity

This all leads to more stress and an overall culture of responsiveness

A new workplace and a new employee

6

A new workplace
A new employee

Today, 2018

- Analytical thinking and innovation
- Complex problem-solving
- Critical thinking and analysis
- Active learning and learning strategies
- Creativity, originality and initiative
- Attention to detail, trustworthiness
- Emotional intelligence
- Reasoning, problem-solving and ideation
- Leadership and social influence
- Coordination and time management

A new workplace and a new employee

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Looking ahead, 2022

- Analytical thinking and innovation
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- Creativity, originality and initiative
- **Technology design and programming**
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- Complex problem-solving
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- **Systems analysis and evaluation**

A new workplace and a new employee

6

A new workplace
A new employee

COGNITIVE HEALTH

Today, 2018

- Analytical thinking and innovation
- Complex problem-solving
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A new workplace and a new employee

6

A new workplace
A new employee

Technology

The always on culture in a connected world is both risk and an opportunity

In 2015:

- 64% of American adults, including 85% of young adults, reported owning a smartphone
- 46% reporting that they “couldn’t live without” one.
- The first Apple iPhone was announced in 2007 and 2010, smartphone penetration in the USA reached 40%

Now:

- The average smartphone user checks their phone every 6 min, more than 150 times per day
- Pressure to remain connected expected to be available and responsive both professionally and personally
- Always on and rising stress levels in the workplace and pressure to respond even if a response is not required

A new workplace and a new employee

6

A new workplace
A new employee

Technology

What is the impact on employee mental health?

Cognitive Health

Millennials



Adolescents

Work-Life balance

A new workplace and a new employee

Cognitive Health

- Smartphone use decreases neural stimulation leading people to shortchange developing in-person relationships and/or limit participation in outdoor activities
- Smartphone users generally sleep less, ultimately decreasing productivity and general attentiveness
- New technologies can contribute to heightened anxiety and shortened attention spans
- Engaging in social media and excessive screen time does more than quell feelings of boredom it also fragments thought and can inhibit individual thinking and the creative process

Millennials

- As millennials continue to enter the workforce, managers will also have to establish new social norms within the workplace
- Opinions about whether it is appropriate to answer a call or check email while in a meeting vary widely by age group
- In one study, 51% of respondents between the ages of 21 and 30 thought it was socially acceptable to check text messages and emails while in a meeting, compared to just 16% of respondents aged 51-65

Adolescents

- Increasing use of smartphones by children will impact their brain development and social norms – new concept of screen sabbaticals is getting attention
- Other studies show that young people who grew up surrounded by smartphone technology are less comfortable with in-person and telephone conversations
- Linked to lower levels of empathy, reduced ability to understand emotions & points of view

A new workplace and a new employee

Work-Life Balance

Any contemporary analysis of mental health and the workplace must consider how technology has blurred the line between work and home

- One-third of Americans feel that modern telecommunications technology creates more work and blurs the line between employment and life demands
- Employees are attached to smartphones day and night, many checking work email at hours outside of nine-to-five (and during vacations) and being emotionally unavailable to family members
- Many return to work after taking care of children and family in the early evening to complete a “third” shift

While

- Technology allows employees to check in with family and friends via texts or social media while at work, which can distract from the job and consume valuable work time.
 - This level of connectivity has been proven to degrade productivity and bring external stressors and disappointments from home into morning meetings and throughout the day
 - In turn, this can also lead to people bringing their work problems and tensions home, due to the “always-on”

A new workplace and a new employee

It is not all bad of course

- Technological developments have and will continue to improve people's overall quality of life by making it easier to complete a variety of everyday tasks and facilitating communication with friends and family.
- A survey of 316 senior executives found that popular consumer devices were changing companies' cultures in the following ways:
 - becoming more dynamic and innovative 49%
 - communicating better and becoming more cohesive, 42%
 - becoming more open, 39%
- Numerous programs and apps have been developed to facilitate collaboration and improve communication among employees working in different locations, in the future such methods will likely only improve.
 - Pacifica
 - Headspace
 - The Moment
 - Addicaid
 - US Veterans Administration and the Department of Defence created PTSD Coach

6

A new workplace
A new employee

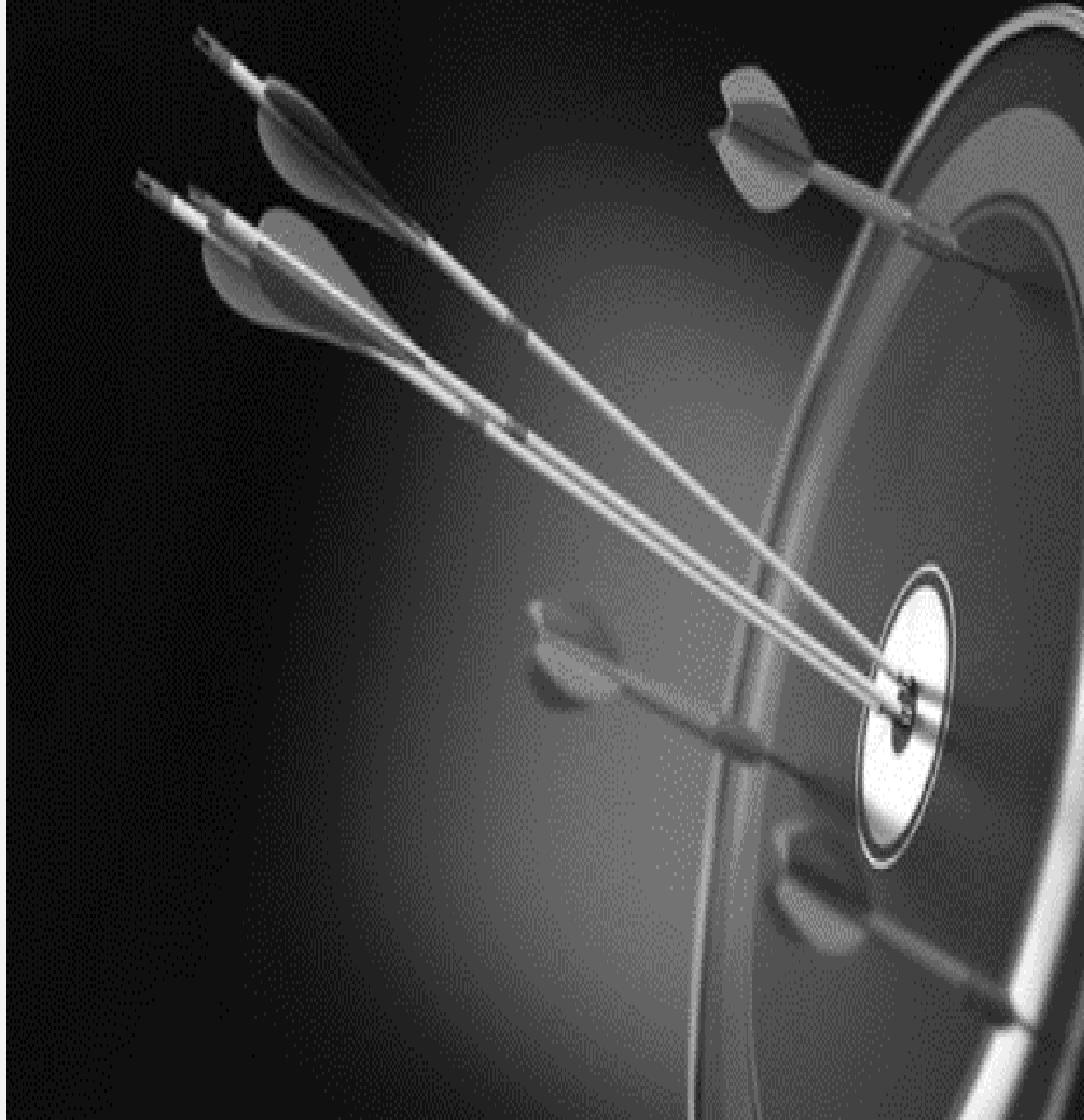
Technology

1. What Is the **Cost of the Always-On** Workplace for You and Your Colleagues?
2. Are your employees **suffering from burnout**?
3. What are the **typical signs of burnout** in your industry?
4. Is your office culture **conducive to a healthy sleep schedule**?
5. Do you and your employees feel pressure to be **available 24/7**?
6. What is your sense of the **extent of presenteeism and absenteeism** related to mental health?

Reflection

4

Better Practice



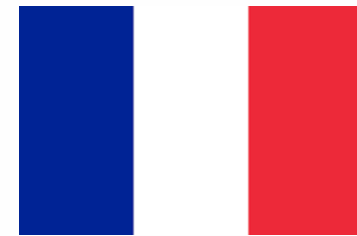
Better practice

France – The right to disconnect

- Companies with more than 50 employees had to establish rules around when staff were allowed to send and answer email
- The goals were to make sure that workers were not doing unpaid work and were guaranteed private time
- To not be contact while on leave

Volkswagen and Daimler

- **VW:** Out-of-work emails, configuring servers so that emails would only be sent to employees' phones for half an hour before the start and after the end of the working day – and not during weekends
- **Daimler:** also introduced a policy that switches off employee access to emails during holidays



Better practice

Johnson & Johnson – to be the healthiest company in the world

- Successful health and wellness programs take a holistic view of ‘health’ that includes physical, occupational, intellectual, social/spiritual, and emotional components - clear connection between wellness, productivity and competitiveness
- In 2017, it offered its 12-program “Culture of Health” framework all over the world, customizing it to location, culture, and specific health needs. The programs include:
 - Tobacco-free workplace
 - HIV policy and free health profiles
 - EAP and medical surveillance
 - Physical activity, health promotion
 - Stress and energy management,
 - Cancer awareness
 - Healthy eating
 - Modified duty/return to work, and travel health
- Online mental health screenings, work/life websites, digital coaching programs, 24/7 telephone and online counseling, mindfulness

The logo for Johnson & Johnson, featuring the company name in a red, cursive script font.

Better practice

Unilever

- Unilever introduced its mental health strategy in 2015. Four pillars which were deemed critical to mental health:
 - Leadership and management
 - Communication and culture
 - Scoping resilience, managing pressure
 - Support
- Also delivered:
 - Resources as well as company communications discussing mental health
 - Managers received training on mental health and access to training on topics such as mindfulness and physical fitness
 - In Brazil they are trialing psychologists instead of EAP
- Unilever's CEO wants:
 - Employees to have confidence to have a conversation about mental health give people the space to talk about it
 - Formal, leadership-sanctioned programs
 - help dissolve barriers between “personal” issues such as mental wellness and the artificial construct of a “professional” workplace
 - help reduce stigma
 - Whatever goes on for employees outside of work also goes on inside of work. Helping people manage that is just the right thing to do



5

My research and questions



Research

PhD research questions:

- 1) What evidenced-based interventions can organisations take to protect employee mental health?
- 2) What evidenced-based interventions can organisations take to manage employees with a mental illness?

What I have achieved so far

Phase 1 – 30 CEO Interviews

Phase 2a – 25 Subject-Matter-Expert Interviews

What's next

Phase 2b – 40 CEO Roundtable Focus Groups

Phase 3 – Design, Implement and Evaluate



**“Education is the most weapon
we can use to change the world”**

NELSON MANDELA

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