

**Thematic webinar:**

# **Recruiting, Accommodating and Retaining Employees Living with Mental Health Problems or Illnesses**

**Presented by:**

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# Part I:

What are the costs and benefits of actively recruiting and retaining people living with mental illness?

## Case studies of five businesses

Research conducted by **Rebecca Gewurtz, Emile Tompa**, and the entire research team

*The Aspiring Workforce in Canada: Building the Business Case for Employers to Actively Recruit and Retain People Living With Mental Illness*

Funded by the **Mental Health Commission of Canada**

# The team and the study

# Members of the research team

- Lead researcher: **Rebecca Gewurtz**, PhD, assistant professor, McMaster University, Hamilton
- Principal co-researcher: **Emile Tompa**, PhD, research scientist, Institute for Work and Health, Toronto
- Rosemary Lysaght, PhD, associate professor, Queen's University, Kingston
- Bonnie Kirsh, PhD, associate professor, University of Toronto
- Sandra Moll, PhD, associate professor, McMaster University, Hamilton
- Sergio Rueda, PhD, assistant professor, University of Toronto, adjunct scientist, Centre for Addiction and Mental Health
- Karen Harlos, PhD, professor (full time), University of Winnipeg
- Hélène Sultan-Taïeb, PhD, associate professor, Université du Québec à Montréal
- Arlene MacDougall, PhD, assistant professor, Western University, London

## Members of the project team

- Margaret Oldfield, research coordinator
- Katie Cook, qualitative data analyst
- Angela Xie, research assistant
- Kathy Padkapayeva, project assistant



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# Costs and benefits of recruiting and retaining people living with mental illness

“The economic data from across the different organizations highlight the significant return on investment for both accommodated workers and employers.”

# Context and objectives

# Context

- The vast majority of people living with mental illness want to work.
- In Canada, the unemployment rate among people living with mental illness is 70-90%.
- Only 1/3 of employed people living with mental illness receive accommodation (Wang et al., 2011).
- Today, we are looking at full employment and even job shortages in several sectors in Canada and Québec.

The challenge: to match supply and demand!



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# Objectives

- Identify the **appropriate levers and strategies** for hiring and retaining people living with mental illness.
- Describe the **costs and benefits, from the perspective of the employer and employees**, of hiring people living with mental illness, supporting them, and providing them with accommodation.



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# Methodology

**Cases:** Five Canadian organizations in three provinces (Ontario, Alberta, Nova Scotia)

- concrete actions for hiring aspiring workers
- with accommodation

**Participants in each organization:**

- employees living with severe mental illness
- colleagues of these employees
- first-level managers
- HR managers

**Types of mental disorders:**

- obsessive-compulsive disorder
- episodes of major depression
- bipolar disorder, epilepsy

# Methodology

**Analytical approach:** multiple-case approach, mixed study (quantitative-qualitative)

## **Data collection:**

- individual interviews about work experience (qualitative)
- individual interviews about the cost of accommodations, gains from these measures (quantitative)
- observations in businesses, analysis of internal documents
- a total of 30 participants were interviewed






**Project:** 12 months (Oct. 2016-Oct. 2017)



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# Organizations in the sample

#	Sector	Size	Type	Urban or rural	Profit orientation	Geographic scope	Human resources dept.	Union
1	Café 	≤ 100	Private social enterprise	Urban	For-profit	Local	No	No
2	Catering 	≤ 100	Private social enterprise	Urban	For-profit	Local	No	No
3	Farming 	100-500	Private	Rural	For-profit	National	Yes	No
4	Bank 	≥ 500	Public	Urban and rural	For-profit	Provincial	Yes	Yes
5	Government 	≥ 500	Public	Urban and rural	Public services	Provincial	Yes	Yes

# Results 1:

Winning strategies for hiring and retaining people living with mental illness

# Winning strategies identified

1. Culture of inclusion
  - Psychological respect and safety, modes of communication
  - Management of stressful periods at work
2. Accommodations for employees living with mental illness
  - Universal support and employee benefits
  - Informal individual accommodations
  - Official accommodations: rare
  - Disclosure
3. Hiring process for people living with mental illness
  - Variety of hiring strategies
  - Replacement and multi-skilling

# Culture of inclusion

- **Psychological respect and safety, modes of communication**

*« People with a mental health problem endured deep hardship, including oral and physical violence and beyond. Therefore, the presence of screaming and violent coworkers is a triggering factor and can even lead them to quit their job. To be operational in their workplace, they wish to have a better control of their environment. » [traduction]*

Manager, Organization 1

- **Stress management at work**

- Adherence to management's message by all levels in the hierarchy
- Maintaining manager-employee trust and support

# Accommodations for employees living with mental illness (1)

## Universal support

- Flexibility in how, when, and where the work is carried out
- Beneficial to all employees

## Informal individual accommodations

- Built on a solid and close relationship with the manager or supervisor
- Generally not put in writing
- Sustainability? May not outlive the employee-manager relationship

# Accommodations for employees living with mental illness (2)

## Official accommodations

- Rare, including in large organizations
- Request process sometimes difficult, with possible refusal
- Mental illness must be disclosed

## Disclosure

“If the person in a decision-making [position] starts from the place that they want to help... they want to accommodate but stay true to what they need to achieve as a department... that's kind of the recipe for success.”

Executive, organization 3

“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



# Hiring process for people living with mental illness

## Hiring

- Word of mouth in organizations 1 and 2
- Large organizations: only one employee disclosed a mental illness (as an asset) during the interview
- No follow-up for hiring members of groups targeted by employment equity

## Replacement and multi-skilling

- Multi-skilling in organizations 1 and 2, which facilitates the replacement of employees who are unable to come to work or finish their work shift
- File-sharing in organizations 4 and 5, which facilitates replacement by colleagues
- Online platform for sharing work schedules in organization 2

## Results 2:

Costs and benefits of hiring and retaining people living with mental illness

# Estimate approach

- **Structured interviews** with: accommodated employees, supervisors, managers, and colleagues
- **Questionnaires** on the costs and benefits of accommodations, monetary and intangible
- **Employers' perspective:** managers asked to respond on behalf of the organization
- **Workers' perspective:** accommodated workers and colleagues
- Projection over a **five-year** period for economic estimates
- Only four organizations were able to provide economic data



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# What are the cost categories?

**Time** spent implementing accommodations:

- Development and planning
- Implementation, execution
- Training
- Management and follow-up, meetings

Professional and consultant **fees**

**Equipment** purchases

Other costs

# What are the categories of benefits?

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## Benefits (tangible)

### Employees

- Income from work
- Work absences
- Insurance

### Employers

- Work absence replacement costs
- Cost of staff turnover
- Productivity at work
- Compliance-related penalties

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## Benefits (intangible)

### Employees (and employers)

- Job satisfaction
- Employment/career opportunities
- Work-life balance
- Quality of life at work and outside work

### Employers (and employees)

- Organizational culture and climate
  - Work relationships
  - Organizational citizenship
  - Organizational reputation
-

# What types of economic results?



## Net benefit

- Difference between benefits (gains) and the cost of accommodations



## Benefit-cost ratio

- Benefits (gains) divided by the costs of accommodations

# Benefit-cost analysis: Organizations 1 and 2

	Café 	Catering 
<b>Position</b>	Chef, assistant manger	Dishes, food prep and serving
<b>Hours</b>	20 to 30 hours a week	30 hours a week
<b>Accommodations</b>	The manager writes down the tasks, runs through the tasks the day before, sends text messages and conducts regular follow-up.	Sitting position, access to phone, flexible pay schedule, support with applications, assistance getting to appointments
<b>Five-year net worker benefits/benefit-cost-ratio</b>	\$44,108 <b>9.45</b>	\$30,764 <b>4.23</b>
<b>Five-year net organization benefits/benefit-cost ratio</b>	\$55,596 <b>2.25</b>	\$64,340 <b>1.92</b>

# Benefit-cost analysis: Organizations 3 and 4

	Bank 	Government 
<b>Position</b>	Business analyst	Inspector
<b>Hours</b>	Full time	Full time
<b>Accommodations</b>	Soft measures: patience and extra time, follow-up, two screens, working from home, flex hours, sick days	Sick days, short- and long-term disability leave, vacation time, family-related leave, follow-up
<b>Five-year net worker benefits/benefit-cost ratio</b>	Intangible: job satisfaction, quality of life, organizational citizenship	\$67,171 <b>12.19</b>
<b>Five-year net organization benefits/benefit-cost ratio</b>	\$210,804 <b>7.40</b>	\$203,650 <b>7.81</b>







# Summary of benefits-costs



Mental Health Commission of Canada. (2018). *A clear business case for hiring aspiring workers*. Retrieved from [https://www.mentalhealthcommission.ca/sites/default/files/2018-04/Business\\_case\\_for\\_aspiring\\_workforce\\_eng.pdf](https://www.mentalhealthcommission.ca/sites/default/files/2018-04/Business_case_for_aspiring_workforce_eng.pdf)

# Intangible benefits for the organization

Café 	Catering 	Bank 	Government 
<ul style="list-style-type: none"> <li>• Increased job satisfaction</li> <li>• Increased work-life quality</li> <li>• Improved organizational climate/culture</li> <li>• Improved relationship among co-workers</li> <li>• Higher degree of organizational citizenship</li> <li>• Improved organizational reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Improved recruitment and retention</li> <li>• Increased job satisfaction</li> <li>• Increased work-life quality</li> <li>• Improved organizational climate/culture</li> <li>• Improved relationship among co-workers</li> <li>• Higher degree of organizational citizenship</li> <li>• Improved organizational reputation</li> <li>• Increased organizational accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Increased job satisfaction</li> <li>• Increased work-life quality</li> <li>• Improved organizational climate/culture</li> <li>• Improved relationship among co-workers</li> <li>• Higher degree of organizational citizenship</li> <li>• Improved organizational reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Increased job satisfaction</li> <li>• Increased work-life quality</li> <li>• Improved organizational climate/culture</li> <li>• Improved relationship among co-workers</li> <li>• Higher degree of organizational citizenship</li> </ul>

# Intangible benefits for accommodated employees

## Café



- Increased work-life quality
- Quality of life outside work
- Improved organizational climate/culture
- Better job opportunities
- Improved relationship among co-workers
- Higher degree of organizational citizenship
- Increased job satisfaction

## Catering



- Increased work-life quality
- Quality of life outside work
- Improved organizational climate/culture
- Better job opportunities
- Improved relationship among co-workers
- Higher degree of organizational citizenship
- Increased job satisfaction

## Bank



- Increased work-life quality
- Higher degree of organizational citizenship
- Increased job satisfaction

## Government



- Increased work-life quality
- Quality of life outside work
- Improved organizational climate/culture
- Better job opportunities
- Improved work-life balance
- Improved relationship among co-workers
- Higher degree of organizational citizenship
- Increased job satisfaction

# Main messages

- It is crucial for a **culture that promotes** mental health in the workplace to respond to the various needs of employees.
- Many employees living with mental illness seem to count on **informal processes in order to benefit from accommodations**.
- The **return on investment is very positive** for employers and employees.



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# Recommendations

1. Offer support and workplace configurations for all employees
2. Promote flexibility in terms of where, when, and how people work: scheduling, time to make a phone call during the day and make up the time at the end of the day
3. Document in writing informal arrangements to promote the sustainability of the measures
4. Create an inclusive workplace that values diversity and open communication
5. Encourage collaboration and communication between teams, including formal and informal ties between teams
6. Ensure a work environment that fosters well-being in terms of natural light, privacy, and equipment
7. Create spaces for discussion and exchanges about what employees need to successfully perform their duties

# A tool for developing these strategies

Designed for human resources departments



- Identify existing efforts
- Identify a low- or zero-cost strategy
- Assist with return-on-investment calculation (ROI)
- Establish priorities and an action plan adapted to your organization
- Work with a steering committee

Available soon at: [www.mentalhealthcommission.ca](http://www.mentalhealthcommission.ca)

# McKesson Canada Workplace Mental Health



# Delivering better health coast to coast



Our hospital automation technologies dispense over **200 million** doses annually

Delivering essential medication to **+1350 hospitals** and **+7100 pharmacies** every day

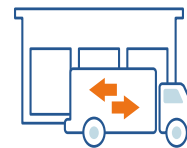


Nationwide coverage  
**13** distribution centres  
serving all provinces & territories

**15** specialty pharmacies  
and nearly **90** infusion centres  
helping patients with chronic diseases



We own and operate **6** retail banners and franchises  
Supporting over **2300** independent community pharmacies



**Largest pharmaceutical distributor**  
in Canada, delivering **1/3** of all medications needed in the country daily



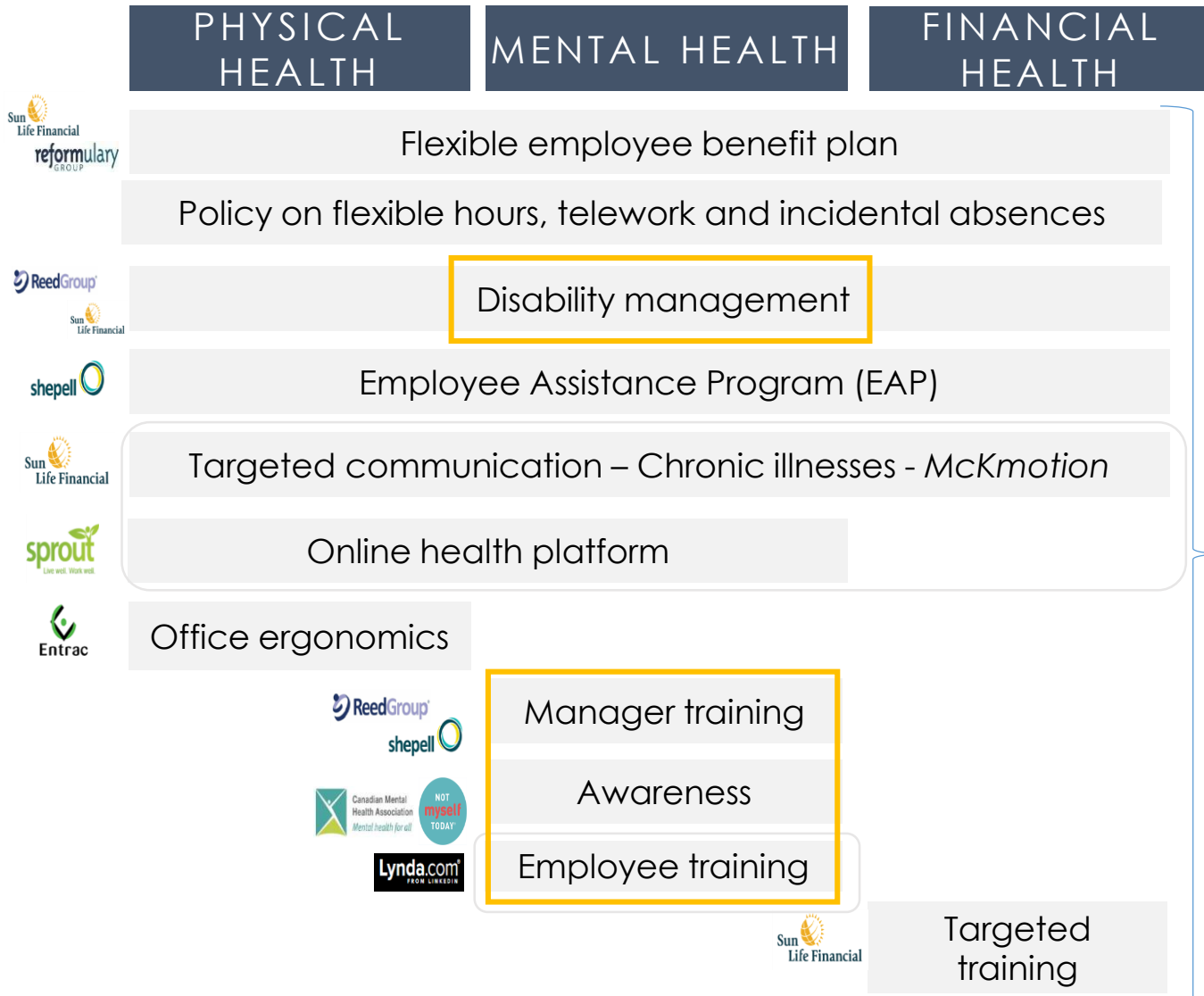
# Our starting point

2013

- Increased annual premiums for the employee benefit plan, 2 to 3 times higher than the market
- No health or well-being activity, even though we work in the field of health
- No visibility on the management of disability cases across Canada
- No policy on flexible work hours or telework, etc.
- Opinion poll results show that employees would like to have better work-life balance

# What we have accomplished

## From 2013 to 2018



- Offered at:
- 19 locations across Canada
  - 4,000 employees, 20% of whom are unionized

# What we have accomplished

## Disability management – better practices

Creation of a group of stakeholders to review our **disability** management **practices**

Creation of the role of a **disability specialist** to manage third parties, act as a resource person and ensure a proactive return to work

Salary continuance

Unionized employees

Management by a **third party**

**Monthly** review of claims with our insurer and a consultant

# What we have accomplished

## Compulsory training for managers (duration: 2.5 hours)

By participating in this training, you will help to **create a work environment** where our employees **feel comfortable** talking about mental illness and have access to **adequate support**.

You will also contribute to **reducing the costs** related to absenteeism, which represent thousands of dollars each year in overtime, staff replacement, and decreased efficiency.

### Learning objective

Based on **case studies and role-playing**, this training will enable you to:

- discover the **best practices** for improving workplace attendance, productivity, and quality of work; and
- learn and **apply** the skills needed to manage **workplace attendance**.

# What we have accomplished

## Nine voluntary employee training blocks

### Skill-based training blocks

1. Learn from your mistakes
2. Learn how to say “no”
3. Develop resilience
4. Improve your judgment
5. Work remotely
6. Have difficult conversations
7. Make good decisions
8. Be self-confident
9. Manage your time effectively

#### ▼ 1. Comprendre l'échec

Comprendre la psychologie lors d'un échec

3m 28s

Comprendre que l'échec fait partie de l'apprentissage

3m 30s

Différencier les échecs

4m 5s

#### ▼ 2. Apprendre de ses échecs

S'approprier ses erreurs

2m 43s

Déterminer ce qui s'est mal passé

3m 4s

Se mettre dans l'optique d'apprendre

2m 35s

#### ▼ 3. Utiliser l'échec en tant qu'outil

Se servir des échecs dans ses relations

3m 8s

Se servir de ses échecs pour grandir

3m 24s



# What we have accomplished

## Mental health awareness campaign

### Communication plan

- 2015-16 One-way communication
- 2017 Two-way and team-based communication
- 2018 Creating sustainable commitment with a strong brand



# What we have accomplished

## Mental health awareness with one-way communication

Address stigmatization by targeting **behaviours** that must be adopted

### Topics addressed

1. Powerlessness
2. Weakness
3. Performance
4. Promotion
5. Prevention

# What we have accomplished

## Mental health awareness with two-way communication

The McKesson calendar proposed  
**12 positive and negative emotions**

**Let's work together to change our perceptions about mental illness**  
 Travaillons ensemble pour changer nos perceptions à l'égard de la maladie mentale

**2017**  
 calendar • calendrier

**January • Janvier**

S/D	M/L	T/M	W/M	T/J	F/V	S/S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

**December • Décembre 2016**

S/D	M/L	T/M	W/M	T/J	F/V	S/S
						1 2 3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

**February • Février**

S/D	M/L	T/M	W/M	T/J	F/V	S/S
						1 2 3 4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

**Today I feel**  
 Aujourd'hui je me sens  
**ZEN**

**One out of five people will experience a mental illness. We are all at risk.**  
 Une personne sur cinq souffrira d'un problème de santé mentale. Nous sommes tous à risque.

**Today I**  
 Aujourd'hui j'ai  
**NEED A VACATION •**  
**BESOIN DE VACANCES**

**Today I feel**  
 Aujourd'hui je me sens  
**OPEN MINDED •**  
**À L'ÉCOUTE**

**Today I feel**  
 Aujourd'hui je me sens  
**OVERWHELMED • SUBMERGÉ**



# What we have accomplished

## Fostering understanding with two-way, team-based communication

*Let's Talk About it!* activity as part of the Not Myself Today campaign

6

### SITUATION

*Un de vos collègues a récemment reçu un diagnostic de maladie mentale, et vous en a fait part.*

**Comment pouvez-vous aider cette personne?**

### SOLUTIONS

- Je respecte sa vie privée et je ne rapporte pas les renseignements personnels qu'elle m'a transmis à autrui.
- Je fais preuve d'optimisme et je lui offre de l'aide et de l'information pertinente.
- Je l'écoute d'une oreille attentive et je ne porte pas de jugement.
- Même si des mesures d'adaptation peuvent être requises pour l'aider, je ne m'attends pas à moins de la personne. Je ne l'excuse pas et je ne la couvre pas.

JE NE ME  
reconnais  
PAS

# What we have accomplished

## Creating sustainable commitment with a strong brand



### **is the way to balance your life**

Health and wellness go hand-in-hand with flexibility. ILIVE offers you the flexibility to take charge of your physical, mental, and financial health while maintaining a healthy social life.



## 2019... Coming soon

- Video testimonial by an employee who lived through a depression while employed by McKesson – in January!
- Incidental absence management
  - Developing managerial skills
  - Adopting a centralized method for absence compilation
- Other compelling initiatives will be unveiled in due course

# QUESTION PERIOD



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Les opinions exprimées dans ce document ne représentent pas nécessairement les opinions de Santé Canada



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Thank you for participating in this webinar. Please consult the following sites to learn more about overall health in the workplace:

- <https://www.mentalhealthcommission.ca/English/what-we-do/workplace/>
- <https://www.groupeentreprisesensante.com/fr/service/documentation/>

This webinar is part of a four-part series on mental health. Watch past webinars or mark these dates in your agenda:

June 27, October 31, November 28, and February 27, 2019.

Visit:

<https://www.groupeentreprisesensante.com/fr/service/webinaires/>



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