Mental Health Commission of Canada
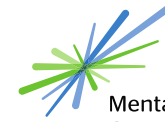Commission de la santé mentale du Canada

Before we begin:

Audio is provided in broadcast mode through your computer speakers.

If you experience technical difficulties, contact Adobe Connect at 1-800-422-3623.

Our presentation will begin at 12:00 noon

Building a Business Case for Employers to Actively Recruit and Retain People with Mental Illness

Webinar hosted by MHCC's Workplace Team

October 25, 2017, 12:00pm – 1:00pm

Mental Health Commission of Canada

Commission de la santé mentale du Canada

Introductions

- **Rebecca Gewurtz**, Assistant Professor, McMaster University
- **Emile Tompa**, Senior Research Scientist, Institute for Work and Health
- **Margaret Oldfield**, Project Coordinator, Aspiring Workforce in Canada
- **Kerilee Snatenchuk,** Director Enterprise Culture and Development, ATB Financial

Housekeeping Notes

- The Audio is provided in broadcast mode through your computer speakers.

- This webinar is being recorded.

- Ask questions to the presenters using the "Q&A" pod

- The slides are available in the "File" pod on the right side. Click on the file and click "Download Files".

- If you experience technical difficulties, contact Adobe Connect at **1-800-422-3623.**

Mental Health Commission of Canada

Recovery Initiative

HOPE.
DIGNITY.
INCLUSION.

SHIFT.
INSPIRE.
MOBILIZE.

Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

The Aspiring Workforce:

## Employment and Income for People with Lived Experience

"There is overwhelming evidence that most people with serious mental health problems have skills and expertise to offer to the labour market - they can work, and want to work."

The Aspiring Workforce in Canada

Building the business case for employers to actively recruit and retain people living with mental illness

Webinar October 25, 2017
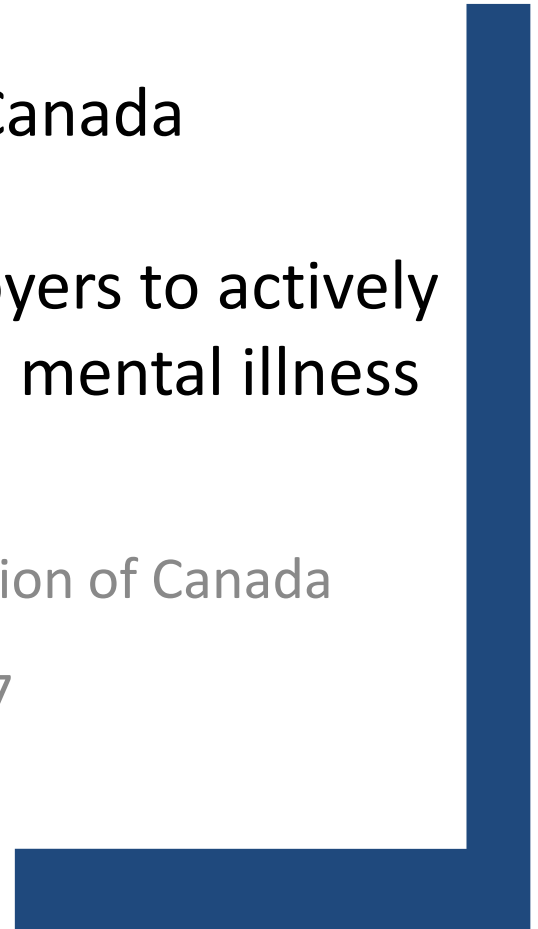
Research Team

- Rebecca Gewurtz, Assistant Professor, McMaster University

- Emile Tompa, Senior Scientist, Institute for Work & Health

- Rosemary Lysaght, Associate Professor, Queen's University

- Bonnie Kirsh, Associate Professor, University of Toronto

- Sandra Moll, Associate Professor, McMaster University

- Sergio Rueda, Assistant Professor, University of Toronto, Adjunct Scientist, Centre for Addiction and Mental Health

- Karen Harlos, Professor (Full), University of Winnipeg

- Hélène Sultan-Taïeb, Associate Professor, University of Québec at Montréal

- Arlene MacDougall, Assistant Professor, Western University

Project Staff
- Margaret Oldfield, Research Coordinator

- Katie Cook, Qualitative Data Analyst

- Angela Xie, Research Assistant

- Kathy Padkapayeva, Project Assistant

Objectives

- Explore how opportunities and challenges for hiring and retaining people with mental illness vary across sectors, organizational sizes and structures, occupations

- Describe costs and benefits of hiring, supporting and accommodating people with mental illness

- Identify opportunities and strategies for employers to improve their capacity to tap into the Aspiring Workforce to meet existing business needs

Methodological Approach

Five case studies across organizations diverse in number of employees, sector, structure, geographic location and market

Interviews with key stakeholders—workers with mental illness, co-workers, mangers/supervisors, champions

- <u>Qualitative Data</u> – focus on experience working within the organization
- <u>Economic Data</u> – focus on costs and benefits of accommodations to accommodated workers, co-workers, managers/supervisors, organization

Organization	Type of business	Size[a]	Sector	Urban or Rural	Profit orientation	Geographic Scope	Human Resources Department	Unionized
1	Cafés	Small	Consumer-survivor-run social enterprise	Urban	Aims for profit	Local	No	No
2	Catering	Small	Private social enterprise	Urban	For-profit	Local	No	No
3	Farming	Medium	Private	Rural	For-profit	National	Yes	No
4	Banking	Large	Crown corporation	Urban and rural	For-profit	Provincial	Yes	Yes
5	Government	Large	Public	Urban and rural	Government	Provincial	Yes	Yes

[a] Small: Less than 100 employees. Medium: 100-500 employees. Large: More than 500 employees.

Qualitative Findings

Culture of Inclusivity
- Psychological safety and respect
- Workplace culture tensions

Accommodations for Workers with Mental Illness
- Universal supports
- Informal individual accommodations
- Formal accommodations very rare
- Disclosure

Process of Employing People with Mental Illness
- Hiring
- Coverage and cross-training

Culture of Inclusivity

Psychological safety and respect

"People with mental health conditions have been through a lot of abuse in their life. Verbal, physical, you name it. So often when people start yelling and are aggressive, that's a trigger for them and it can cause them to even just walk out of the workplace. So by keeping things more under control, it helps them function better in the workplace."

Manager, Organization 1

Workplace culture tensions

"I think that our leaders are on board but I'm not sure that our management is on board and that's kind of where it's hit and miss."

Champion, Organization 5

"I would say if you have a mental illness and you are not a high performer, good luck…."

Co-worker, Organization 4

Accommodations for Workers with Mental Illness

Universal supports

- Benefits available to all employees

- Flexibility in where, when and how the job is completed (for some)

- Writing down procedures and tasks

Informal individual accommodations

- Based on strong, supportive relationship with manager/supervisor

- Generally not put in writing

- May not endure beyond employee-manager relationship

Formal accommodations

- Requires disclosing difference

- Distance between employees/managers and accommodation decision-makers

- Application process intimidating

- Possibility of being turned down

- Disbelief among some decision-makers that mental illness is a disability

Organization 5 participants

Disclosure

"Again there's the bureaucracy around 'Ask us if you need something. We'll accommodate it.' But the onus is on the person to self-identify rather than looking at the systemic barrier that it may cause for someone and change that. It's around no, you need to identify that you're the exception."

Champion, Organization 5

"The fear that somebody might gossip can hold people back….from disclosing or divulging information that could be really helpful for them."

Union representative, Organization 5

Process of Employing People with Mental Illness

Hiring

- Word of mouth at Organizations 1 and 2

- Larger organizations: only one worker disclosed mental illness (as an asset) in job interview

- Hiring of equity groups not tracked

Coverage and cross-training

- Cross-training in Organizations 1 and 2 eases coverage for employees unable to come to work or complete their shifts

- Sharing files in Organizations 4 and 5 facilitates coverage by co-workers

- Organization 2 has online schedule-sharing platform

Key Messages

- Attending to healthy workplace culture is critical to supporting the diverse needs of workers

- Many workers with mental illness seem to rely on informal processes for securing workplace accommodations

- The return on investment is compelling for diverse workers, in diverse settings, from diverse perspectives

Recommendations

- Offer and strengthen supports and benefits available to all employees
- Build an inclusive workplace culture that values diversity, embraces open communication and employee engagement
- Focus on civility and inclusivity
- Attend to the workplace environment - sunlight, privacy, noise, support
- Build in flexibility where possible – how, where and when people work.
- Encourage work teams to connect and support each other
- Document informal accommodation arrangements in writing

Business Case: What is It?

1. **Management tool** that supports planning and decision-making.

2. **Positions an investment in the context of business objectives.**

3. **Meant to generate the support and participation** required to turn an idea into reality or profile the merits of an investment already undertaken.

4. **Explains** what the investment is about, how and who it will impact, the magnitude of impacts, risks and **cost/benefit.**

5. Often prepared as a report that includes **recommendations and an implementation plan.**

Key Features of the Business Case

- Company specific analysis

- Combines external evidence with internal intelligence

- Generally prepared to promote going forward with an idea or supporting something underway

- Considers the financial implications (cost-benefit) but not exclusively about it

What Economic Evaluation is About?

Valuation

- **Material resources**
- **People time**
- **Health and intangibles**

Consideration

- Individual
- **Organization**
- Society

Ultimate Objective

- **Maximize value added when using resources**

Estimation Approach

1. Structured interviews with key informants– accommodated workers, supervisors/managers, and co-workers.

2. Questionnaires focus on identifying costs and benefits of accommodations, both monetary and intangible in several distinct categories.

3. Asked managers to respond on behalf of the organization (the employer's perspective).

4. Accommodated workers and co-workers asked to respond from their own perspective, although cost/benefit they identified as relevant could be incurred by the organization.

5. Five year time frame used to estimated net benefit benefit-to-cost ratio.

Cost and Benefit Categories Considered in the Questionnaire

Costs	Benefits (tangible)	Benefits (Intangible)
Planning	Income From Work	Job Satisfaction
Evaluation	Work Absences	Employment/Career Opportunities
Consultant Fee	Work Absence Replacement Costs	Work-Life Balance
Training	Productivity at Work	Quality of Life
Purchases	Intent to Stay	Quality of Life Outside of Work
Meeting Time	Other Benefits	Workload
Other Time	Staff Turnover	Work Relationships
Flexible Schedule	Insurance and Other Payroll Costs	Organizational Climate/Culture
Other	Compliance-related Expenses	Attraction and Retention
		Organizational Accountability
		Organizational Reputation

Cost-Benefit Analysis

	Small Café	Small Catering Company	Financial Company	Large Government Agency
Position	Chef, Assistant Manager	Dishes, Food Prep and Serving	Solution Analyst	Inspector
Hours	20-30 hrs per week	30 hrs per week	FT hours	FT hours
Accommodation	Manager writes down tasks; runs through task the day before; text message reminders; regular check ins	Sitting, access to phone; flexible pay schedule; support with applications; assistance getting to appointments	Soft measures– patience and extra time; check-ins; 2 screens; work from home and flex hours; sick days	Sick days; STD and LTD; vacation time; family medical leave; check ins
5 year net worker benefits /benefit-cost ratio	$44,108 **9.45**	$30,764 **4.23**	Intangible – job satisfaction, QOL, organizational citizenship	$67,171 **12.19**
5 year net organizational benefits, benefit-cost ratio	$55,596 **2.25**	$64,340 **1.92**	$210,804 **7.40**	$203,650 **7.81**

Intangible Benefits for the Organization

Small Café	Small Catering Company	Financial Company	Large Government Agency
• Increased job satisfaction of workers • Increased quality of work-life • Improved organizational climate/culture • Improved relationship between co-workers • Higher degree of organizational citizenship • Increased organizational reputation	• Improved attraction and retention • Increased job satisfaction of workers • Increased quality of work-life • Improved organizational climate/culture • Improved relationship between co-workers • Higher degree of organizational citizenship • Increased organizational reputation • Increased organizational accountability	• Increased job satisfaction of workers • Increased quality of work-life • Improved organizational climate/culture • Improved relationship between co-workers • Higher degree of organizational citizenship • Increased organizational reputation	• Increased job satisfaction of workers • Increased quality of work-life • Improved organizational climate/culture • Improved relationship between co-workers • Higher degree of organizational citizenship

Intangible Benefits for the Accommodated Worker

Small Café	Small Catering Company	Financial Company	Large Government Agency
• Increased quality of work-life • Increased quality of life outside of work • Improved organizational climate/culture • Increased employment opportunities • Increased work-life balance • Improved relationship between co-workers • Higher degree of organizational citizenship • Increased job satisfaction	• Increased quality of work-life • Increased quality of life outside of work • Improved organizational climate/culture • Increased employment opportunities • Improved relationship between co-workers • Higher degree of organizational citizenship • Increased job satisfaction	• Increased quality of work-life • Higher degree of organizational citizenship • Increased job satisfaction	• Increased quality of work-life • Increased quality of life outside of work • Improved organizational climate/culture • Increased employment opportunities • Increased work-life balance • Improved relationship between co-workers • Higher degree of organizational citizenship • Increased job satisfaction

Wellness and inclusion at ATB

Strategy, action, results

ATB

What makes an organization well and inclusive?

Inclusion and Wellness at ATB

ATB

Two strategic areas, one goal – Be the Place to Work

- Wellness
  - Physical, Mental, Emotional, Spiritual, Financial
- Inclusion
  - Diversity, inclusiveness

Inclusion and Wellness at ATB

ATB

How do we know we are inclusive and well?

Inclusion and Wellness at ATB

ATB

Metrics

- We measure our success through:
  - Engagement survey: mental health, team member perceptions about fairness and inclusion
  - Health and Wellness survey: tell us the health risk of team members numerically as high, medium, low AND key drivers around wellness
  - Campaign and challenge participation
  - Wellness resource utilization
  - Benefits and claims data: where are the highest needs
    - Participation and engagement in: Team Member Networks, Wellness Leadership Committee and Wellness champions network

Inclusion and Wellness at ATB

ATB

Wellness and inclusion: from awareness action

- Data
- Accommodation
- Process

Wellness and Inclusion

ATB

Campaigns

Quarterly

- Activity, sleep and nutrition
  - Mindfulness, meditation and yoga
  - Financial Wellness and literacy
  - Mental health and resilience

Semi Annual

- Not Myself Today (May)
- National Depression Screening Day (October)

Inclusion and Wellness at ATB

ATB

Mental Health Campaigns
Not Myself Today@Work

Inclusion and Wellness at ATB

Mental Health Campaigns
National Depression Screening Day

- Partner with Calgary Counselling Centre to promote this national effort to self-screen for depression

- Social media campaign, twitter, facebook, internal channels, ATB place gets lit up for NDSD

Five minutes can change your life.

Take the free and anonymous National Depression Screening Test between October 2-9

Visit test4depression.com

People First | ATB

Inclusion and Wellness at ATB

ATB

Financial Wellness: You'd think we'd rock that…

Wellness and Inclusion

ATB

How can we both individually and as an organization be more inclusive?

Wellness and Inclusion

ATB

Resources

MHCC

- The Aspiring Workforce: Employment and Income for People with Serious Mental Illness   EN   FR

- Strengthening the Case for Investing in Canada's Mental Health System   EN   FR
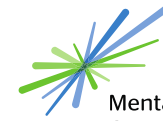
- Recovery Inventory   EN   FR

Mental Health Commission / Commission de la santé mentale
Commission of Canada / du Canada

Questions?

How did we do?

You will receive an e-mail shortly with a satisfaction survey.

Thank you!

Rebecca Gewurtz, McMaster University
gewurtz@mcmaster.ca

Emile Tompa, Institute for Work and Health
etompa@iwh.on.ca

Margaret Oldfield, Project Coordinator
margaret.oldfield@alum.utoronto.ca

Kerilee Snatenchuk, ATB Financial
ksnatenchuk@atb.com

Krista Benes, Program MHCC
kbenes@mentalhealthcommission.ca

#mhcchopelives

MHCC – webinar@mentalhealthcommission.ca