



The ROI for Mental Wellbeing Programs

Building Resilient Workforces

Teresa Magnus
Magnus & Company

Studies show that mental wellbeing programs yield an ROI of 250% to 410% over a 2-5 year period of time.

**You already have most of what you
need to implement a mental
wellbeing program in your current
operations.**

**The program will improve your life,
the lives of your workers, the lives
of family members, and the
communities where they live.**

**Let's define the problem we are
going to solve for...**

Construction workers are SIX times more likely to die by suicide than in workplace accidents.

- Mates in Construction, a suicide prevention group

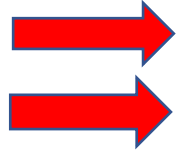


The suicide rate of construction workers is 3.7 times the national average.

-Mental Health in Construction: the Ugly Truth by the Office for National Statistics



Suicide Rates for Individuals Working in Major Industries



Industry	Males	Females
Mining and Oil & Gas Extraction	54.2**	
Construction	45.3**	9.4
Agriculture	36.1**	
Transportation & Material Moving	29.8**	10.1
Other Services (repair and installation)	39.1**	8.8
All industries rate	27.4	7.7

* Per 100,000 civilian, noninstitutionalized working persons aged 16-64 years.

** Statistically higher than the general population (all industries).

Source: CDC Morbidity & Mortality Weekly Report

Suicide Rates for Detailed Occupational Rates

- Looking at the details, certain trades far exceed even the elevated rates of the construction industry.
- This issue is not isolated to craft workers. Construction Managers are almost double the average.

* Per 100,000 civilian, noninstitutionalized working persons aged 16-64 years.

Source: CDC Morbidity & Mortality Weekly Report



Occupation	Males
Fishing and hunting workers	119.9
Musicians, singers and related	96.5
Artists	93.5
Structural iron and steel workers	79.0
Millwrights	78.7
Brickmasons and reinforcing iron and rebar workers	67.6
Roofers	65.2
Automotive service technicians	64.8
Machinists	64.2
Construction laborers	62.0
Computer and office machine repairers	60.8
Carpet, floor, and tile installers and finishers	55.2
Automotive body repairers	54.9
Carpenters	54.7
Welding, soldering, and brazing workers	53.6
Construction equipment operators, except paving	52.8
Laborers and material movers	51.5
Chefs and head cooks	47.8
Construction Managers	45.7
Electricians	44.0
First-line supervisors of construction trades and extraction workers	44.0
Farmers, ranchers and agricultural managers	43.2
Painters and paperhangers	36.6
Pipelayers, plumbers, and steamfitters	35.4
Retail salesperson	31.3
Driver/sales workers and truck drivers	30.4
All Occupations	27.4

**And this isn't just
about suicide...**

33% of construction industry workers suffer from anxiety, depression, and unmanageable stress.

-US Census Bureau

DIVORCE RATES BY OCCUPATION

- Millwrights 46%
- Riggers 42.8%
- Painters 36.9%
- Boilermakers 42.6%
- Carpenters 37.3%
- Laborers 34.7%
- Insulators 33.9%
- Masons 36%
- Roofer 34.7%
- **AVERAGE = 11.5%**
- Electricians 36.4%
- Ironworkers 38.1%
- Construction Managers 36.4%
- Engineering Managers 24.9%
- Pipefitters 37%
- Oil, Gas, Miners 39.4%
- *Firefighters 30%*
- *Lawyers 27%*
- *Financial Analysts 24.5%*
- *Athletes and Coaches 29.8%*

-US Census Bureau – American Community Survey

Workers reporting heavy alcohol use:

- **Construction: 16.5%**
- **Utilities industry: 10.3%**

Workers reporting illicit drug use:
Construction: 11.6%

-The Substance Abuse and Mental Health Services Administration (SAMHSA)

85% of construction industry workers do not believe that the industry does enough to address mental health.

So what?

Quantifying the Impact



The World Health Organization estimates that poor mental health costs the global economy **\$1 Trillion** annually in lost productivity.



Studies in Canada and Australia estimate the cost of poor mental health to their country's economies are **CA \$50 Billion** and **AU \$11 Billion** respectively



In fact, the same report projected that the cost of poor mental health in Canada will rise to **CA \$2.5 Trillion by 2041.**

Impact to Business Operations

Direct Costs:

- Absenteeism
- Presenteeism
- **Short-term disability**
- **Long-term disability**
- Unemployment insurance
- Employee turnover
- Management costs
- Incident costs
- Health care costs
- Productivity impact (impact to crew/team)

Indirect Costs:

- Culture
- Community
- Engagement
- Recruitment
- Retention
- Toxicity caused by absenteeism and presenteeism

why us?

Risk Factors of the Industry

- **Travel/nights away from home**
- **Work hours, shifts**
- Loneliness
- Employment uncertainty
- Lack of feedback, recognition, reward
- Inadequate staffing, workload
- Physical demands
- Too much work, ambitious deadlines
- Pressured environments
- Conflicting demands
- Tough Guy Attitude
- Lack of time management skills-building
- **Unhealthy coping skills**

Goal: Build a Resilient Workforce

Mental Health is defined by the World Health Organization as a “state of well-being in which the individual realizes his or her own abilities, *can cope with the normal stresses of life*, can work productively and fruitfully, and is able to make a contribution to his or her community.”

**ROADMAP TO
DEFINE & IMPLEMENT
MENTAL WELLNESS PROGRAMS**

Building a Resilient Workforce

The eight domains of a healthy life.



8 Domains Exercise



Mental & Physical Wellbeing

Mental and physical wellbeing are inextricably intertwined.

Good physical health is a **protective factor** for your mental health.

If mentally well, then more likely to engage in **healthy habits** which lead to **physical wellbeing**.

If you are mentally and physically healthy, you have **more energy, better focus, and higher engagement** in all areas of life.

Intimate Love Relationship

Research shows that a key difference between very happy people and less-happy people is a good marriage.

When we feel we have support and are not alone, we often cope more effectively with difficult times in our lives.

The background features two large, overlapping, curved lines. One line is light blue and the other is light green, both with a soft gradient and a slight shadow effect, curving from the top right towards the bottom left.

Parenting & Family

Guilt.



Friends & Community

Social connectedness generates a positive feedback loop of social, emotional, and physical well-being and is a **protective factor**.

Ultimately, people who are **connected** with friends, family, support groups, and their community usually have lower rates of depression and anxiety.

Lack of social connection is a greater risk factor to overall health than obesity, smoking, and high blood pressure. Furthermore, people who experience frequent loneliness have higher rates of:

- Mortality
- Morbidity
- Infection
- Cognitive decline
- Inflammation
- Cardiovascular disease



Spirituality & Faith

Spiritual wellness encompasses our core beliefs and values that guide us and is a **protective factor**.

It's what brings purpose and meaning to our lives. For some, this includes religious beliefs. But contrary to popular belief, spirituality doesn't always involve religion.



Career & Finances

Dead-end jobs.

According to a recent study, nearly half of American full-time workers say they spend work time worrying about personal finances.

Twenty-nine percent said they manage financial issues on the job, and 46% admit to doing so up to 2-3 hours per week.

22% of divorces are attributed to money problems.

Learning & Self-Growth

Personal growth is a process of both understanding yourself and pushing yourself to reach your highest potential. Learning and growing increases self-esteem and self-confidence.

The mental health benefits of learning and self-growth include:

- Better self-awareness
- Higher self-esteem
- Lower stress levels
- Sense of direction
- Accomplishing goals...



Adventure, Artistic Expression & Leisure

Laughing decreases pain, may help your heart and lungs, promotes muscle relaxation and can reduce anxiety.

Positive emotions can decrease stress hormones and build emotional strength.

Leisure activities offer a distraction from problems and give a person a sense of competence.

**I don't have
time...**

Individual Level Components



Educate people about the 8
Domains of a Healthy,
Satisfying Life



Adopt mindfulness routines
to increase intention in lives



Tools to help individuals
adopt healthy habits and
routines



Tools to help people
overcome bad habits and
unhealthy coping strategies

Roadmap to Build Mental Wellness



Assess the Psychological Safety of your “Workplaces”



Design a Wellness Program mitigating risks



Design a Communication Plan



Develop appropriate measures – Key Performance Indicators

Psychologically Safe Workplace

Organizational Culture

Psychological and Social Support

Clear Leadership and Expectations

Civility and Respect

Growth and Development

Psychological Demands

Recognition and Reward

Balance

Involvement and Influence

Workload Management

Psychological Protection

Engagement

Psychologically Safe Workplace

Organizational Culture

Organizational culture is the set of values, expectations, and practices that guide the work and actions of the individuals in and around the company.

- Accountability
- Community.
- Respect.
- Fairness
- Trust.

Psychological and Social Support

Organizations with psychologically supportive environments foster social and emotional integration into the workplace, encouraging appropriate assistance in performing tasks, acknowledgement of emotional needs, and community. Do the workers feel valued as *individuals*? Do the workers feel the organization values the contributions they make?

Adapted from *Guarding Minds @ Work*



Psychologically Safe Workplace

Clear Leadership and Expectations

Organizations must clearly define expectations for groups and individuals alike, communicate those expectations, and provide the leadership to help everyone achieve their goals. People want to perform well in their jobs and to do that.

Civility and Respect

A civil and respectful organization is comprised of people who are considerate and polite in interactions with co-workers, clients, customers, vendors, and the public. Civil organizations treat people with respect, are considerate of people as individuals in the workplace, effectively resolve internal and external conflict, treat people fairly, and hold people accountable. The customer is not always right, and neither is anyone else.

Growth and Development

Encouraging workers to grow and develop job skills, interpersonal, and soft skills, whether related to current roles or future opportunities, improves the psychological health of organizations. Workers thrive in organizations dedicated to improving their workers and avoiding having their people feeling trapped, stuck in dead end jobs, or otherwise unable to improve their situations.

Psychologically Safe Workplace

Psychological Demands

Organizations evaluate and define the psychological demands of every role in the organization, identifying the skills and traits necessary for a candidate to be successful in the job. Similar to the physical demands of a role, **every job has psychological demands** such as ability to meet deadlines under pressure, working durations, compensation systems, job monotony, and other traits of the work. **Not every person is capable or willing to cope with the stress** of commission-based pay, long shifts, extensive overtime, time constraints, or machine pacing as examples. Understanding these demands, communicating them in the hiring process, evaluating candidates against them, and managing to the demands will help organizations control the impact of the demands on its workforce.

Recognition and Reward

Genuine appreciation for the efforts of workers and appropriate acknowledgment of accomplishments are found in organizations with valuable recognition and reward practices, including compensation, rewards, appreciation, and acknowledgement.

Psychologically Safe Workplace

Involvement and Influence

Organizations that provide opportunities for workers to contribute ideas, participate in planning the work, and involved in resolving issues create a more meaningful work environment for people.

Workload Management

Organizations successfully manage workload when assignment of work can be accomplished in the allotted amount of time with the resources available. When this equation is out of balance, the workers caught in the situation of not enough time, budget, or resources are placed under an unmanageable and unfair amount of stress. While there are always emergent events that put stress on a worker or group, prolonged or consistent struggles in this area are destructive to organizations and their workers.

Psychologically Safe Workplace

Balance

How do you encourage workers to spend less effort on work and more on their life?

- The organization encourages workers to take entitled breaks.
- The organization offers paid time off to all workers. When given a choice between taking time needed for doctor's appointments or family commitments and earning wages, many people choose the income.
- The organization offers paid family and parental time off to all workers.
- Workers can easily meet the demands of personal life and work.
- Workers can express concern or ask for help when they are struggling to maintain balance.
- Workers have energy at the end of their shift to dedicate to their personal lives.

Psychologically Safe Workplace

Psychological Protection

Psychological protection exists in work environments where psychological safety is treated with the *same level of emphasis as physical safety*. The organization dedicates energy and resources to promoting mental wellness in its workers' lives and creating a mentally safe workplace. The organization is committed to minimizing stress and anxiety at work.

Engagement

Organizations where people are motivated, excited, and invested in their work benefit from physical, emotional, and cognitive worker engagement. “Unengaged workers cost US companies between \$483 Billion and \$605 Billion each year,” according to a 2017 Gallop reports of the state of the American workforce.

Adapted from *Guarding Minds @ Work*



Mental Wellness Program Components



Psychologically Safe
“Workplace”



Health Insurance,
including mental
health care



Employee Assistance
Program



Emergency Plan



Personal Finance
Education



Communication &
Education on Mental
Health (Toolbox Talks)



Executive Leadership

Key Performance Indicators

Direct Costs:

- **Absenteeism**
- Short-term disability
- Long-term disability
- Unemployment insurance
- **Employee turnover**
- Management costs
- Incident costs
- Health care costs
- **Productivity**

Indirect Costs:

- Culture
- Community
- Engagement
- **Recruitment**
- **Retention**
- Toxicity

KPI: Return on Investment

- 230% ROI average (PWC study in Australia)
- 410% ROI for Bell Canada (Deloitte)
- Public companies with mental health programs outperform the S&P 500 Index 235% to 159%
- Better alignment with shareholder ESG priorities

Return on Investment

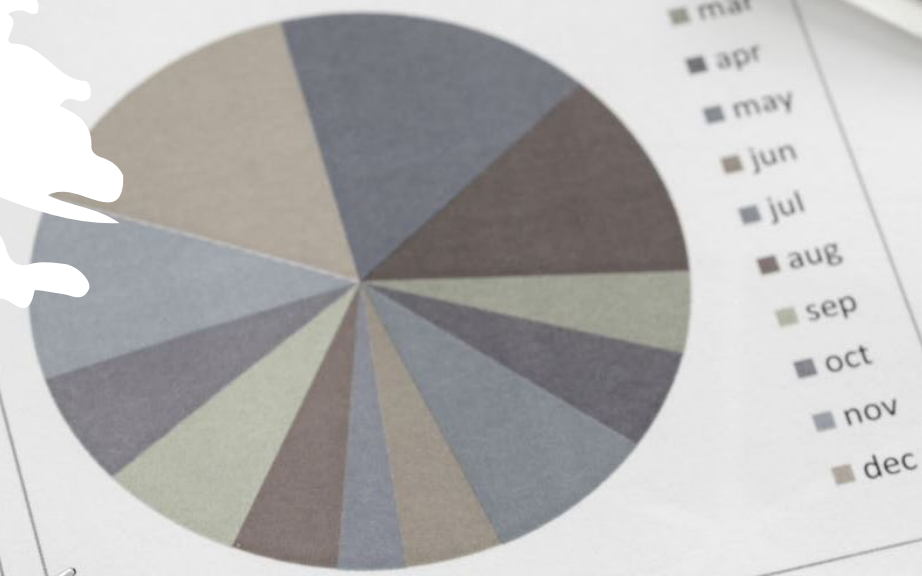
Happy workers are:

- more productive
- absent less
- more focused
- cause less drama
- don't quit
- perform better, and
- achieve better results.



Return on Investment

“Workplaces with a positive approach to psychological health and safety are better able to recruit and retain talent, have improved employee engagement, enhanced productivity, are more creative and innovative, and have higher profit levels.” (CSA Group, Canadian Standards Association, 2013)



58	154,568	95,054	124,500
87	56,845	97,511	125,000
00	110,000	99,011	154,000
50	150,000	99,216	95,000
2	35,000	101,090	154,000
	83,000	101,684	110,000
	45,000	101,962	80,000
		102,747	100,000
		1006	

Thank you.



Teresa L. Magnus

tmagnus@magnus-us.com

205.317.6297