

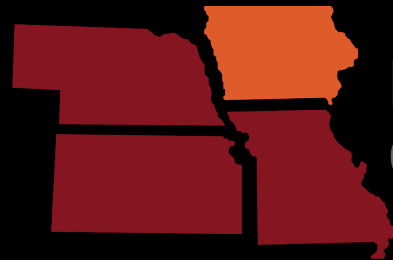
IOWA

You OK? Workplace Mental Health

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HEALTHIER WORKFORCE
CENTER of the MIDWEST

Goals for Today

- Understand workplace risk factors that contribute to mental health (substance use and stress)
- Describe methods to address mental health at the organizational, supervisor, and worker levels



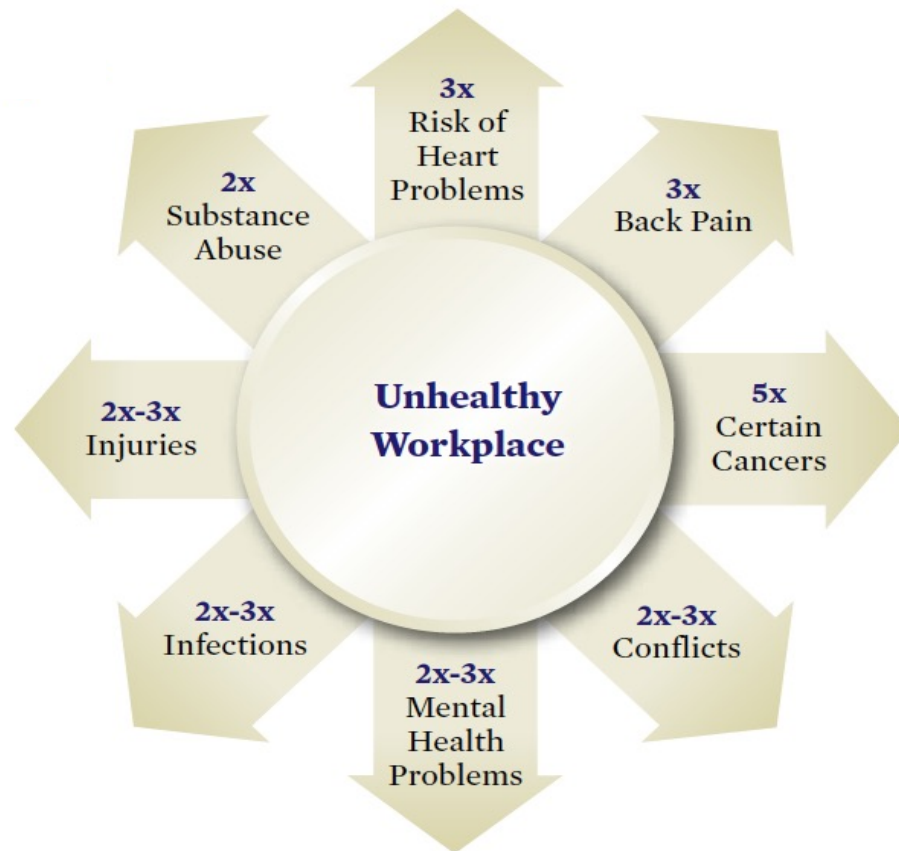
Definition of good mental health:

"... a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community."

- World Health Organization (WHO) 2014



Impact of an Unhealthy Workplace



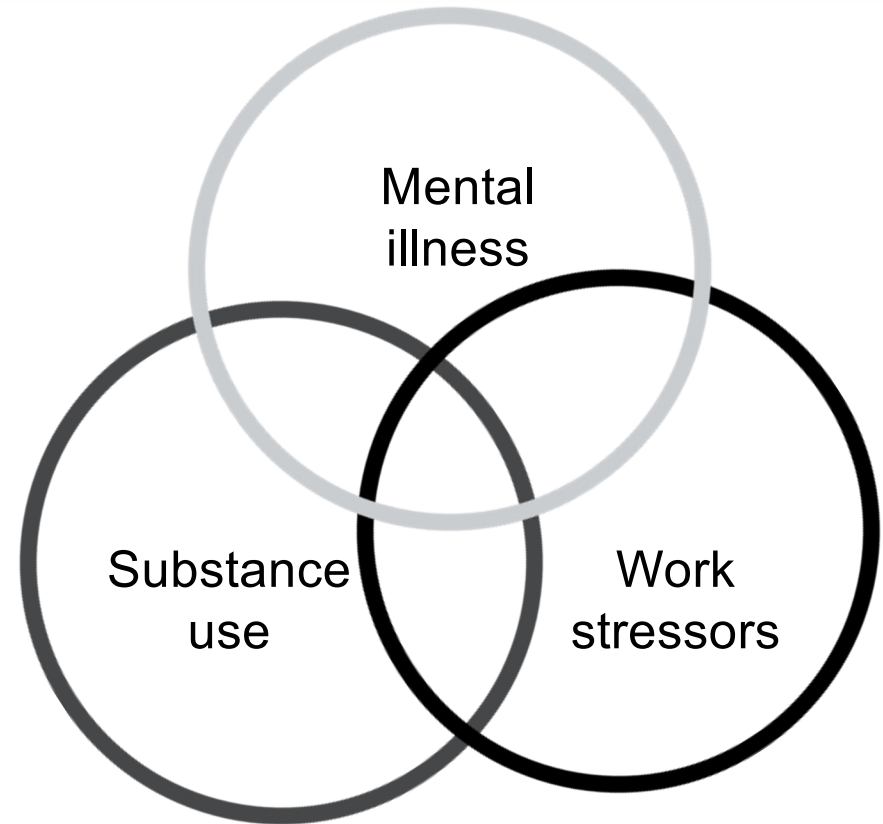
“Work affects a person's mental health, while in turn an employee's mental health affects the workplace.”

– WHO 2005

MENTAL health IS OFTEN IGNORED

MENTAL HEALTH

- Refers to our emotional psychological, and social well-being
- Affects how we think & act
- Determines how we handle stress and make decisions
- Changes over time and is influenced by factors like genetics and life events



Mental Health Statistics

- 1 in 5 adults in the US have a diagnosed mental health disorder
- 1 in 10 adults living in US have a diagnosed substance use disorder
- 14% of US adult receive treatment for mental health in the past year

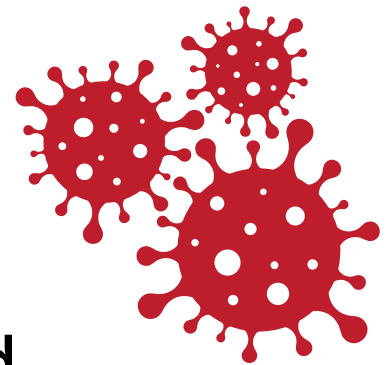
Prior to the Pandemic

Since the Pandemic

- Over one third of adults have experienced anxiety or depression in the past seven days
 - For those between 18-29 years → 55%

13% reported increase in substance use

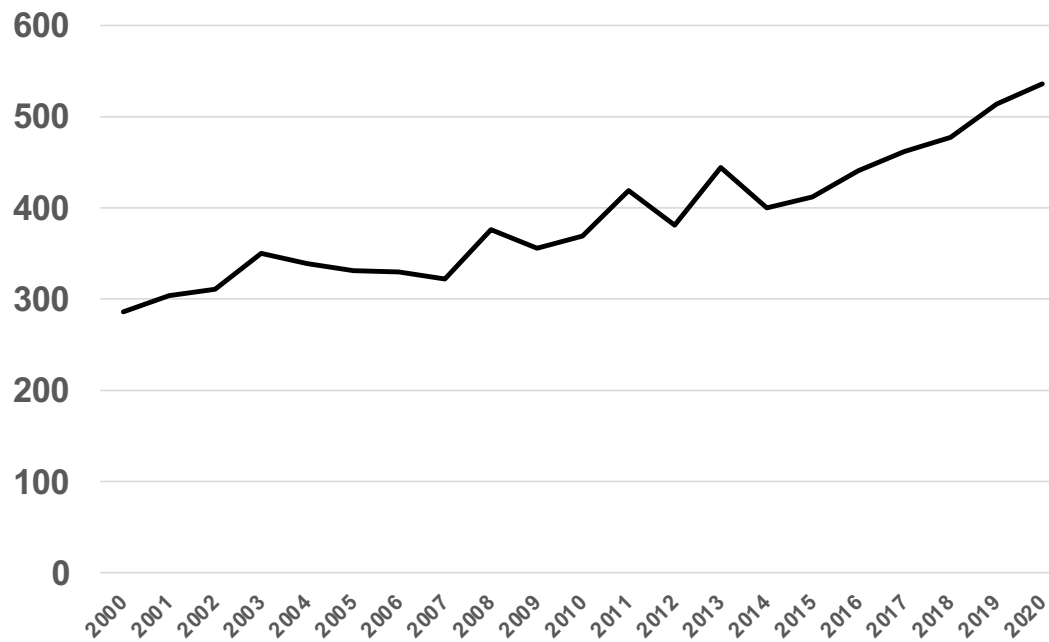
22% of essential workers reported they had seriously considered suicide



<https://www.cdc.gov/nchs/covid19/pulse/mental-health.htm>
<https://www.cdc.gov/mmwr/volumes/69/wr/mm6932a1.htm>

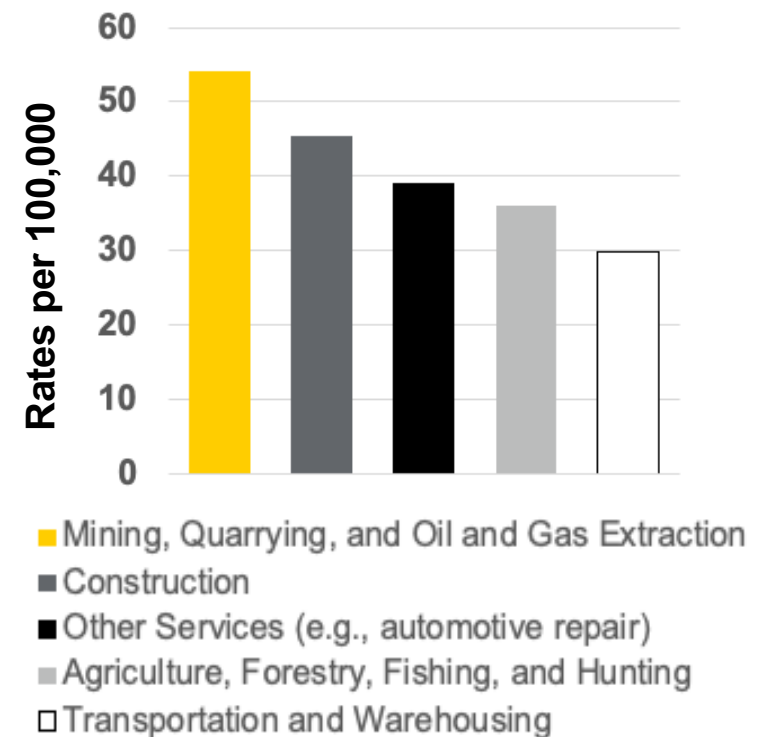
Suicide Rates are Increasing

Deaths by Suicide in Iowa



<https://tracking.idph.iowa.gov/People-Community/Deaths/Select-Causes/Suicide>

Average Suicide Rates by Industry (2016)

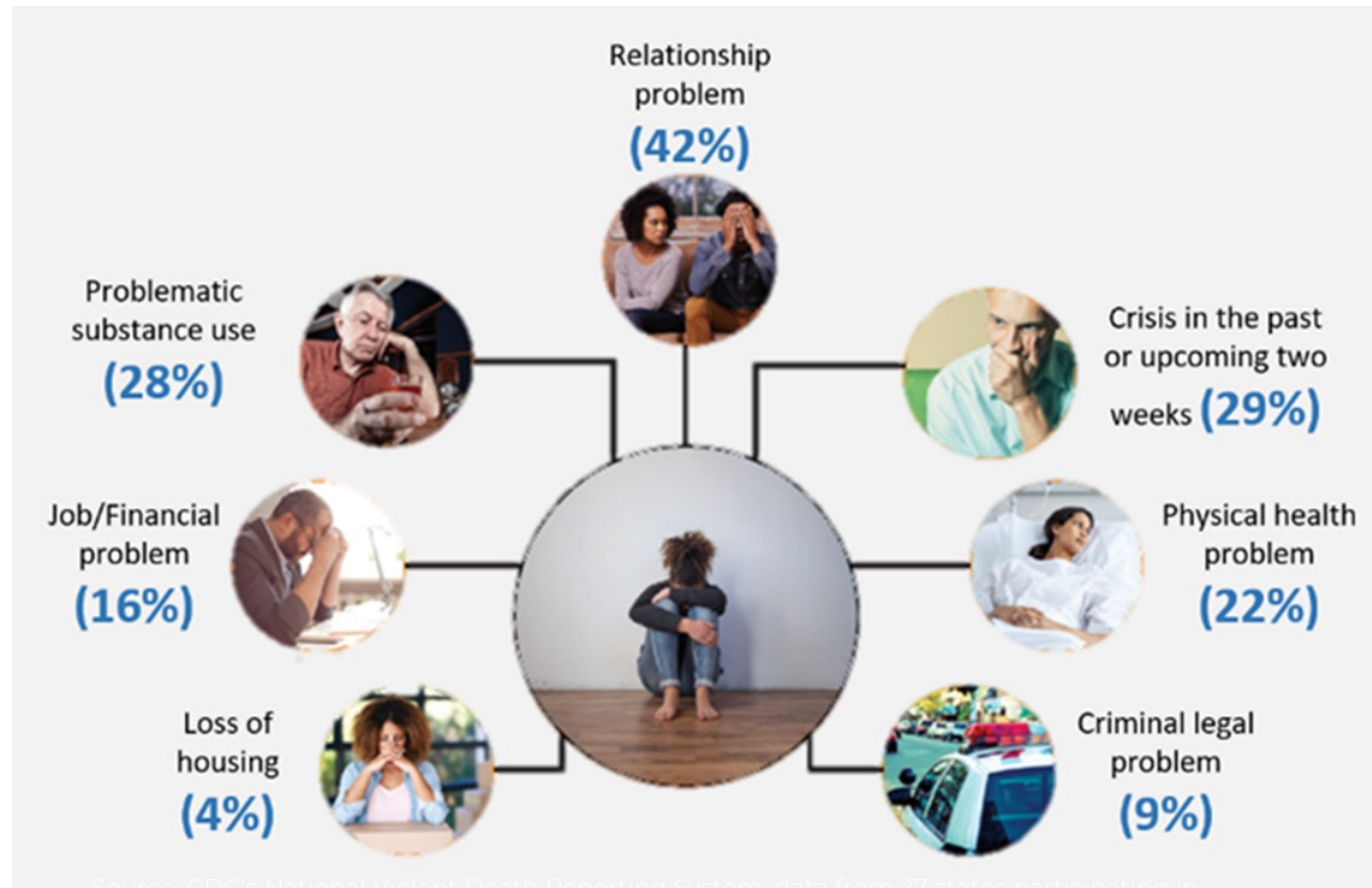


https://www.cdc.gov/mmwr/volumes/69/wr/mm6903a1.htm#T2_down

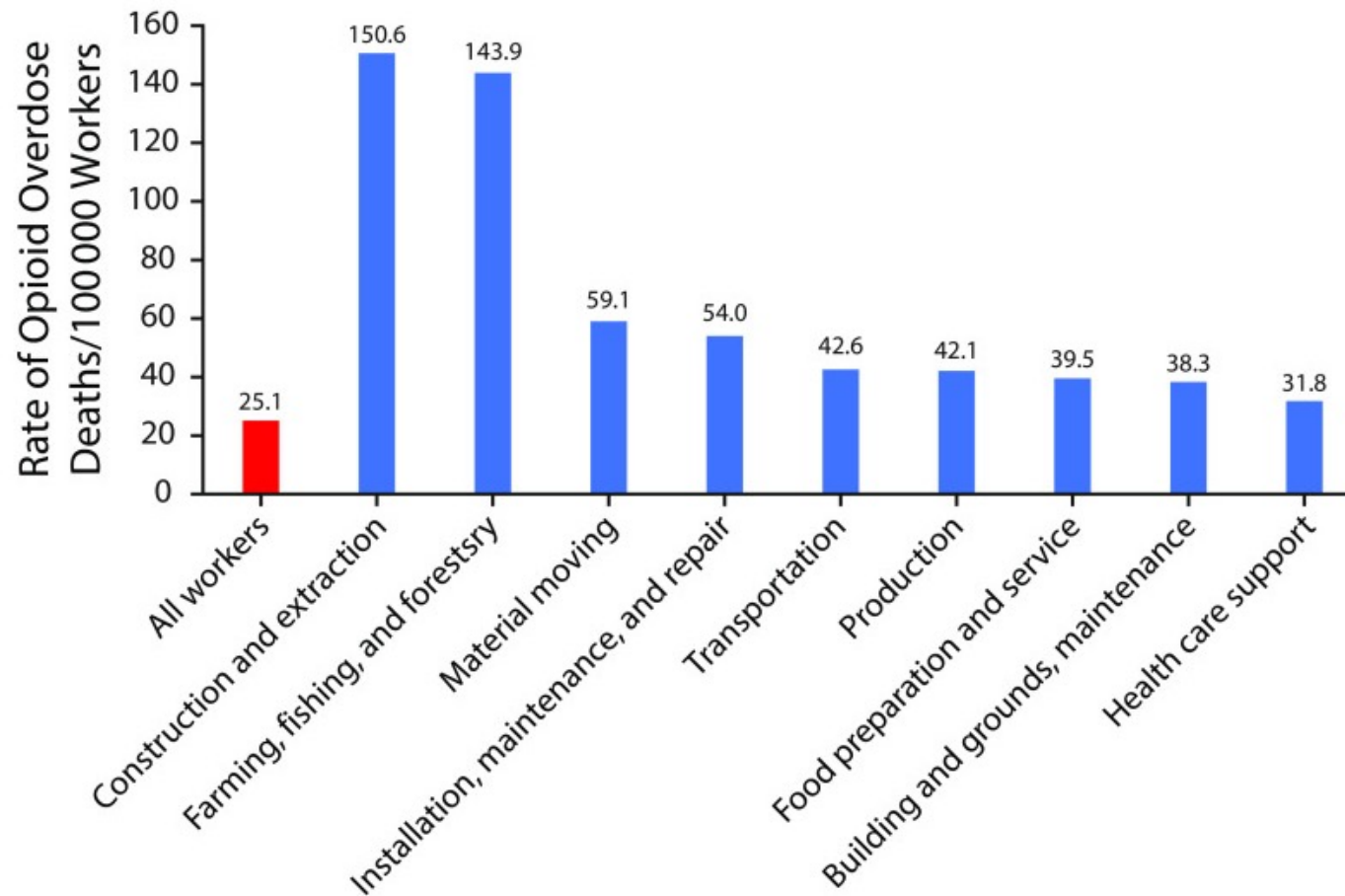
Suicide Rates are Increasing



STRESSORS CONTRIBUTING TO SUICIDE



Workplace Overdose Deaths



WHY THE HIGH RATES IN CERTAIN INDUSTRIES?

- Male dominated industries with a “tough guy” culture
- High job stress
- Injuries and chronic pain, sometimes treated with opioids
- Low access to mental health resources
- High rates of alcohol use
- High access to lethal means
- Low job security



"I KNOW ONE PERSON WHO KILLED HIMSELF AND THREE MORE THAT OD'D. THAT'S A LOT. A LOT OF GUYS JUST DON'T THINK THAT THEY MEASURE UP, AND ALL DAY THEY ARE JUST TOLD TO GET IT DONE. GET IT DONE. GET IT DONE."

-FIELD MANAGER



SURVEY OF CONSTRUCTION WORKERS



ONE THIRD

had experienced a mental health condition in the previous 12 months



THREE QUARTERS

believed that employers did not recognize the early signs of mental illness



ONE HALF

of those who took time off because of mental health problems did not disclose the true reason for their absence to their employer

WHY DON'T THEY SEEK HELP?

Lack of awareness

Difficulty finding resources

Social stigma

Impact on Performance in the Workplace

Morale

Physical
Health

Absenteeism
/Tardiness

Job
Performance

Presenteeism

Relationships
with
Co-Workers

Barriers to Treatment

- Confidentiality
- Impact job security
- Not ready to address their problems
- Supervisors not comfortable (or not sure how to handle) mental health or substance use

Benefits of Addressing Mental Health in the Workplace

Increased productivity, decreased risk of injury and illness, decreased health care spending, reduced turnover, and more engagement.

Mental health conditions top the list of the most costly illnesses in the United States.



Treatment Is Cost-Effective

- 80% of employees treated for mental illness report improved levels of work efficacy and satisfaction
- Workplace Mental Health Calculators
—Depression—Alcohol—Substance Use Disorder
- Return of \$4 for every dollar invested!



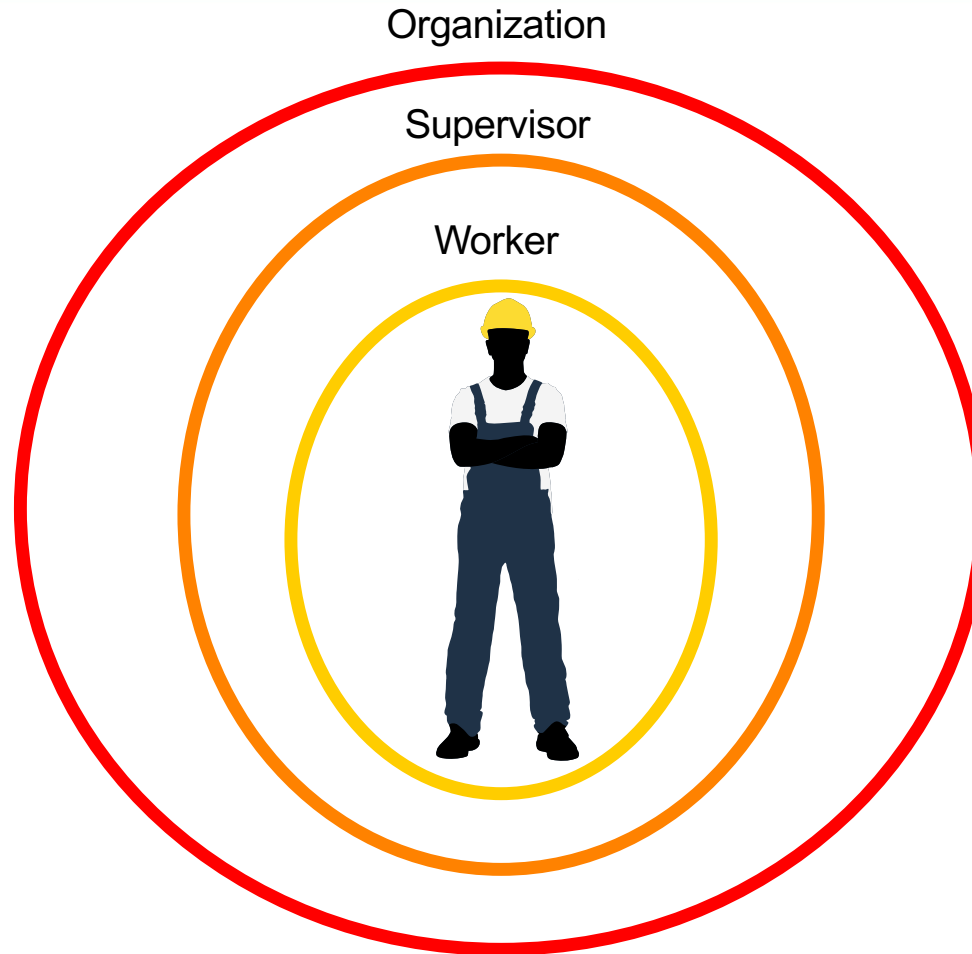
<https://www.nsc.org/newsroom/new-mental-health-cost-calculator-demonstrates-why>

Individual Solutions – Self-Care Strategies

- Create and maintain dedicated, quiet spaces for relaxation activities
- Training in meditation, mindfulness and other contemplative practices → effective approaches to stress and burnout management
- Some people want these programs, others do not



Organizational Not Individual Solutions



Promoting Mental Health Through Solutions

Upstream: PREVENTION

Midstream: EARLY INTERVENTION

Downstream: CRISIS RESPONSE



Prevention is Better than Cure

It is better to stop something bad from happening than it is to deal with it after it has happened.



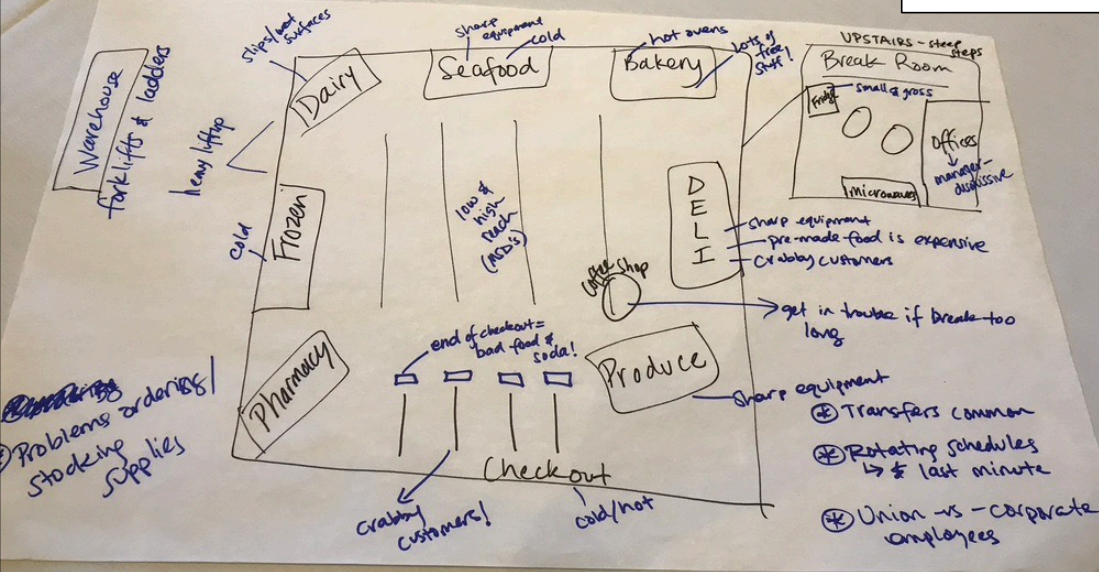
<https://www.osha.gov/top10citedstandards>



Organizational Strategies

- **Remove workplace hazards**
- **Creating a safe, hazard free work environment**
 - clearly define roles and responsibilities
 - work schedules that are compatible with demands/responsibilities outside the job
 - equitable compensation
 - workload matches workers' capabilities and resources
- **Workplace policies addressing mental health and substance use**
- **Culture of health and wellness that reduces stigma and supports recovery**

Hazard Mapping



HAZARD MAPPING

TOOLBOX TALKS

HEALTHIER WORKFORCE CENTER OF THE MIDWEST

Mapping the hazards in your workplace can help you identify hazards and implement strategies to control them.

TALK ABOUT IT

- How can you become familiar with your work site?
- How can mapping your workplace prevent injuries?

FLOOR LAYER'S STORY

The floor layer crew is going to a new job site. The project is behind schedule and the floor layers need to complete the job in the next two weeks. This means plenty of overtime work. The carpenters and the electricians are completing work on another section of the building. Because it's a new job site and there are a lot of people working on site, the crew leader decides to use hazard mapping to identify hazards.



<https://hwc.public-health.uiowa.edu/multimedia/videos/>

Identify Workplace Hazards

Job Design	Organizational Practices
Long hours Low pay Unrealistic deadlines Fear of layoff Frequent turnover	Mandatory overtime Inflexible rules Poor supervision Job insecurity Multiple supervisors Lack of recognition Poor communication
Physical Stressors	Interpersonal Relationships
Chemical agents Noise, heat, vibration Poor air quality Improper lighting Poorly designed equipment Repetitive motion Awkward postures/Heavy lifting	Distant, uncommunicative supervisors Poor performance from subordinates Bullying or harassment Problems caused by excessive time away from family



HAZARD CONTROL METHODS

Most effective

Remove or isolate the hazard

Improve work
practices

Use
PPE

Least effective

- Reduce excessive workload
 - Eliminate bullying/harassment
 - Eliminate role ambiguity
-
- Training
 - Remote/hybrid work
 - Improve communication
 - Job rotation
 - Flexible schedules/place
-
- Recognition
 - Provide quiet spaces
 - Noise cancelling headphones
 - Training in meditation, mindfulness

Leaders Need to Talk About Mental Health

60% of employees reported symptoms in the past year and 60% never talked about it at work

Least comfortable talking with HR and senior leaders

- Leaders need to advocate and share their experiences—Normalize talking about mental health
- Managers need training
- Talk about policies—Often

Top-Down Process




Stigma


I have just been diagnosed with diabetes. I am seeking treatment, but I may need to change some things at work.



Stigma



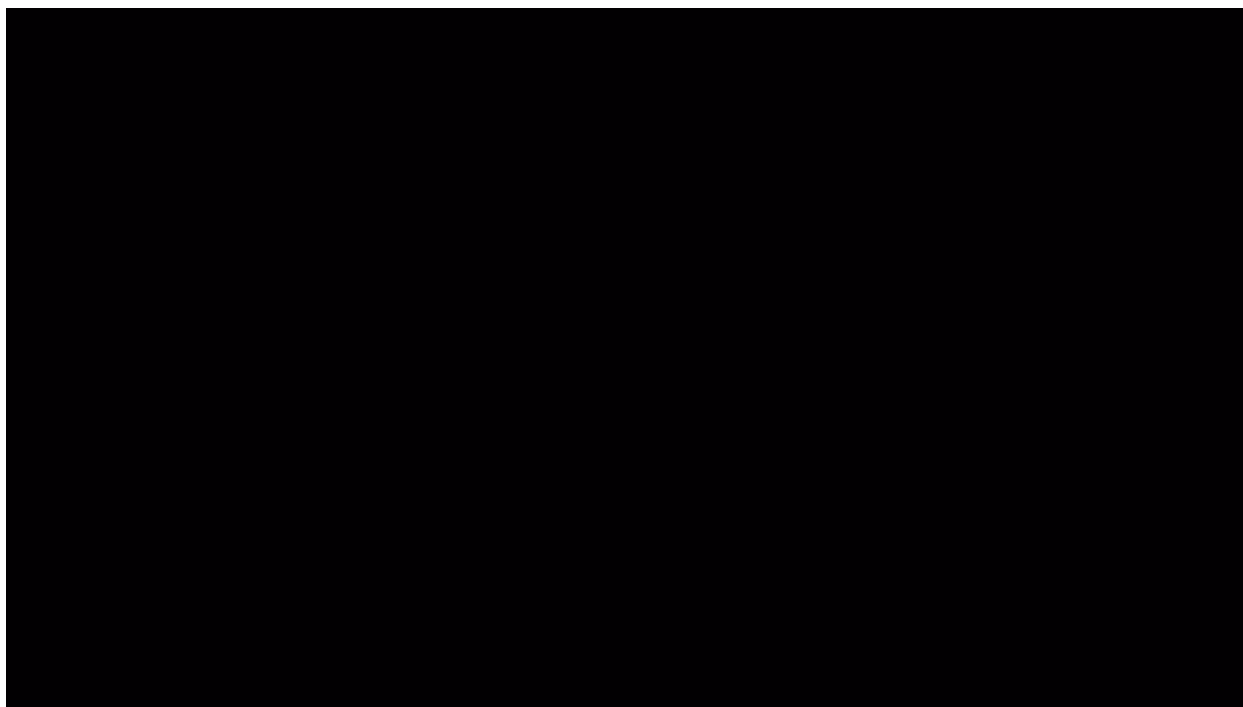
I have just been diagnosed with diabetes. I am seeking treatment, but I may need to change some things at work.



I have just been diagnosed with depression. I am seeking treatment, but I may need to change some things at work.

- Addiction
- Eating Disorder
- Anxiety
- Bipolar Disorder
- Schizophrenia
- PTSD
- Post Partum Depression

Talking About Mental Health in the Workplace



Make It OK

MakeItOK.org/IOWA

IOWA

Organizational Culture: Raise Awareness

Facts about Mental Health

- Mental illness/substance use is common
- Mental illness/substance use is a treatable health condition

However, only 50-60% of adults with these mental health conditions are getting the services they need

- Stigma keeps people from getting treatment
- Learning and talking openly helps to reduce stigma
- Reducing stigma can save lives
- It's never too late and never too early to get help

Promoting Mental Health Through Solutions

Upstream: PREVENTION

Midstream: EARLY INTERVENTION

Downstream: CRISIS RESPONSE



Training Supervisors/Employees

Gatekeeper trainings Bystander Training Campaigns



YOU OK?

Suicide Prevention Campaign for the Workplace



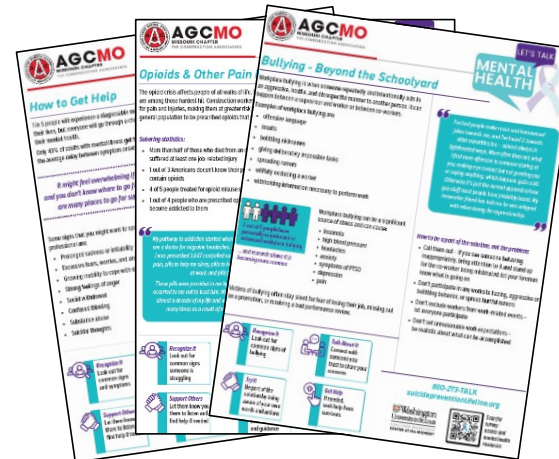
As a leader, you play an important role in creating a safe and open atmosphere where employees can feel comfortable talking about sensitive topics such as suicide and mental health.



Access campaign materials at:

<http://www.healthierworkforcecenter.org/you-ok-campaign>

A partnership between the Hawkeye on Safety Planning Committee, AGCMO, and the Healthier Workforce Center



Why Screen For Mental Health?

Screening helps people self-assess “how bad is it?” and answer the internal question “can I fix this myself, or should I see a doctor?”

- The longer mental health problems and suicidal thoughts go unaddressed, the more catastrophic they can become
- Companies can use screenings (e.g., HRAs, climate surveys) to understand what is going on at their organization



Benefits and Mental Health Parity

Mental Health Parity and Addiction Equity Act (2008)



Mental health parity means that insurance benefits for mental health and substance use conditions are equal to coverage for other types of health care

Most people (90%) are unaware of this

<http://www.apa.org/helpcenter/parity-guide.aspx>

<https://www.nami.org/Your-Journey/Individuals-with-Mental-Illness/Understanding-Health-Insurance/What-is-Mental-Health-Parity>

Job Accommodations

ACCOMMODATIONS ARE

any change in the work environment or in the way things are customarily done that enables an individual with a disability to enjoy equal employment opportunities.

MANAGING TREATMENT AND MEDICATION

Flexible schedule for appointments; more frequent breaks for medication; allow use of water bottle; part-time schedule until medication plan stabilizes

CONCENTRATION OR DISTRACTION ISSUES

More frequent reminders of tasks and due dates; assignment to a quieter work space; more frequent short breaks

ANXIETY

Use of white noise ear phones; exchange non-essential job tasks with another employee; change in management style of supervisor

Promoting Mental Health Through Solutions

Upstream: PREVENTION

Midstream: EARLY INTERVENTION

Downstream: CRISIS RESPONSE





Types of EAP Services

- Marriage, family and relationship issues
- Health management
- Legal and financial assistance
- Grief counseling
- Stress management techniques
- Substance use disorder treatment
- Behavioral health and crisis counseling
- Critical Incident Debriefing after major workplace incidents

Employee Assistance Programs (EAP)

ROI: For each \$1 spent on EAP, there is a \$3-\$10 ROI

- Are employees aware of what is offered, know how to contact them?
- Are EAP providers trained to handle mental/behavioral health topics?
- Evaluate the use of EAP programs and other benefits (prescription drug).



The average utilization rate was 8% in 2019 and increased to 10% in 2021.

Workplace Policies

Specific **return-to-work policies** to support employees returning to work after a mental health leave of absence and **job accommodations**

Include bullying in your harassment policies - define what constitutes bullying, distinctions between an isolated incident and repeated behaviors, procedures to investigate and resolve complaints

Workplace Policies

Crisis-response protocols (CRP) - address mental health, suicide, and substance abuse crisis-specifics (warning signs - including what you see with remote worker and onsite worker, how to safely intervene when concerned, referral process for at-risk employees (both remote and on-site employees))


Addressing Addiction in the Workplace

Substance use has increased since pandemic


- Overdose deaths have increased 30% (from 2019 to 2020)

- Implement a substance use policy
- Specify what constitutes “reasonable suspicion”
- Educate leadership/staff on the **disease** of addiction
- Offer a second chance
- Consider Narcan training where appropriate

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DRUG OVERDOSE DEATHS AT WORK




The number of **drug overdose deaths at work** is rising.


The top 3 industries with the **highest numbers of drug overdose deaths at work** from 2011-2016*

 Transportation & Warehousing 116 deaths	 Construction 114 deaths	 Healthcare & Social Assistance 96 deaths
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What do we know about drug overdose deaths at work?



Most overdose deaths at work were from **opioids**. Opioids are drugs commonly used to reduce pain and can be prescribed or used without a medical reason.




Workplace factors can influence the use of prescriptions and other substances. Examples: opioids prescribed for work-related back pain, and workers using substances to deal with work-related stress.

What don't we know about drug overdose deaths at work?


- The circumstances for substance use
- If the drug use was associated with work injury and pain

Employers: You can take steps to prevent worker drug overdose

- Identify and remove workplace dangers
- Protect workers who do physically demanding jobs from getting injured
- Educate yourself on how you can support a worker with a substance use disorder
- Educate employees on risks for substance use and overdose prevention
- Consider implementing a program to make **Naloxone** available in the workplace in the event of an opioid overdose. *Naloxone is a life-saving medication that can reverse the effects of an opioid overdose.*



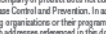
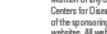

Large Employers: Provide training and encourage use of an employee assistance program, health plan, and other resources for treatment of substance use disorders.



Small Employers: Work with your local health department for resources in your community.

Employer Resources
National Safety Council Employer Toolkit
[nsc.org/work-safety/tools-resources/prescription-drug-employer-toolkit](https://www.nsc.org/work-safety/tools-resources/prescription-drug-employer-toolkit)
U.S. Chamber of Commerce
[uschamber.com/Americas-opioid-estate](https://www.uschamber.com/Americas-opioid-estate)

Learn More
cdc.gov/niosh/topics/opioids | cdc.gov/opioids



* Teismann H, Korda S, Gminski L, Castillo D (2019). Drug overdose deaths at work, 2011-2016. Inq Prev Reps 14(4):10.1177/1081246019860104. Mention of any company or product does not constitute endorsement by the National Institute for Occupational Safety and Health, Centers for Disease Control and Prevention. In addition, citations to websites external to NIOSH do not constitute NIOSH endorsement of the sponsoring organizations or their programs or products. Furthermore, NIOSH is not responsible for the content of these websites. All web addresses referenced in the document were accessible as of the publication date.

WHAT ARE THE BENEFITS OF BECOMING A RECOVERY FRIENDLY WORKPLACE?

- Money saved through reduced absenteeism
- Healthier work environment
- Greater productivity
- Lower health care costs
- Greater workplace safety
- Access to advisors and other resources.



Suicide Postvention

A Manager's Guide to Suicide Postvention in the Workplace

1. How to immediately respond to the traumatic event
2. Have a plan in the short-term for recovery
3. Consider long-term strategies for helping employees cope down the line

10 Action Steps for Dealing with the Aftermath of a Suicide

IMMEDIATE: Acute Phase

1. **Coordinate:** Contain the crisis.
2. **Notify:** Protect and respect the privacy rights of the deceased employee and their loved ones during death notification.
3. **Communicate:** Reduce the potential for contagion.
4. **Support:** Offer practical assistance to family.

SHORT-TERM: Recovery Phase

5. **Link:** Identify and link impacted employees to additional support resources and refer those most affected to professional mental health services.
6. **Comfort:** Support, comfort, and promote healthy grieving of the employees who have been impacted by the loss.
7. **Restore:** Restore equilibrium and optimal functioning in the workplace.
8. **Lead:** Build and sustain trust and confidence in organizational leadership.

- ☒ Demonstrating leadership in times of crisis is always an opportunity to build trust, confidence, and workplace cohesiveness.

LONGER-TERM: Reconstructing Phase

9. **Honor:** Prepare for anniversary reactions and other milestone dates.
10. **Sustain:** Transition postvention to suicide prevention.

<https://www.sprc.org/resources-programs/managers-guide-suicide-postvention-workplace-10-action-steps-dealing-aftermath>

ELEMENTS OF A MENTAL HEALTH POLICY

- Communicate support to employees who suffer from a mental illness (including substance use)
- Address aspects of the workplace that impact mental health
- Reduce stigma associated with mental illness in the workplace
- Identify reasonable accommodations
- Train supervisors/coworkers to recognize signs and start the conversation
- Benefits, access to care, EAP, recovery friendly workplaces
- Privacy



Talking About Mental Health in the Workplace

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SUPPORT



Organizational

Supervisor

Worker

Upstream
(prevention)

Midstream
(early intervention)

Downstream
(crisis response)



Policies



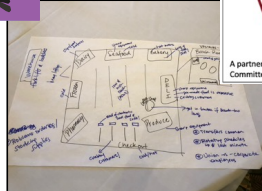
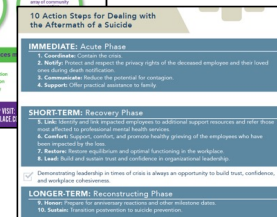
HEALTH



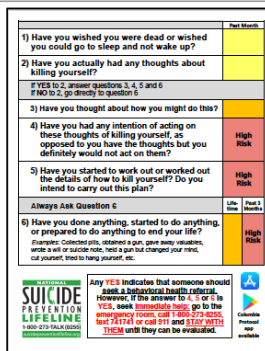
INSURANCE



Policy



Job
Accommodations



Key Takeaways



Leadership support to promote work's positive impact on mental health.



Reduce harmful impact of work.



Raise awareness about mental health and suicide prevention.



Facilitate early intervention and treatment.



Provide return to work and ongoing support.



Policy Brief Workplace Mental Health

MENTAL HEALTH

Workplace Programs, Practices, and Policies

OVERVIEW

Work is beneficial for mental health, providing meaning and purpose, a sense of accomplishment, self-efficacy and self-esteem, and recognition of an individual's contribution. However, aspects of work can also negatively impact health.

There is often a reluctance to discuss mental health issues, including substance use, in the workplace. This stigma can negatively impact worker well-being.

Workplace policies and practices demonstrate leadership support and provide a plan for action. It is important to move beyond individual solutions to address how the organization of work can impact mental health.

DEFINITION OF GOOD MENTAL HEALTH

"...a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community."

-World Health Organization, 2014

BENEFITS OF ADDRESSING MENTAL HEALTH

Addressing mental health (e.g., anxiety and depression, substance use, psychotic disorders, work-related stress) can lead to **decreased absenteeism, lower turnover, increased productivity, reduced costs, and higher employee engagement.**

Treatment is cost-effective, over 80% of employees treated for mental illness report improved levels of work efficiency and satisfaction.¹


1 OUT OF EVERY 5 ADULTS HAS A MENTAL ILLNESS


- Mental illness is common
- Mental illness is a treatable health condition
- Only 50-60% of adults with mental health conditions are getting the services they need
- Learning and talking openly helps reduce stigma
- Reducing stigma can save lives
- It's never too late and never too early to get help

STIGMA KEEPS PEOPLE FROM GETTING TREATMENT

Does your workplace include access to:

- ☐ An Employee Assistance Program
- ☐ Referrals to community services
- ☐ Free or subsidized lifestyle coaching
- ☐ Counseling
- ☐ Behavioral health treatment
- ☐ Telepsychiatry
- ☐ Prescription drug therapy
- ☐ Inpatient or outpatient treatment





HEALTHIER WORKFORCE
CENTER of the MIDWEST

www.healthierworkforcecenter.org

<https://bit.ly/MentalHealthPolicyBrief>

Resources: www.healthierworkforcecenter.org



YOU OK? Suicide Prevention Campaign for the Workplace



As a leader, you play an important role in creating a safe and open atmosphere where employees can feel comfortable talking about sensitive topics such as suicide and mental health.



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Have you heard?

The Healthier Workforce Center
proudly presents

Workplace Matters

Short podcasts.
Healthy work design.

“If you could only sense how important you are to the lives of those you meet; How important you can be to the people you may never even dream of. There is something of yourself that you leave at every meeting with another person.”

– Fred Rogers

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www.healthierworkforcecenter.org