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Workplace Mental Health

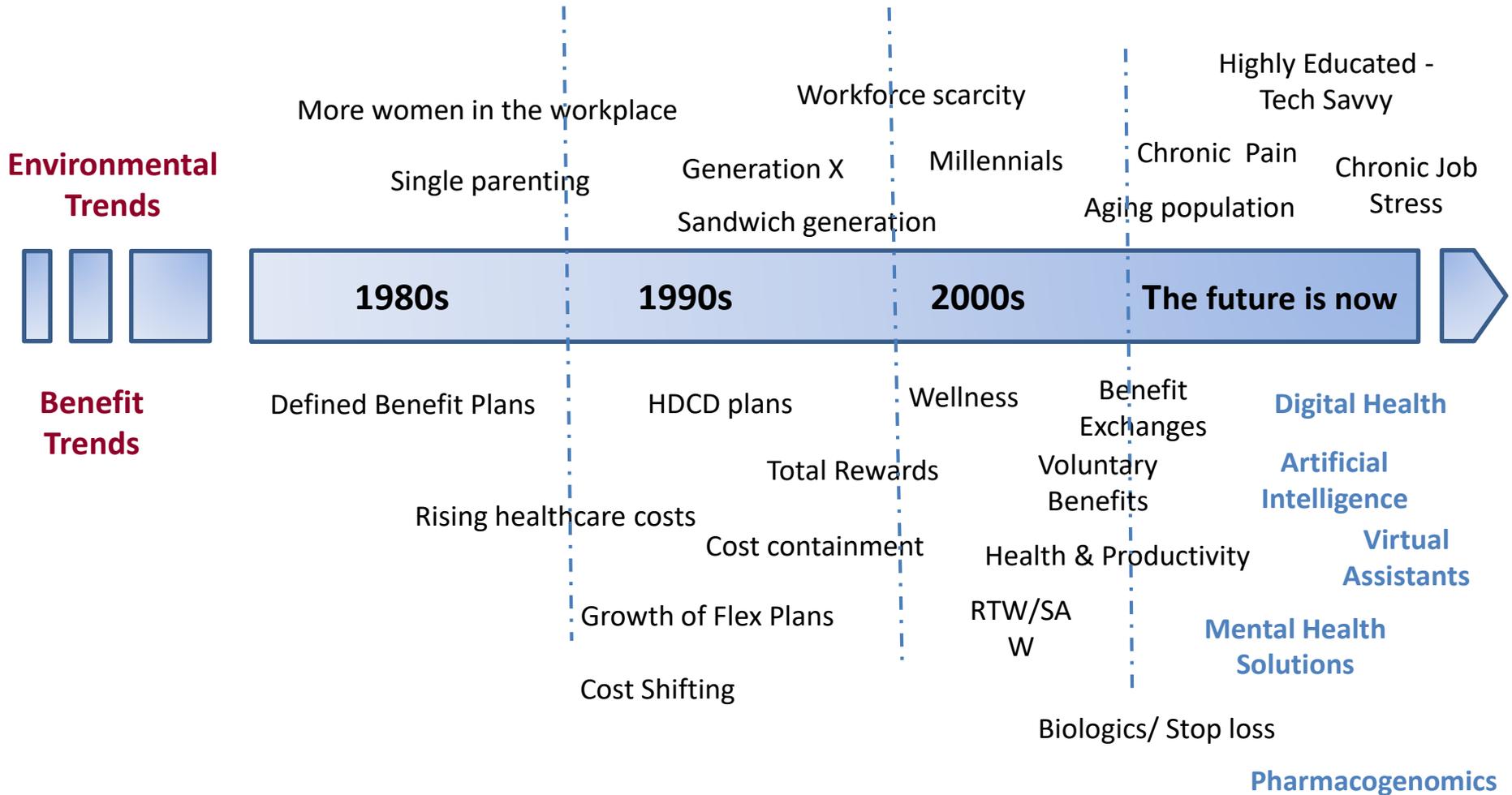
A Canadian Perspective: *One Legal – One Logical*

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Canadian Benefits Landscape

From *Evolutionary* Change to *Revolutionary* Change



Opportunities for Canadian Plan Sponsors and Fiduciaries

- **Opportunity to respond to a changing business landscape:**
 - Complex and challenging human resources environment
 - Rising disability and worker compensation costs
- **Opportunity to link mental health with benefit plan strategies:**
 - Psychologically Safe and Healthy Workplace
- **Opportunity to aggregate new science with health management solutions:**
 - Personalized Medicine to improve efficacy and interaction of medications
- **Opportunity to use technology to reduce waste time and improve treatment and care**
 - Telemedicine and Virtual Healthcare Services to improve access to care and treatment.
 - Artificial Intelligence to improve health outcomes and cures

The *new* workplace of the 21st Century

It is the workplace designed to compete in a world that demands cognitive skills. It must be managed and sustained to promote and protect the mental health of working populations as a straightforward duty to asset management.

Mental Health Roundtable, Final Report, 2011

Safety at Work is Protected under Canadian Laws

- Occupational Health and Safety Statutes
- Employment Contract Law
- Labour Law
- Tort Law
- Human Rights Law
- Workers Compensation Statutes
- Employment Standard Legislation

Mental Health is a legally protected disability and requires accommodation by an employer

- *The Charter of Rights and Freedoms* protects all Canadians from discrimination by laws and government actions. It gives everyone in the country the same benefits and the same protection of the law without being discriminated against because of race, age, sex, or disability.
- A “disability” includes mental health and addiction disorders.

Mental Health vs. Mental Illness

- *Mental Health* is a balance of cognitive, emotional, physical and spiritual well being. It's the ability to cope with normal stresses of life, work productively and contribute to the community.
- *Mental Illness* is a serious disturbance in thoughts, feelings and perceptions that are serious enough to affect day to day functioning. Mental Illnesses have both physical and psychological implications.

Source: World Health Organization

Mental Illness

The Brutal Truths

1 in 3 people in their lifetime

Mental Disorders

- 1 in 5 of adults in a year affected, most common are depression & anxiety
- **7 out of 10 are in the workforce**
- 1 in 2 have a multiple condition

Alcohol and Drugs

• 1 in 3 mental health cases also have substance and other additions at the same time

Health problems

• Almost 50% of mental health cases also have other medical conditions: heart disease, diabetes, cancer etc.

Mental Illness

Costly to Organizations and the Canadian Economy

\$70 Billion representing 4% of GDP

**At Work Lost
Productivity**

• Job performance is 7 times worse than workers without a mental health condition

**Absences and
Disability**

**• 30-40% of all disability claims and approximately 70% of cost
• 40% more worker injuries**

**Healthcare
Utilization**

• Twice the utilization rates and twice the cost for healthcare services than workers without a mental disorder

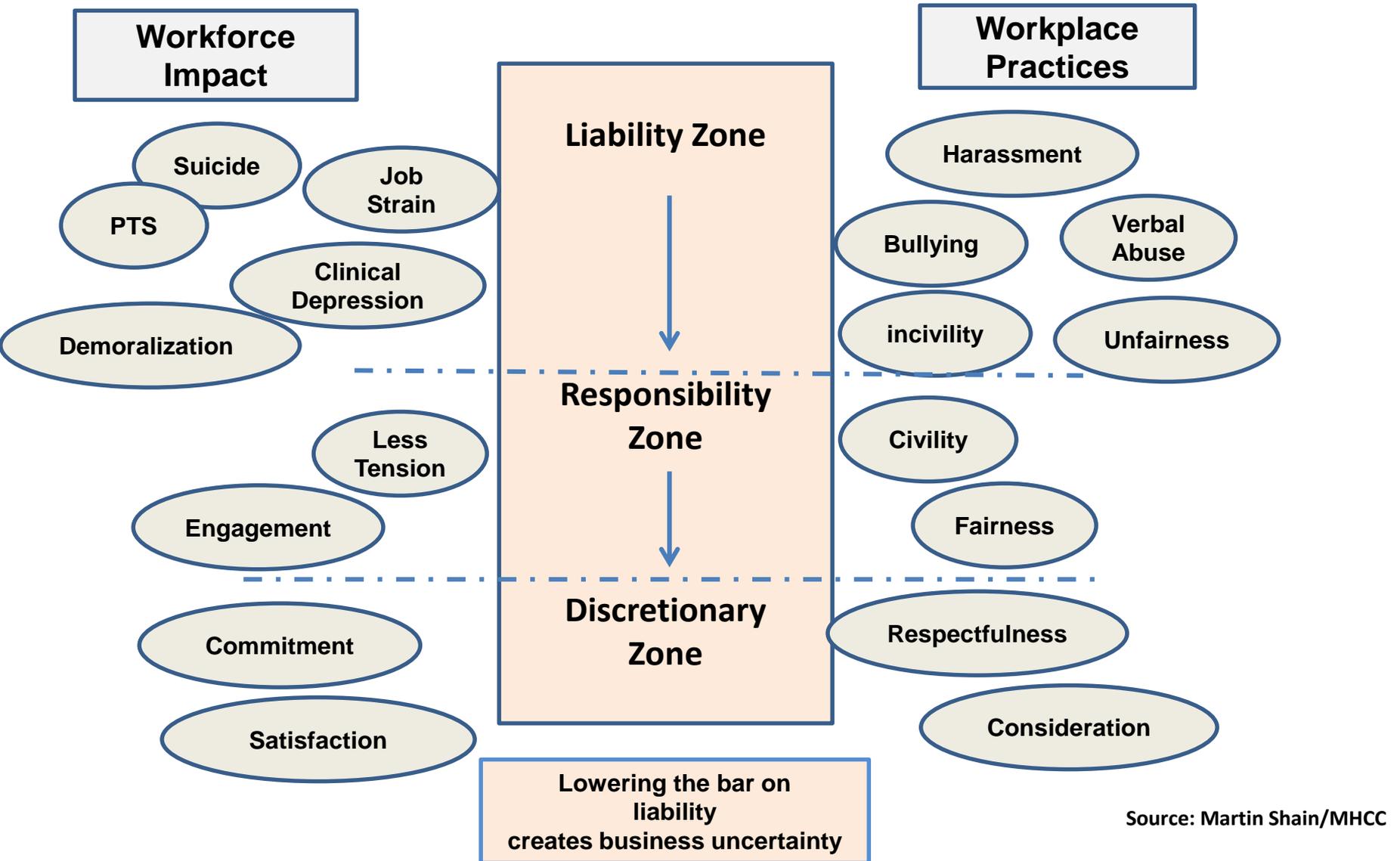
Emerging Issue: *Mental Injury*

Mental Injury is attributed to *psychosocial* risk factors in the workplace.

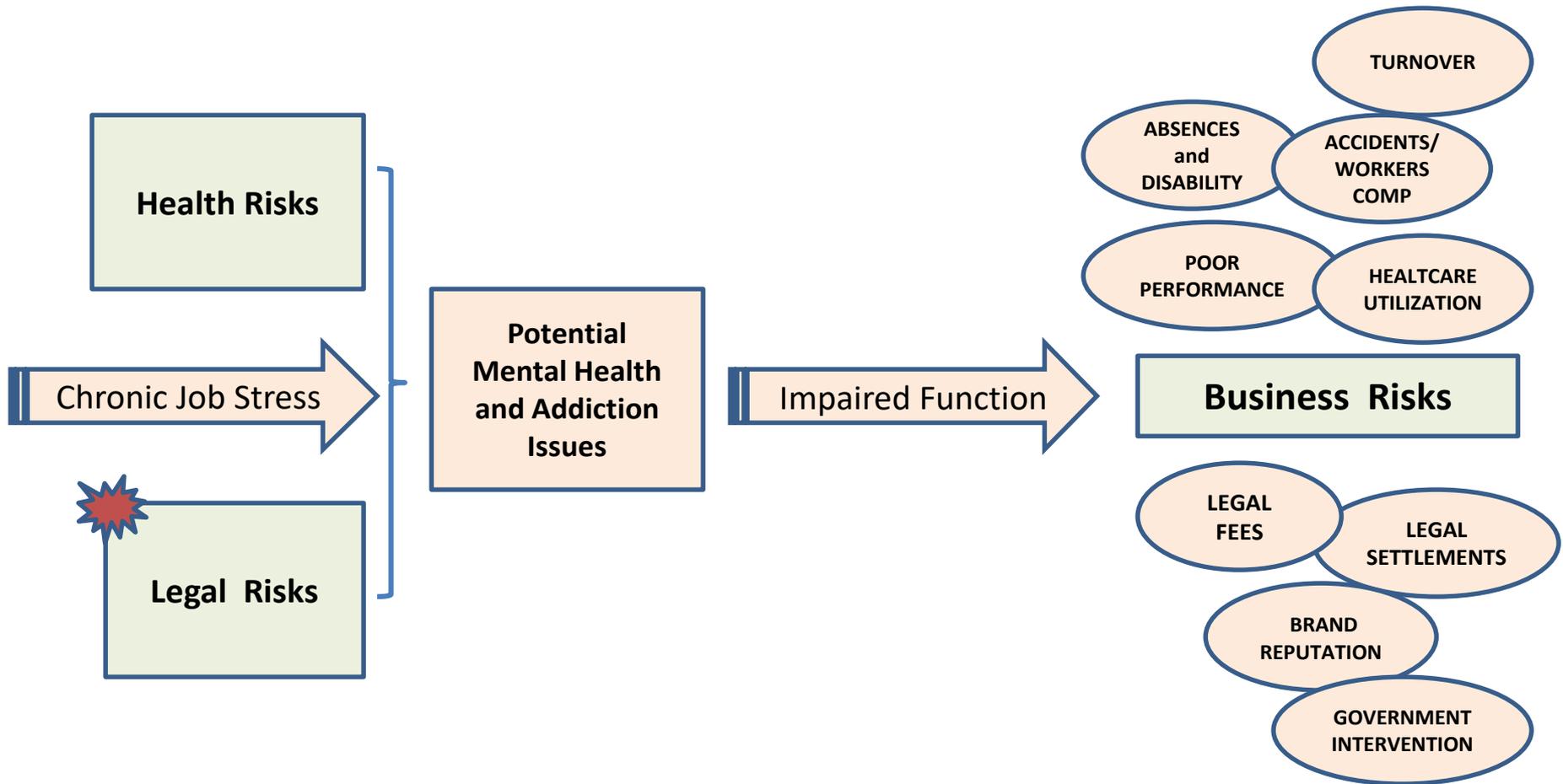
- It is reasonably foreseeable *harm* to a worker's mental health resulting from negligent, reckless or intentional conduct in the workplace that significantly affects their ability to function at work and at home.
 - *Harm is typically debilitating depression, anxiety or burnout.*
- A Psychologically Safe and Healthy Workplace is one that promotes and protects psychological well-being.

The trend is towards a legal responsibility to do so

Potential Legal Risks: *Mental Injury*

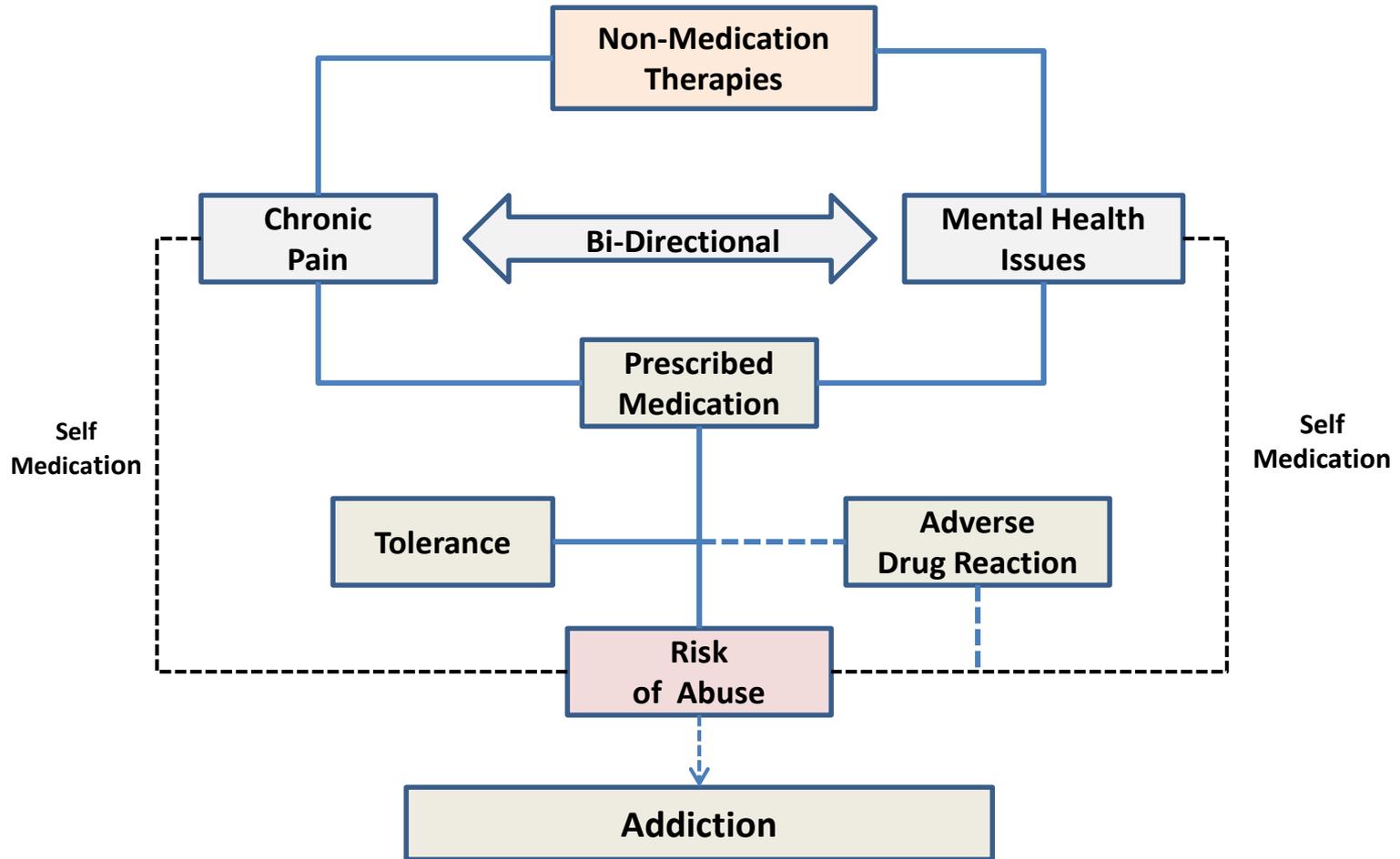


The associated consequences of workplace stress are now more profound.....



Source: Mental Health International

...and there is a link to drug addiction



Source: Dr. Michael Prouse / Joseph Ricciuti

Work Environment and Mental Health

Research in the past 50 years has clearly shown that:

- The psychological and social conditions of the workplace can be harmful to the mental (and physical) health of workers.
 - Known as ***workplace stressors*** they are broadly identified as:
 - *high work demands and lack of decision latitude*
 - *Imbalance between work effort and rewards received.*
 - *Lack of support and resources to do the work*
 - *Poor workplace culture*
- Job strain can increase the likelihood of a mental disorder, make an existing disorder worse or contribute to mental distress(burnout, demoralization)

Chronic Job Stress: A cause of major concern

- Recent Towers Watson survey found **stress** in the workplace the **#1 issue**
- Chronic job stress can contribute to at least 60% of work place injuries*
- Depression related to work stress increases the risk of injury by 41%**
- Mental injury is attributed to psychosocial risk factors in the workplace
 - Canadian Courts have ruled on settlements when these types of risks threaten harm to a worker's mental well being
 - Conflicts with supervisors or colleagues, high work demands, low job control and support are leading issues***

*Ravi Tangri,(Stress Costs-Stress Cures), **H.M. Tiesman, University of Iowa, *** JOEM, Swaen Vol.6, no.6

Conference Board of Canada

Top Job Stressors in Canadian Organizations

-2015 Workshop Survey-

Issues causing stress at work	N*	Percentage
Work-overload/demands	98	70.0
Work-life balance	71	50.7
Conflicts with mgrs/other staff	68	48.6
Trust in leadership	64	45.7
Workplace culture/civility	53	37.9
Lack of support/tools to do the job	46	32.9
Unclear job expectations	36	25.7
Growth and Development	33	23.6
Lack of Accountability	33	23.6
Rewards and Pay	27	19.3
Performance Review/Feedback	21	15.0
Job Security	19	13.6

*(n=140)

Cities of Montreal & Quebec / Mental Health Disability Study

- Causal Factors for Disability:
 - Personal and work related = 60%
 - Work related 32%
 - Personal 8%

Work was causal factor in
92% cases

- Work-Related Causal Factors for Leave:
 - Work overload (62%)
 - Non recognition (48%)
 - Conflicts with supervisor (31%)
 - Conflicts with coworkers (20%)
 - Negative job evaluation (19%)
 - Lack of autonomy in work decisions (17%)
 - Insecurity about job (14%)

Work itself is part of the
problem (but it is also part
of the solution)

Job Stress and the Trades

While more Canadian research is required, a number of global studies show a pattern of psychosocial risk factors in the trades:

- In a study of Bricklayers*, research found they experienced significantly worse job control, and learning opportunities. ***Work demands, and the quantity of work(overload) were associated with symptoms of depression.***
- In a study of construction workers**, the job stressors ***directly*** related to workplace injury and near misses, were identified as:
 - **Job demands**
 - **Job control**
 - **Job certainty**
 - **Exposure hours**
- Job ***stressors indirectly*** linked to psychological strain were:
 - **harassment /discrimination**
 - **lack of social support**
 - **job certainty**

* J.S Borshman, psychosocial work environment and mental health among construction workers(2013) ,

** L.M. Goldenhar, Work and Stress

Canadian Response

The Mental Health Commission of Canada created the 'National Standard' as a free tool to help organizations improve psychological health and safety in the workplace:

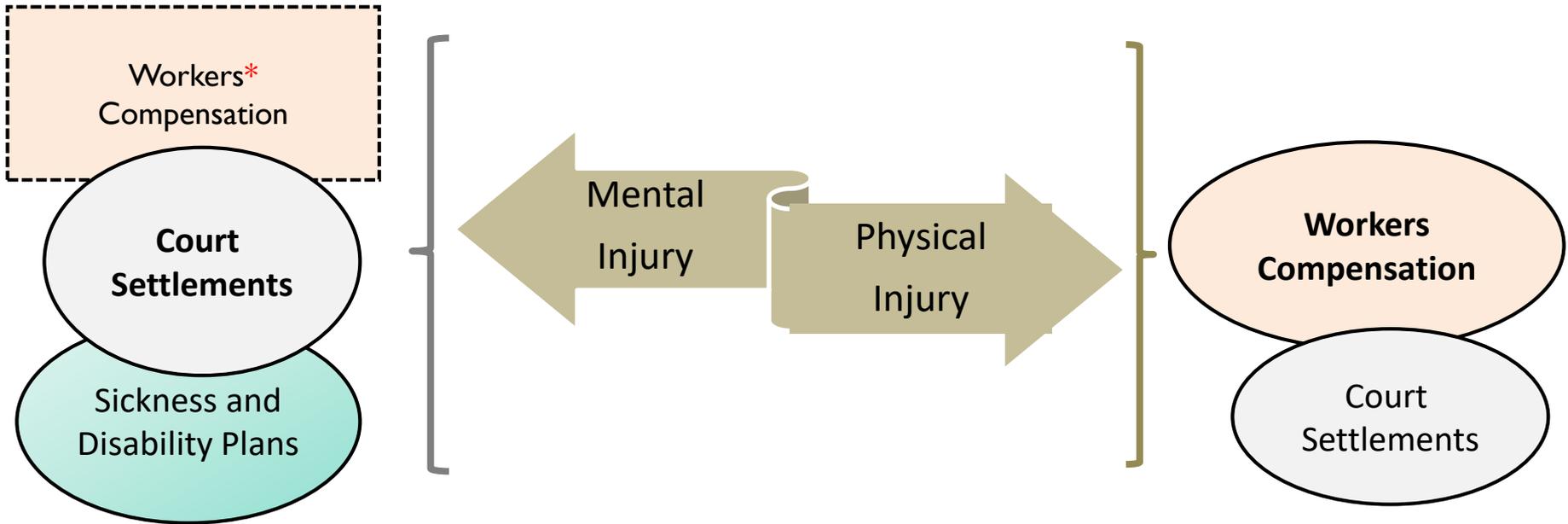
3 Strategic Pillars:

Prevention; Promotion; Resolution

13 Psycho-Social Risk Factors:



Workers Compensation Services at the Cross Roads



* Provincial Workers Compensation Boards have now accepted workplace events that cause Acute Stress....ongoing discussions to include chronic job stress. Bill 127 in Ontario takes giant leap forward to include chronic job stress as an on the job injury

Provincial Response

Bill 127: Ontario

The Workplace Safety & Insurance Board (WSIB) of Ontario has implemented new legislation that expands coverage to include chronic job stress as a work-related issue.

Three conditions need to be met:

- an appropriate regulated health professional, such as a family physician, provides a diagnosis based on the diagnostic and statistical manual of mental disorders,
- the person has experienced a substantial work-related stressor(s) such as workplace bullying or harassment, and
- the work-related stressor(s) was the predominate cause of the appropriate diagnosed stress injury

Mental Health Challenges Remain

Three critical challenges stand out as barriers to progress in the near term:

Stigma:

- It is the root cause of workplace reprisals against employees known to be suffering from a mental disorder.
- Many do not seek medical care, as a way to cover up their mental illness.

Early screening and treatment

- Most don't know they have a mental health issue
- One in five people who experience a mental health issue get treatment
- Medication side effects hinder adherence to clinical treatment

Access to Care:

- Long wait times caused by more demand than supply for mental health services.
- Remote and rural home/work locations often requires long distance travel.
- Many employees do not have a family physician

Suggested Action Steps

- Introduce a mental health e-learning program to dispel the myths of mental illness,
- Raise awareness for early screening, diagnosis and treatment
- Improve access to mental health medical services by Investigating the use of web-based self help tools and virtual medical clinics like EQ Care
- Make resiliency training part of skills training
- Consider personalized medicine(PGx) to improve clinical treatment
- Adopt the 'National Standard' or a similar program to improve mental health and safety in the workplace
- Create a Trades Industry 'test bed' for mental health research

The evidence is clear...
An Investment in Workplace Mental Health
Makes Good Business Sense

Industry Research shows that organizations with the most effective mental health and productivity programs have:



Mental Health Challenges and Opportunities in the *Longer Term*

1. ***The Impact of AI***

- According to a McKinsey Study, 60%-90% of all jobs now in place will be affected by AI.
- Deep Learning Machines will generate Deep Stress for workers who face invasive uncertainty. Employers, Unions and Governments must prepare for this revolution
- On a promising note, AI applications are being developed to better manage depression and anxiety disorders and even prevent suicide risk.

2. **Epigenetics**

- Genetics has given us the first basic molecular clues of the causes of mental illness
- Epigenetics is a newer science-the bridge between our genes and the environment-is providing strong evidence that the environment dominates the risk of disease including mental health

Mental Health Future Challenges and Opportunities in the Longer Term

3. Pharmacogenomics in Disability Management

- Evidence is showing a relationship between high gene mutation scores(5+) and employees who suffer from mental illness
- Evidence also shows that when a MH patient resorts to medication, high mutation scores results in a failure to respond to many medications and/or suffer from adverse side effects.
- PGx may play a role in determining those with a high mutation scores, and those who suffer from a mental illness, to prevent an eventual claim disability or help a person RTW faster and keep them at work healthier and happier.

4. Redefining the Nomenclature for a Mental Illness

- The term mental illness is heavily and probably hopelessly stigmatized
- Further, the nomenclature of mental illness is likely to change as a new classification system emerges on the strength of scientific and clinical recognition that these conditions, are more of a spectrum, and not a distinct air tight classification being labeled as such.

Questions



Mental Health Support Resources

Mental Health Research: *Mental Health International*

www.mentalhealthinternational.ca

Implementing the National Standard: *SEB- Benefits and HR Consulting(certified staff)*

www.seb-bhr.com

Anti-Stigma: *Mental Health Commission of Canada/The Working Mind Program*

www.mentalhealthcommission.ca

Risk Assessment and Peer Support Training :*Check-up from the neck up/Moods Disorders of Canada*

www.moodsdisorderscanada.ca

Virtual Medical Clinics: *Equinox LifeCare*

www.equinoxlifecare.ca

Pharmacogenetics: *P3*

www.personalizedprescribing.com