

MENTAL HEALTH IN THE WORKPLACE: CHRO Insights Series

SEPTEMBER 2018



INTRODUCTION

The *One Mind at Work* CHRO Insights Series is developed through interviews with leading employers to gather key activities and actions in support of workplace mental health. We are proud to bring you the second in the series, with new interviews in new sectors discussing new solutions. These examples are designed to inspire other leaders to share their experiences in an ongoing journey of supporting mental health among diverse organizations, industries and workforces.

One Mind at Work is a global coalition of leading employers dedicated to collaborating to transform workplace approaches to mental health. We have developed a set of evidence-based principles and built consensus within and between businesses to bridge the implementation gap and drive widespread adoption.

Changing the global workplace mental health landscape requires the commitment of dedicated leaders to sharing their expertise. We have collected insights from eight organizational leaders from around the globe, and our conversations with them included current activities, past obstacles, and the ways that workplace mental health is evolving in the future.

Through the CHRO Insights Series, we are building an understanding of the current environment for workplace mental health programs, especially the perceptions and efforts of the senior leaders directing them. They are the global leaders in a robust employer response in mental health. They provide the impetus for adopting and improving mental health programs, collaborating to create a multi-stakeholder response, and addressing key challenges to implementation and utilization.

I would like to thank all of the individuals and companies who participated in the interviews for sharing their expertise and time. We are grateful to you for sharing your efforts, and we look forward to working together in the future.

Signed:



Garen Staglin
Co-Founder, One Mind at Work

CURRENT LANDSCAPE:
THE GLOBAL MENTAL HEALTH CRISIS

Why focus on workplace mental health?

1 in 3

Ratio of working-age adults in the US **experiencing a mental disorder**, regardless of gender, age, race/ethnicity, or occupation.ⁱ

13% - 29%

The percentage of time at work in which depressed employees have **impaired performance**.ⁱⁱ

\$24 billion

Amount spent annually in the US on **lost work productivity** due to depression alone.ⁱⁱⁱ

\$89 billion

Amount spent annually in the US on health care for **mental health conditions**.^{iv}

8.4 million

People in the U.S. who **care for a loved one with a mental illness**.^v

10:1

Studies have shown an up to 10:1 **return on investment on mental health training programs**. Such training programs lead to reductions in work-related sickness absence, lost productivity and presenteeism.^{vi}

KEY INSIGHTS:

INTERVIEWS WITH HR AND BENEFITS LEADERS AT MAJOR GLOBAL EMPLOYERS

What did we learn?

This report, the second in the CHRO insights series, includes a diverse collection of industries and approaches, including employers that cross international boundaries. Our interviews involved representatives from a broad spectrum of industries, including finance, retail, telecommunications, and healthcare. The resources and programs developed by the companies in this report support approximately 1.5 million employees worldwide. Regardless industry or size, each company faces similar challenges when it comes to improving workplace mental health. We have observed the landscape evolving over the last year in finding new and innovative ways to meet these challenges, but there is still opportunity to improve.

Top priorities for employers:

- **Fighting stigma** - Employers see reducing stigma as a core priority, especially to drive utilization of mental health programs.
- **Creating a care continuum** - Employers are attempting to smooth care transitions in their mental health services, from initial usage through sustained care.
- **Testing new metrics** - Employers want to assess brain health cost impacts and the value of interventions, but have difficulty accessing and analyzing data.
- **Addressing access barriers** - Employers express concern about systemic access barriers, particularly related to networks, capacity and providers.

Employer-Based Solutions:

Existing programs in the field include:

- Stigma reduction campaigns
- Restructuring health benefits
- Tools to determine whether mental health benefits are accessible
- Strategies for holistic workplace wellness

Targeting costs and burdens like:

- Absenteeism/presenteeism
- High disability costs
- Lost productivity
- Stress and risk factors
- Feelings of discrimination and isolation
- Privacy and liability concerns

EMPLOYER ACTIONS:

MENTAL HEALTH POLICIES, BEST PRACTICES, AND INNOVATIONS

How are leading employers taking action?

Bank of America[®]



Bank of America Engages Leaders and Promotes Resources to Support Employees' Mental Health and Resiliency

Overview

As part of their commitment to drive responsible growth, Bank of America is focused on being a great place to work for their employees across the globe. A fundamental part of being a great place to work means Bank of America and its leaders support employees physical, financial and emotional wellness.

Bank of America offers a robust set of programs, resources, and communications, to help sustain and promote wellness for their more than 200,000 employees, and members of their household, across all three areas (financial, physical and emotional). Supported by senior leaders and managers, the programs foster a proactive approach to stress management, work-life challenges and mental health care, including assistance for life's major moments.

In addition, leaders and managers actively engage with the organization's emotional wellness strategy, which includes initiatives focused on mental health and resiliency.

Best practices

Bank of America is advancing awareness of mental health conditions and challenges through courageous conversations and on-going communications, highlighting resources that can assist employees and their loved ones, plus offering comprehensive benefits, employee surveys, and external collaborations:

- **Leading courageous conversations:** Senior executives at Bank of America are leading conversations about the importance of wellbeing, how to find support and resources available

to employees. In addition, Bank of America's CEO, Brian Moynihan, regularly emphasizes the importance of investing in employees' and communities' wellbeing, and many senior leaders share stories of using workplace resources to address challenges in their own lives.

- **Wellbeing communications:** Bank of America's employee communications created a series of articles, graphics, webinars and events to support all aspects of emotional wellness. In recognition of Mental Health Awareness Month in the U.S., the company shared messages about building resiliency, stress management, the importance of sleep, crisis prevention, and mental health care – creating a discussion that was accessible for employees at all levels. The conversation also extended to employees outside the U.S. and will continue throughout the year on topics like suicide prevention and recovery awareness, plus mental health support for the military and victims of domestic violence.
- **Focusing on managers:** Bank of America empowers managers as key touch points for mental health resources. Managers are equipped with programs and tools related to helping build resiliency, which can help employees to address stress in a healthy, proactive way, plus access to in-house specialists that can assist with major life events.
- **Comprehensive benefits and resources:** Bank of America provides a wide range of resources related to mental health, work-life challenges, and stress management. These include:
 - In-person and telephonic counseling – Employees and their families can access six face-to-face counseling sessions per issue, plus unlimited telephonic support with a specialist, all at no cost.
 - Work-life support – Work and life benefits include back-up child and elder care, free financial counseling, tuition reimbursement, referrals for everyday needs and, by addressing stressors – big or small - these programs help support mental wellbeing.
 - Return-to-work – A physician and an administrator partner supports employees in a graduated return-to-work process.
- **Employee surveys and analysis:** Human resource and benefits leaders at Bank of America monitor a variety of metrics to gauge mental health needs and the efficacy of programs. In particular, employees fill out an annual voluntary "whole health" survey that includes stress levels and readiness to take action.
- **Collaborating with other employers:** Bank of America is working with other businesses to advocate for employees on health topics that no single organization can address alone. For example, Bank of America is collaborating to improve access to high-quality mental health providers in networks.



Cardinal Health Embraces Holistic Approach to Employee Well-Being, Streamlines Access to Mental Health Benefits, and Explores New, Tech-Enabled Capabilities

Overview

Cardinal Health embraces a holistic approach to employee well-being, including concerted efforts to help employees find, learn about, and use a wide range of mental health resources. In particular, a new emotional well-being toolkit and online portal will streamline access to all benefits related to mental health. The company is also exploring the potential for a data-analysis project to refine its understanding of employees' health needs across the US.

An integral commitment from senior leadership drives and enables Cardinal Health's well-being initiatives. The company strives to connect employees with comprehensive mental health resources, foster open communication, and shape a healthy, productive workplace.

Best Practices

Supported by the engagement of senior leaders, Cardinal Health continues to strive for a holistic approach to well-being. This includes a toolkit for mental health resources and new data analysis projects.

- **Engagement of senior leaders:** Cardinal Health has many senior leaders who champion a proactive approach to emotional well-being in the workplace. The company's leaders regularly express their support for improving tools and resources, as well as, for fostering an environment that enables open, stigma-free discussion of mental health needs and help-seeking support.
- **A holistic approach to well-being:** Cardinal Health is shifting towards a more holistic approach to employee well-being, encompassing programs and benefits for physical, emotional, and financial wellness. This includes the launch of a new campaign – Live For What Matters – that encourages employees to take care of their own health as well as the health of their family.
- **A toolkit for mental health resources:** Cardinal Health has created a set of consolidated toolkits for employee benefits – including one for emotional well-being. This emotional well-being toolkit makes finding resources easy by providing:
 - *Access to multiple vendors* – The toolkit streamlines access to all benefits and programs related to mental health, reaching across EAP, wellness, medical, financial services, and other vendors.
 - *Online platforms and tools* – The toolkit includes tech-enabled offerings like a web-based platform for mental health training and webinars, as well as online psychology and psychiatry

resources through the medical provider.

- *Meditation apps and programs* – Employees are able to access a variety of meditation tools, including the Headspace app, 21-Day Meditation, and meditation programs from their medical provider.
- *Support for caregivers* – The toolkit connects employee-caregivers to help and support, including those providing care to children with disabilities.
- ***New technologies and data analysis:*** The company is shifting to a new benefits administration platform and portal that will house all benefits information, including specific mental health pages. HR and benefits leaders are also exploring a project to analyze aggregate employee data and to identify health needs in different locations and parts of the country.



Johnson & Johnson has implemented and is developing a wide range of workplace mental health best practices while supporting innovative solutions and platforms.

Overview

Johnson & Johnson, an active leader in global mental health advocacy, supports mental health within its own workforce through strong leadership, compassionate culture, and innovative technologies. New approaches are evaluated using continuous measurement to understand the employee needs and the impact of current activities.

Best Practices:

- ***Foundational Leadership Commitment:*** Leaders' focus on mental health: J&J's CEO, senior executives, and managers have committed to raising awareness and proactively addressing mental health in the workplace. This provides a foundation and guide for all the company's mental health efforts – consistent with the company's overall focus on every employee being their personal best in all dimensions of health.
- ***Effective Implementation of Diverse Programs:*** Mental Health Diplomats and related efforts: J&J has created the Mental Health Diplomats program, which is part of the Employee Resource Group, Alliance for Diverse Abilities. Formed in April 2017, the Mental Health Diplomats are now a group of 600+ passionate employees in 21 countries worldwide with a common interest in making a difference in mental health. The Employee Resource Group focuses on the following efforts:

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- Raising awareness about mental health in the workplace
 - Creating a Culture of Inclusion at J&J by removing the stigma often associated with mental health
 - Identifying and developing resources for employees
 - Establishing J&J as an Employer of Choice for people living with or caring for those with mental illness
 - Overall to advance the mental health of our employees and communities
 - **Innovations to increase utilization:** J&J is spearheading a variety of innovative efforts to promote higher utilization of mental health services:
 - *New technologies:* J&J provides computer-based mental health training and a mobile app that teaches resiliency and self-stress management techniques.
 - *Personal Energy Management:* Linking science-based training to every individual's unique purpose and mission through Energy for Performance® training (subsidized for all employees). Developed by the J&J Human Performance Institute® the training is unique in that it sees health as multidimensional and connected within four realms: Spiritual, mental, emotional and physical.
 - *Multiple languages:* J&J has translated education on positive psychology into multiple language for its diverse, global workforce.

Continuous Measurement and Improvement:

- **Multiple ways to measure impact:** J&J measures the success of its mental health efforts through utilization of mental health programs and EAP, as well as against full implementation of its Healthy Mind policy at all global locations.
- **Rollout of global mental health strategy:** J&J is developing a global mental health strategy that will define mental health conditions, address stigma, and aim for specific results and impacts. The strategy will be tailored to specific countries and cultures and rolled out globally.
- **Partnership with EAP and others:** J&J is partnering with its EAP provider to create standard mental health risk assessments that will help to raise quality of care and define services. J&J is also an active participant in the mental health efforts and events of the National Business Group on Health, the Integrated Benefits Institute, and reSolve.



Rogers Communications Focuses on Long-Term Commitment and Genuine Conversations to Promote Mental Well-Being

Overview

Rogers Communications has made a long-term commitment to supporting the mental well-being of its employees and the psychological safety of its workplace. This commitment is rooted in the core values of the company and its leadership, enabling forward-looking decisions, investments, and initiatives.

At Rogers, mental health efforts tap into existing structures and culture, in order to be effective in this complex organization with more than 26,000 employees. This means integrating mental health into the ideas, values, and relationships that already make Rogers successful – pulling well-being into how people do business every day.

Best Practices

Rogers' integrated Safety and Well-being team leads the company's mental health efforts, which are sparking genuine conversations, providing dedicated resources and trainings, and advancing a holistic definition of success:

- ***An Integrated Safety and Well-being team:*** Over the last several years, Rogers has integrated its safety, disability, and wellness disciplines into the unified Safety and Well-being team. This enables a more holistic approach, leveraging team members' diverse skills and insights to understand needs, promote prevention, and drive progress across the organization.
- ***Sparking genuine conversations:*** Leaders at Rogers are committed to making mental well-being and psychological safety a focal point of communication and business at the company. By tapping into existing culture, structures, and channels, these efforts are sparking a new, organic, and ongoing mental health conversation that is "genuinely Rogers."
- ***Dedicated resources and trainings:*** Rogers provides resources and trainings for safety and well-being that cover multiple needs related to mental health. These include:
 - *Rollout of manager training* – A new training will equip managers to lead compassionate conversations about mental health, internal supports, and potential workplace needs and accommodations.
 - *Return-to-work* – A variety of resources help employees successfully return to work, including a tailored plan and partnerships with experts, treatment providers, and other third-party organizations.

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- *Communications efforts* – Communications on mental well-being are spread through different channels, events, and times.
 - ***Holistic, people-first definition of success***: Rogers does the right thing for its people as a reflection of its values, with improvements in metrics and costs as a related, but secondary goal. The Safety and Well-being team monitors a variety of indicators that provide a holistic view of mental health needs and support, including disability, prescription costs, wellness trends, safety incidents, and others. The company has also worked with a vendor to assess its mental health programs against Canada's national workplace mental health standard.



Target Designs, Implements and Analyzes Mental Health Programs to Support Team Members Across the U.S.

Overview

Target offers a variety of mental health programs to reduce stigma, spread key messages, and promote utilization of needed resources. Target cares about and invests in its team members so they can take care of themselves, each other and their families. The mental health programs offered at Target are a key part in its support of team member well-being.

Target designs mental health offerings to meet the varied needs of its large, diverse and dispersed population of nearly 350,000 team members. An overarching cultural commitment, mental health strategy and communications campaign reach across the company, driving support and resources to individual stores and team members.

Best Practices

Supported by its focus on caring for team members and their families, Target is promoting mental health with a multi-faceted awareness campaign, data analysis, on-site resources, and integration with preventive care:

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- **Cultural commitment:** Target’s mental health efforts are part of a broad cultural commitment to enhancing the well-being of its team and their families. Target knows that “taking care” means investing in the whole self, both at and outside of work. Senior leaders have established this as a focus across the company, catalyzing and sustaining mental health programs.
 - **Multi-faceted awareness campaign:** Target has launched a comprehensive campaign to address stigma, increase awareness of mental health topics and link to available internal resources. The “I’m Fine” campaign focuses on spreading a core message – that no one can be fine all the time, and its ok to ask for help—and providing a measure of related support efforts. The campaign includes:
 - *A suite of communications channels:* A wide array of channels – leader communications, handouts, breakroom posters, table talkers, and more – maximize the reach of communications efforts, particularly with hourly and part-time team members.
 - *Prioritizing specific messages:* The “I’m Fine” campaign and other mental health communications focus on specific topics at various points in the year. By prioritizing the right message at the right time, internal campaigns can mirror external messaging that team members may be hearing, which can increase the potential impact of the messaging.
 - **Links to internal resources:** The campaign provides team members with easy access to internal resources, such as the Employee Assistance Program (EAP), so they can find the support when they need it.
 - **Analyzing mental health journeys:** Target is analyzing EAP, health and engagement data to understand team members’ mental health journeys and benefits utilization. For example, HR and benefits leaders are exploring whether employees typically use free counseling sessions or work through their health insurance coverage.
 - **On-site resources:** Target’s On-Site Life Resources program offers additional support to team members at more than 160 Target stores areas across the country. The program provides an on-site counselor who can connect team members with a variety of local resources, such as mental health care, housing, college applications, and others.
 - **Integration with preventive care:** At Target’s headquarters, on-site providers administer the PHQ2 test to all team members who come for preventive care. The two simple questions in the PHQ2 have proven effective to identify and intervene earlier, when people are experiencing depression and anxiety.



The World Bank Group Aligns Strategy and Ground-Level Programs to Support the Psychosocial Health of Employees Around the Globe

Overview

The World Bank Group (WBG) has a long-standing, strategic commitment to the psychosocial health of its employees, as well as a growing focus on ground-level, multi-disciplinary programs to address unique mental health challenges in countries around the world.

This approach serves the distinct needs of WBG's 16,000 full time and employees and their dependents, together with approx. 20,000 contingent staff on various contract types; many of whom serve in countries affected by fragility, conflict, and violence ("FCV"). The organization is introducing a comprehensive set of mental health programs that meet these needs, increase the availability of psychosocial support, and tailor resources to local settings.

Best Practices

WBG supports the mental health of employees around the globe with a strategic, integrated approach, a comprehensive set of proactive programs, and a growing focus on the needs in the field:

- **Strategic, integrated approach:** WBG has shown a decades-long commitment to employees' holistic well-being, with psychosocial health as a key principle of WBG's overall people strategy, the guiding mission statement for Health Services, and its Health and Safety Charter. As a result, the organization seamlessly integrates mental health as a key and equal element of all of its health programs.
 - *Health Services' Counseling Unit* - WBG provides individual, confidential, and free-of-charge counseling to all staff; staff in 106 countries in addition to the US used this service last year.
 - *Resiliency briefings* - All staff relocating to FCV locales are afforded the opportunity to meet with a counselor beforehand to develop a personalized resiliency plan, and to establish a psychosocial support relationship with a counselor that can continue as needed throughout the assignment.
 - *Crisis counseling* – WBG staff have access to a 24/7 helpline, staffed by multilingual counselors, for assistance during times of urgent need.
- **Robust support through new programs and pilots:** WBG health leaders have launched multiple programs and pilots to strengthen psychosocial support for employees:

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- *Health and wellness program* – WBG has partnered with the Cleveland Clinic and U.S. Preventive Medicine to implement a proactive health and wellness program. Employees can complete a health risk assessment, including questions about mental health, which then provides a health profile and links to appropriate educational and supportive programs and resources.
 - *Forums to fight stigma* – WBG holds open forums where employees can share their experiences with mental illness, reduce stigma, and increase awareness. Employees also use the organization’s intranet to discuss mental health issues and express support.
 - *Mental health first aid training* – WBG is partnering with the National Council for Behavioral Health to pilot mental health first aid training for its HR business partners. The course will educate HR employees about how best to identify and respond to mental health conditions.
 - A new on-site primary health care clinic operating a Patient Centered Medical Home model, includes a part-time visiting psychiatrist for convenient on site mental health consultations.
- ***Growing focus on needs and resources in the field:*** In the last several years, health leaders at WBG have adopted a wider global focus, intensifying efforts to provide ground-level, multi-disciplinary mental health programs around the world:
 - *Understanding and meeting unique needs* – Health leaders frequently travel to WBG offices globally to understand employees’ needs and how to improve available mental health resources.
 - *Embedding psychosocial support in Kabul* – WBG has pioneered a new model for locally-based psychosocial support in Kabul, Afghanistan. Leaders hired two psychologists dedicated to the Kabul office, who provide resiliency training, develop resources in local languages, and are regularly embedded to counsel staff.

SPOTLIGHT: INDIA:

CASE STUDIES FROM OUR THOUGHT PARTNER, AROGYA WORLD



Wipro's MITR Program

Wipro deserves kudos for being ahead of its time by tackling mental health in the workplace in India 13 years ago through its pioneering MITR program, and for being a genuine leader in several aspects of workplace health. The program is integrated with Wipro's Workplace NCD Program – Fit for Life - so issues that emerge in either program can be addressed accordingly. An excellent example of this was the development of Fit for Life stress management and sleep hygiene programs after these topics emerged as issues of concern through MITR.

How MITR Was Started

The World Health Organization's 2000 World Health Report ranked India's Healthcare system at 112 out of 190. Wanting to do something about it, Wipro employees reviewed this report with care and felt it "pushed us to look into the challenges that not only the organization, but the entire sector would be facing very soon," said Namrata Sinha, Wipro HR. In 2000, Wipro already had several programs in place for the physical health and well-being of the employees. They decided to start an additional emotional wellness program for employees, which was launched in 2004 under the name "MITR". The concept and the name were home grown - "MITR", means a friend in Hindi, someone one could speak to, when feeling low.

The company did a thorough needs assessment before starting the program. Employee health data were analyzed, and showed high claims for gastrointestinal disorders, which was a direct impact of high stress levels. Next, they conducted surveys and tests via questionnaires, to assess the stress levels of the employee, and the cumulative 'pile-up' of stressors. The company felt that counseling during stressful times could be quite helpful in providing support and skills to better address life challenges. The MITR initiative was designed as a preventive measure, to deal with the upcoming problems that the entire sector was about to face.

Key Elements of the MITR Program

In addition to the more traditional and formal Employee Assistance Program (EAP) offered by trained professionals, Wipro chooses 10-15 employees a year to serve as volunteer MITR counselors, trains them and deploys them in their workplace settings, to help their fellow employees, and sometimes along with their families, cope with life's challenges.

MITR counselors are usually empathetic, mature professionals, with high emotional intelligence, who have been part of Wipro for some time, and are experienced in handling teams. They undergo several stages of elimination & selection: after filling a questionnaire, they go through many rounds of interviews, before being finally on-boarded into the MITR team.

Wipro makes sure that every site has at least one trained MITR counselor. Training is pretty rigorous – 5 days of training, delivered by Wipro’s EAP partner, and internal and external experts, over two weekends. Typically, 40% of the cases that come in are handled by MITR counselors, and the rest more serious cases are handled by the EAP partner professionals.

One of the key elements of the MITR program is confidentiality. Wipro promotes the MITR counselors on its intranet site – Yammer – and publishes the hotline number, to make it easy for employees to know who to go to for help. The employee who needs help selects the right counselor, even perhaps at a different site, then schedules a mutually convenient time to meet. The face-to-face meeting typically takes place in a conference room that either the counselor or the employee has booked. This gives them a quiet, undisturbed venue right on campus to discuss the employee’s concerns.

Once a month all MITR counselors meet with the EAP professionals to discuss the cases they are handling, without revealing the identity of the employee, and report on the progress in each case, how many cases have been successfully closed etc. At these meetings the EAP professionals also give the MITR counselor advice on next steps in challenging situations.

On average every MITR volunteer handles about 20 cases a year, each requiring about 3-4 sessions to get resolved. Along with the monthly meets, it adds up to a significant time commitment. The time spent by the MITR counselor in this program is not logged, is purely voluntary and is over and above the regular working hours. This is communicated explicitly to all volunteers at the beginning of the on-boarding process. Also, the manager gets a formal sign-off from the MITR counselor before formal induction. Wipro does not provide any extra incentive to MITR counselors. Still, the MITR counselor is a very coveted role as typically 400 or so people apply for the roughly 10 vacancies per year.

What Are The Issues Employees Most Care About?

Approximately 95% of the issues discussed with the MITR counselors are personal in nature. The top 5 issues are:

- Psychological issues
- Discord with family members / demise of a family member
- Couples counseling
- Other relationship issues
- Matrimony issues

Tackling Stigma Head-On

With this program Wipro has attempted to confront and blunt the stigma associated with mental health, by offering it right in the workplace setting, with full visibility of the entire workforce. The name “MITR” was chosen to help reduce the inhibition employees feel while approaching another for help, and help them put across their case in an open manner, like they would to a friend.

The company does a lot to socialize this program and remove the stigma around mental health by:

- Frequent communications – e.g. sending mailers, conducting Webex educational sessions
- Putting up relevant posters and banners
- Involving senior leadership in the initiative
- Posting on Wipro’s internal social platforms like “Yammer”. These platforms are accessed by employees to voice their opinions on various topics, participate in debates, meet other employees with similar interests etc.

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- Conducting on-the-ground talks on emotional wellness

We believe that this aggressive and frequent communications effort is a critical factor in the successful deployment of the MITR program in all of Wipro. The program is now familiar to employees, is introduced to all new employees during Orientation, and is part of the fabric of the company.

Scaling Up

The company was aware that face-to-face counseling was more effective than voice/video calls. Thus, they made sure that MITR counselors were selected from most if not all Wipro locations. They then went about spreading awareness throughout the organization in all sites. Also, mailers were sent to employees all over India to educate them on the benefits of emotional wellbeing. And suggesting MITR as a program they could make use of. The goal of MITR is to ensure that “embedded reasons for distress of employees is looked into and removed” rather than maximizing participation.

In 2016, about 500 employees across all of Wipro’s sites availed of the MITR program. While Wipro would like more employees especially in the remote sites to make use of this program, they are not looking to scale up much beyond this level, as they want to ensure the quality of the program.

Metrics

The company monitors this program by tracking:

- Gender Balance in the cases – men typically don’t seek help on emotional issues, so Wipro in particular watches for how many male employees use MITR as reported by the counselors during the monthly meets and by the EAP partner.
- Number of new employee cases
- Number of family member cases
- Number of closed cases - The number of cases closed by MITR volunteers, without having to reach out to professional EAP partner counselors, is an important metric for evaluating the effectiveness of the program.
- Overall Utilization rate
- Hours of online, telephone & face-to-face counseling
- In addition, the company conducts an annual Employee Perception Survey. Questions regarding emotional wellness are incorporated into the survey.
- The company also looks at the MITR program attrition rate which has historically been low.

There is a strict requirement for MITR counselors to attend all the monthly meetings. Any MITR counselor not attending 4 consecutive meets, is not retained within the team. (Approximate loss 5%). A few employees sometimes choose to discontinue after one year (Approximate loss 10%). Employees moving out of Wipro are unable to continue in the team (Approximate loss 10%). Wipro’s EAP partner provides to Wipro HR quarterly reports of de-identified data tracking these metrics, and flags the issues, if any, for management to tackle.

Program Costs

The design of the program helps Wipro make the program sustainable by reducing costs, which they would have otherwise spent on external counseling. The only costs for the MITR program are:

- Amount to be paid to the vendor for providing training, conducting monthly meets, tracking program metrics and issuing de-identified quarterly reports to Wipro HR.

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- Critical cases handled by the vendor on priority, are paid for by Wipro

Generally, 40% of the incoming cases are handled by the MITR counselors.

Impact

From anecdotal experiences and reports from the MITR counselors it is clear that both the employee seeking help and the employee providing counseling, benefit greatly from the program. For the counselors it is a matter of deep satisfaction that they have helped a fellow employee navigate a tough situation. For the employees they know they have obtained sound advice from a trained well-wisher, and resolved their situation without alerting company management. The low attrition rate and the continued use of the MITR program in all sites is testament to that.

Wipro does not have metrics to measure the impact of the MITR program on business performance, productivity or employee loyalty and retention. But the company knows the program saves costs as 40% of the cases are handled by MITR counselors.

Success Factors

Strong implementation – This program is designed to empower employees to seek and provide emotional support to fellow employees. Rigor in the selection and training of MITR counselors is key for success, as are some other factors such as extensive communications to socialize and familiarize employees in all sites, the frequent check-ins with monthly meets and the availability of the EAP partner for input when needed and for handling the tougher cases. The program is integrated with Wipro's Workplace NCD Program – Fit for Life – so issues that emerge in either program can be addressed accordingly.

Confidentiality – One of the key reasons for the success of this program is the intense focus on confidentiality. What is discussed between the employee and MITR counselor is completely confidential and that we believe this is why this program has been successful for so long (more than a decade).

Detailed program analytics - Wipro spends significant energy and resources on tracking metrics and data analysis, including demographic subgroup analyses. And the company uses the data to improve the MITR program, provide additional training to the counselors year after year, and address the areas of stress that emerge.

Management support - The support of senior management is a pillar for any successful initiative at the company. Business leaders have helped spread awareness about the importance of emotional wellness and several senior managers have served as MITR counselors over the years. This has helped remove the stigma around mental illness and in counseling, within the company. MITR reports are regularly reviewed with senior managers who work with the team to develop and support action plans to address root causes of stress. Management sometimes steps in to provide support to employees, in critical cases, at short notice.

The MITR Advantage

Wipro sees MITR as having many advantages, as compared to offering counseling purely through external professional counselors:

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- More economical for Wipro
 - Saves time - the employee can get help right on campus
 - The MITR counselors have better knowledge about the internal workings of the organization & are able to often guide the employee better than external professionals

Continuous Improvement

Wipro looks to continuously improve this program by identifying gaps & varying the training each year, adding topics such as relaxation techniques, cognitive behavior therapy etc. Since the attrition rate is low, this helps in increasing the overall knowledge base of the MITR counselor group, and the team members usually help each other out. Data Mining: Wipro is unique amongst Arogya World's Platinum Healthy Workplaces in the degree to which the company mines its mental health program data to identify, investigate, and address sources of stress that impact the mental wellbeing of their workforce and families. This is a global best practice.

Additional Considerations

- Prevalence data could be used to set reasonable goals for program participation rates against which to measure the effectiveness of marketing, communication, and mental health awareness strategies – this may help increase program participation.
- To calculate the value on investment from such programs, a company could use validated tools at initial onset, during, and certainly after the conclusion of the program.



Reliance Industries' WISH Program

Reliance Industries Limited is India's largest private sector corporation, and businesses in hydrocarbon exploration and production, petroleum refining and marketing, petrochemicals, retail and telecommunications. It is the largest polyester yarn and fibre producer in the world. The conglomerate became one of Arogya World's Healthy Workplaces and reached the top of the Platinum level in 2016. We have chosen Reliance's worklife balance program called WISH (Work-life Improvement for Safety & Health) as one of our case studies in this series, recognizing the company for tackling mental health head-on, for using medical experts and objective measurements and validated tools effectively, and for deploying the program throughout its large workforce.

Our hope is that we can inspire other companies in India and around the world to learn and adapt from this case study, and invest more to help their employees lead healthy lives.

How WISH Was Started

RIL had also observed mental health concerns springing up through their regular employee medical check ups. By 2011, RIL had established a very successful health and safety program called CASHe (Change Agents for Safety, Health & Environment), and had developed the tenets of a “participatory approach” for deployment of health programs within the company. CASHe was the stimulus and gave RIL medical leaders the confidence to follow the same steps – sensitization of top management or “apex” leaders on the issue, getting their buy-in for the need for mental health programs in addition to employee physical health efforts, then cascading to deeper layers of management. A renowned medical expert was called in to visit all sites and conduct sensitization talks and workshops with management and the general employee population. RIL first implemented a pilot at one manufacturing site (Jamnagar in 2011), developed training modules in-house, and then rolled out the program to their 8 other manufacturing sites. Later on they went broader into office locations (from 2014) as well as deeper into the communities around their manufacturing sites, and extended the program to family members of employees.

They also developed program indicators and a robust monitoring model. RIL’s approach for WISH: Developing internal resources at two levels -

- 1. Missionaries**

- 2. Occupational Health professionals**

- Emphasizing sensitization along with interventions
- Developing basket of training modules- in house, for different target groups
- Using indicators and metrics for continuous improvement

Objectives of WISH

- Create a culture of health and vitality that empowers employees and their families to enhance their well-being
- Develop missionaries for the program
- Make employees aware about work-life balance
- Train doctors in counseling and treatment
- Provide counseling by psychologist for identified group
- Awareness & sensitization for family members

Key Elements of the WISH Program

The WISH program is not integrated with Reliance Industries’ well-known employee health programs – it is a stand-alone program, with its own objectives, charter, implementation model and metrics. And has a unique approach leveraging both sensitization and interventions.

1. The WISH program relies heavily on top medical experts and trained mental health professionals, who travel across the RIL sites, giving formal advice and counseling to employees who need help, and conducting awareness workshops on a number of important topics. 12 in-house doctors and 3 external experts (1 psychiatrist, 1 wellness coach and 1 psychologist) manage and implement the WISH program across the company.
2. The company determines which employees need help by using validated questionnaires such as Depression, Anxiety Stress Scale (DASS 21) [http://www.psytoolkit.org/survey-library/depression-anxiety-stress-dass.html#_introduction] during regular employee medical check ups. The company encourages the high-risk employees to see a psychologist/ psychiatrist, and all employees to attend

some of the specialized talks and awareness programs. Further follow up and consultation is with company physicians.

3. With the help of experts in the field of psychology, RIL has developed a basket of sensitization talks and modules. These are regularly offered at all sites. The company reports that general sessions on work-life balance are well attended at manufacturing sites: 100% employees and their family members participate in the program. The sessions cover the following:

Modules for General Sensitization:

- Work life balance – Stress Management (1.5 days)
- Know your emotions (half day)

Specialized Modules:

- Secret of confidence (3/4th day) {Mandatory}
- Magic of empathy (1/4th day) {Mandatory}
- Work life balance for Career woman (half day)
- How to manage your stressed spouse (half day)
- Principles of effective parenting (2.5 hours)
- Teacher student communication (3 hours)
- Channelize your exam tension [10th, 12th students] (2 hours)
- Communication skills for paramedics (2 hours)
- Changing times, changing careers [Career guidance for students & parents] (2hours)
- Open forum on stress management (2 hours)
- Crisis management: Escape from Agra [Case study on Shivaji Maharaja] (3 hours)
- Dandi March [Case study in communication & leadership] (3 hours)
- Vivekananda & Ramakrishna [Mentor-Mentee relationship] (3 hours)
- Group counseling for High stress group (2 hours)
- Bollywood & Mental Health – Stress management
- Short films with different themes
- Team building & emotional health
- Shivaji - The CEO
- From Me to We

4. The WISH program also uses missionaries – 360 plus employees that socialize mental health issues among the 20,000 employees across the manufacturing sites. These missionaries help to reduce stigma by conducting skits and encouraging their fellow employees to confront mental health issues and seek help if needed. Attrition is low – a missionary is lost when someone retires or leaves the job.

5. In townships, the WISH program is extended to family members, teachers and school children with special workshops offered during the all-important exam time, when school kids and their parents go through extra anxiety.

What Are The Issues Employee Most Care About?

RIL has found that employees are most anxious about work (e.g. time management), and family issues (e.g.

stress around children's exam time for parents). Work-life balance is more critical for career women – they have to get skilled at juggling pressures at work and at home.

Tackling Stigma Head On

The company deserves kudos for recognizing the stigma around mental health and addressing it by systematically making use of missionaries as ambassadors for the program and leveraging the many sensitization talks and workshops to make employees become familiar with mental health topics, and making mental health less taboo.

Scaling Up

Reliance Industries has relied heavily on its participatory model for scale-up. RIL management, site and business leaders, medical doctors and missionaries are all involved and indeed accountable for successful deployment throughout the company. About 1000 people attend the general sessions at most sites, and about 30-40 attend the skits etc. put up by site missionaries.

We can attribute the scaling up success to RIL's methodology:

- Identification of leaders from all locations
- Special workshops by renowned faculty across sites
- Developing missionaries at all locations - more than 360 missionaries
- Introduction of stress questionnaire (DASS 21) during regular medical check-up. Identification of high risk groups
- Special programs on de-addiction, parenting, and for spouses and school teachers
- Regular follow up and consultation by company physician

Metrics

The company has developed a robust monitoring model for this program. It tracks the number of attendees at each sensitization talk or workshop, and importantly DASS score improvement over time. At each site the program metrics are collected at monthly meetings by site leadership, then data gets rolled up and reported to company management.

Program indicators include:

- ***Spread of the program***
 - The number of sensitization sessions conducted
 - No. of employees/family members and teachers who attended
- ***Utilization by High Risk employees*** (Moderate to Severe DASS score)
 - No. of counseling sessions attended
 - How many complied with the Intervention
 - Self referrals
 - DASS score improvement
- ***Whether awareness program are offered for targeted groups***
 - For people with Hypertension
 - For people with Diabetes
 - E.g. for those undergoing de-addiction (alcohol, tobacco)
- ***No. of prescription for Psychiatric drugs by Reliance Doctors***
- ***Monitoring missionaries***

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- Whether there are optimum number of missionaries at each site
 - Number of meetings conducted at each site
 - How many missionaries attended each meeting participated actively

Program Costs

RIL estimates that it spent INR 45 lakhs or about USD 70,000 on this program in 2015-2016. The cost of incentives was INR 5 lakhs (<USD 8000).

Impact

The company brought the overall company wide DASS score down from 8.5 to 6.6 over the course of 3 years of implementation of the WISH program, thus showing encouraging improvement.

Success Factors

In addition to the key elements of the program design and the company's use of both medical interventions and extensive sensitization, there are a number of other elements that we believe are responsible for the success of the WISH program:

- Reliance Industries management's decision to count the time of employees attending the WISH sessions as work time, is a big reason for the program's success. Employees are not expected to take care of their mental health issues on their own time or volunteer to promote the program. The company gives them the freedom to participate fully on company time.
 - Management has been supportive in other ways as well. They agreed to the company wide roll-out, approved the WISH program budget and the use of incentives such as Good Health Awards, certificates, gift vouchers, trophies, etc.
 - Metrics – The company places a lot of emphasis on metrics for all its health programs including this one.
- Improvement of DASS score was used to evaluate how effective the program was in addressing mental health in the company. Even though the DASS questionnaire is now being phased out after 3-4 years of continuous use, it will be replaced by another validated tool.
- Confidentiality is another important factor. An employee's mental health status is not shared with the manager except if there is a need for intervention.

Continuous Improvement

RIL has followed a systematic well thought through roll out of the WISH program throughout the company. Every year or two they have added a new feature of the program, finding ways to continually improve. Their objective use of validated questionnaires for assessing progress helps them continuously improve their program.



To learn more about these and other case studies, programs and goals from India, please visit the website www.arogyaworld.org.

THE GOLD STANDARD:

PILLARS FOR A WORKPLACE MENTAL HEALTH GOLD STANDARD

After reviewing the key themes and best practices from the interviews, we combined these insights with existing research in the field to develop the Pillars for a Workplace Mental Health Gold Standard.

This Gold Standard builds on research from organizations like the American Psychiatric Association, the Kennedy Forum, NAMI, and national and regional business groups on health. It also includes input from our global network, especially our partners in Europe, Asia, and Canada.

We see these 8 pillars as a framework for employers who want to design and deploy effective mental health policies:

- 1. Long-Term Commitment.** We will engage in values-driven organizational change toward mental health promotion, and mental illness and suicide prevention – with a commitment to continuous improvement.
- 2. Promote Mental Health.** We will support employee mental health and wellbeing through comprehensive policies, education, and resources, similar to physical health promotion efforts.
- 3. Eliminate Stigma, Social Prejudice, and Discrimination.** We will engage in shifting attitudes and changing behaviors through comprehensive efforts including contact education and policy review.
- 4. Adopt a Proactive Prevention Approach.** We will actively work to prevent harm to worker psychological health in a continuous improvement process that seeks to reduce risk factors and increase protective factors in how work is organized and how people are managed.
- 5. Provide a Coordinated Response.** We will play a vital role in creating improved access to seamless connections to mental health treatment, services, resources, and support.
- 6. Early and Effective Workplace Interventions.** We will ensure that performance, absence, and disability management systems intervene early and effectively through supportive conversations that engage the employee in collaborative solutions.
- 7. Explore Innovation, including Technology.** We will employ innovative practices, approaches, and concepts, including new technologies.
- 8. Continuous Evaluation.** We will measure all efforts to ensure quality, outcomes, accountability, and to contribute to the growing body of knowledge about workplace mental health as a field of study.

About One Mind at Work

Most of the world's population spends one-third of their adult lives at work. The workplace and its leaders have a tremendous opportunity to improve quality of life for all people and play a critical role in driving mental health solutions. One Mind at Work is a global employer-led coalition, collaborating across sectors, industries, and national boundaries to transform workplace approaches to mental health. One Mind at Work corporate members and non-profit partners include ADP, American Psychiatric Association Foundation, Arogya World, Atmos Energy, Bank of America, Johnson & Johnson, the Kennedy Forum, Levi Strauss and Co., Otsuka Pharmaceuticals, Silicon Valley Bank, and Steinberg Institute, Sutter Health.

Contact

Garen Staglin
PO Box 680 Rutherford, CA 94573
1570 Bella Oaks Lane Rutherford, CA 94573
707.963.1749
Garen.Staglin@onemind.org
www.onemindinitiative.org



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