The future of employee mental health and well-being

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Well-being at TELUS

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" Business as usual isn't an option.
As the pandemic forces organizations to re-evaluate their legacy operating models, a single truth becomes apparent:

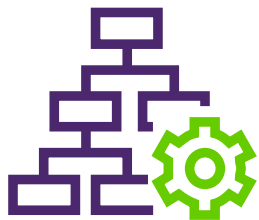Organizations that prioritize people concerns will flourish; those that don't will wither. "

— From the "6 Trends Guiding HR Leaders Through the New COVID-19 World"

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Cultural drivers

Organizational infrastructure

Our ecosystem has:
- Supportive policies, processes and resources
- Relevant training
- Leadership support

Organizational awareness

Our messaging is:
- Clear and always on
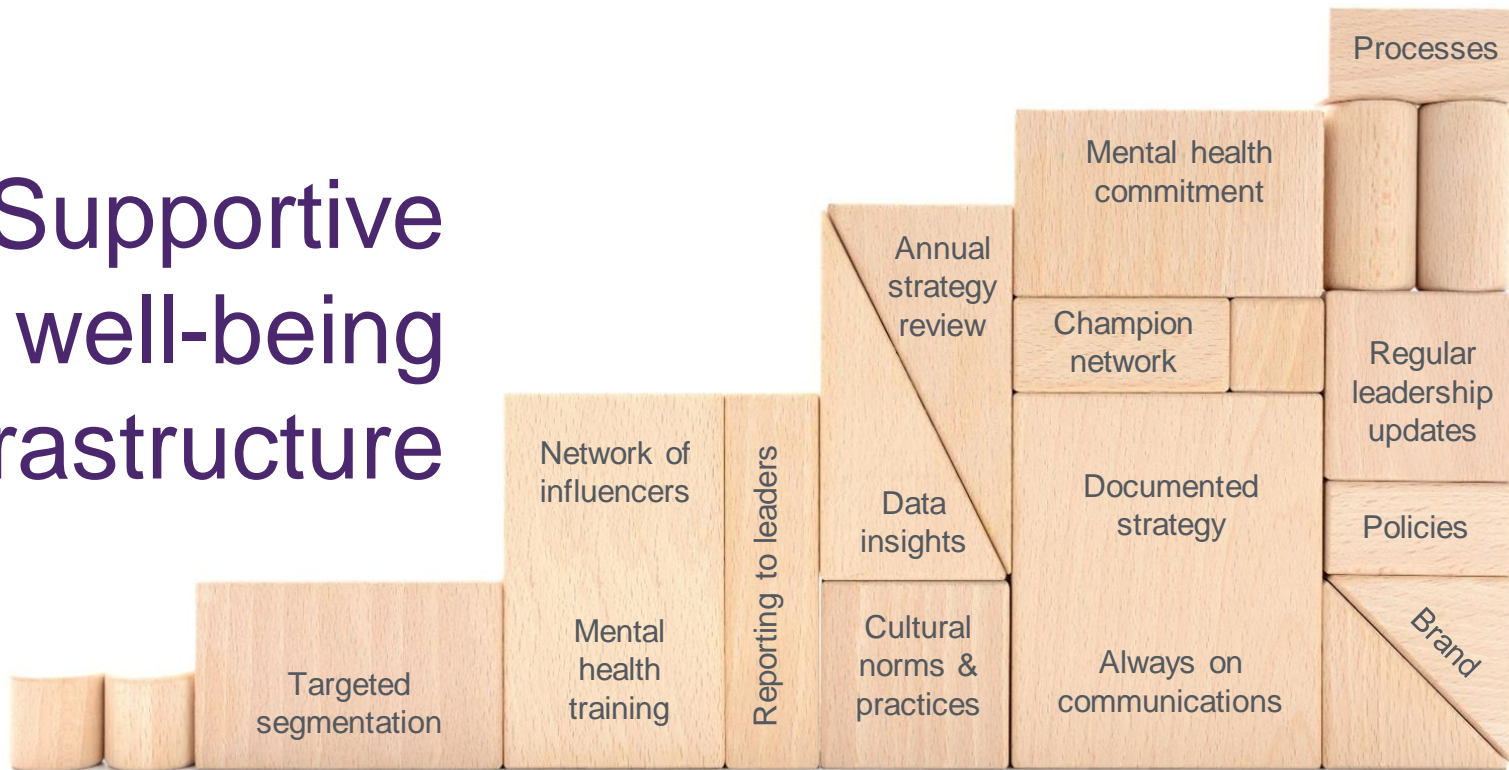- Integrated TELUS-wide
- Inclusive of the voice of the TM

Targeted programming

Our support is:
- Based on insights
- Targeted for TMs
- Flexible to support individual needs

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Supportive well-being infrastructure

Processes

Mental health commitment

Annual strategy review

Champion network

Regular leadership updates

Network of influencers

Reporting to leaders

Data insights

Documented strategy

Policies

Targeted segmentation

Mental health training

Cultural norms & practices

Always on communications

Brand

TELUS Proprietary

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Organizational awareness

Unwell   Struggling   Well

Physical   **Psychological**   **Social**   **Environmental**   **Financial**

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Targeted programming

Unwell   Struggling   Well

Online cognitive behavioural therapy

Virtual care

- Early intervention
- Specialty programs
- Return-to-work advocates
- Pharmacogenetics

Meditation and sleep app

Prescription drugs

$5000 for psych claims

Counselling

- EFAP
- Trauma support
- Manager consultations

- Concierge support
- Well-being account
- Work Life services
- MH education

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People risks = business risks

The sheer duration of the pandemic has changed the human and business risks for years to come.

Navigating well enough

- Increased presenteeism
- Lower productivity
- Workload issues
- Rethinking purpose and values
- Turnover

Struggling to manage

- Increased absenteeism
- Interpersonal conflicts
- Increased disruptions
- Missed business targets
- Compassion fatigue - Leaders

Unable to manage

- Staff shortages
- Chronic health issues
- More STD claims for mental health
- More complex LTD MH claims
- Increasing benefits costs

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Top of mind concerns

- Employees at all levels are struggling resulting in business impacts

- Increased turnover because expectations and values have shifted

- The hybrid/virtual workforce comes with unique challenges

- Leaders need significant support to lead in a post pandemic world

- Complex mental health issues demand more support

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Thank you

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The Future of Employee Mental Health and Well-Being

A physician's perspective
Dr. Diane McIntosh

What is mental health?

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.
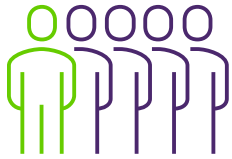
- World Health Organization

We all have our ups and downs

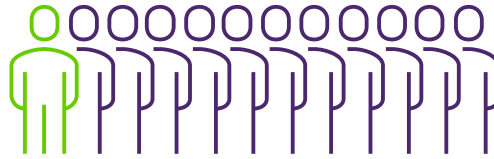But **mental illnesses** are medical conditions that impact emotions, thinking and behavior.

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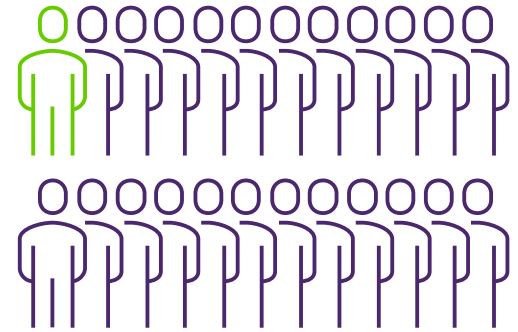# We're all impacted by mental illness

In given year

1 in 5 Canadians will personally experience symptoms of a mental illness.

1 in 12 will have a diagnosable substance use disorder.

1 in 24 will have a serious mental illness.

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Whether you're a family member, friend or colleague, **everyone** is impacted when someone experiences a mental illness.

We experience mental health on a spectrum

Healthy	Stressed	Functional impairment	Crisis

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And mental health can show up in many ways in the workplace

	Self-care/ social support		Professional help	
	Healthy	**Stressed**	**Functional impairment**	**Crisis**
Patient / employee indicators	• Solid support systems • Healthy work relationships • Feels "in control"	• Some anxiety/ sleep pattern disturbance • Reduced confidence, self-doubt • Irritability • Tension with team members • Increasing sense of burnout • Physical illness	• Self-medication (E.g. alcohol) • Mood and anxiety symptoms; sleep disturbance, low energy • Isolation, irritability, anger • Breakdown of work relationships • Cognitive challenges (E.g. memory, concentration, organization, mental slowing)	• Worsening functional impairment+ • Overt and impairing psychiatric symptoms including cognitive impairment • Incapacitated • Need for workplace leave
Impact	Functioning at desired level: productive at home and at work	Still functioning but not optimally: reduced focus and quality of performance	Functionally impaired. Inability to complete work responsibilities. Presenteeism and some absenteeism.	Potentially life threatening. Inability to attend work. Disability claim.

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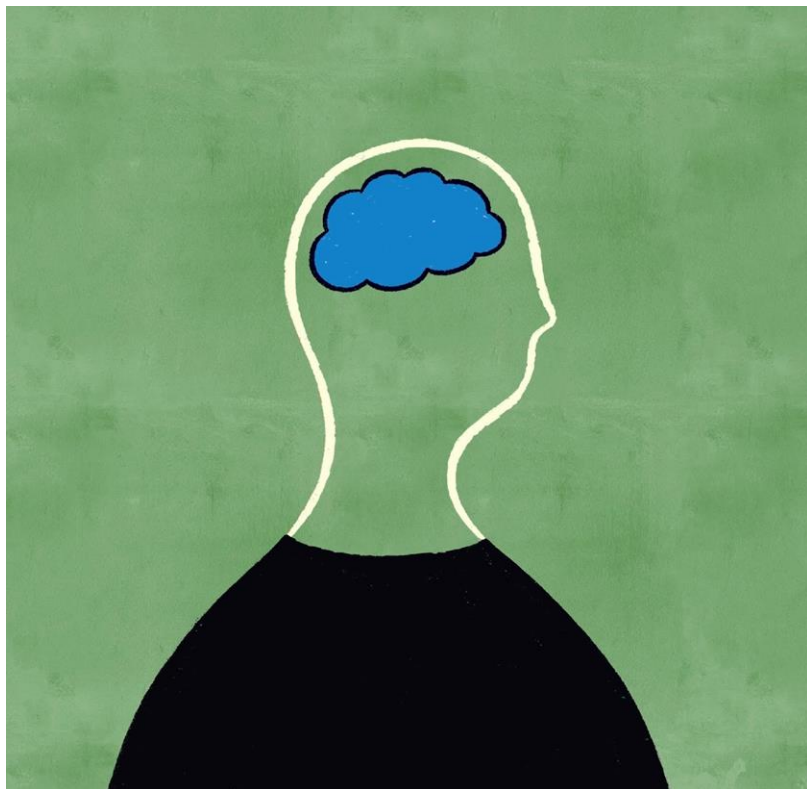# Employers offer a variety of interventions to support mental health and well-being at work

Healthy	Stressed	Functional impairment	Crisis
Exercise/yoga Professional coaching Dietitian services Mindfulness/meditation Sleep hygiene	Heathy + Psychotherapy, counselling services Financial planning, parenting support, health education (EAP)	Healthy+ Psychotherapy+ Access to primary care or counselling/therapy; supported by psychiatric option (e.g. medication)	Access to GP / psychiatrist / psychologist Disability management program (Short term, long term disability)

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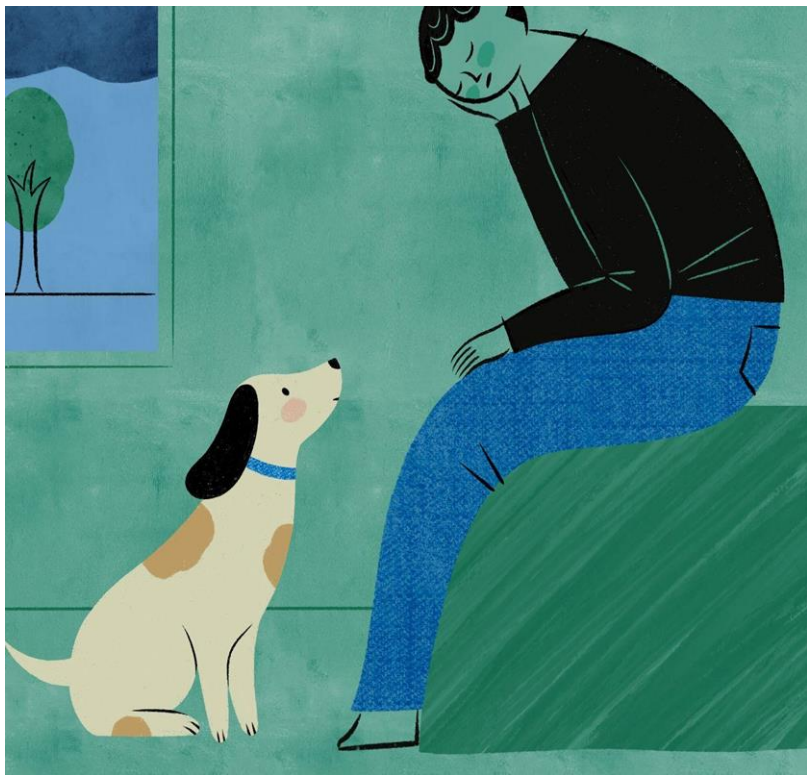# Tackling mental illness at scale is both pressing and urgent.

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It's important to recognize that every brain is unique.

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People living with mental illness often feel very alone.

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Even the simplest activities can seem difficult, even impossible.

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Primary care is the right place to seek help for a mental illness, but sadly many diagnoses are incorrect.

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And, if the diagnosis is incorrect, nothing that follows is optimal.

We need science-based tools for rapid access to accurate diagnosis and treatment.

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These tools, in providers' hands, pave the way for effective & compassionate mental healthcare.

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Considerations for the future of mental health and well-being

- Employers play a pivotal role in mental healthcare

- There's a pressing need to improve the accuracy of mental health diagnoses and the effectiveness of treatment plans to improve outcomes for people at work and at home

- Technology has revolutionized many aspects of healthcare.

We must push for innovative technology, based in science, that's **accessible to everyone** in the circle of care.

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Public-private collaboration for mental health

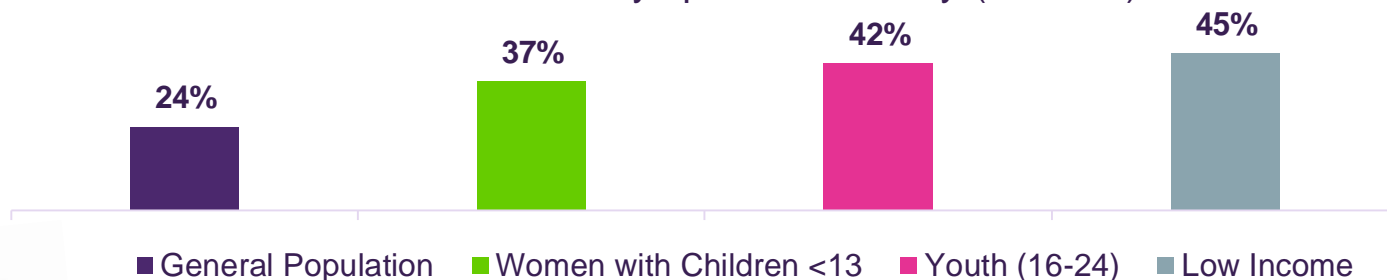Michel Rodrigue, PCEO, Mental Health Commission of Canada

Why collaboration now?

The private sector plays a significant and growing role in mental health services.

- Canada Health Act doesn't require provinces to cover services provided by psychologists, social workers

- More than 70% of Canadians have access to extended health benefits, compared to 11% in the UK.

- $420M for psychological service claims in 2020 (up 24% since 2019); $300M for EAPs

Both public and private sectors needed to address pandemic impacts.

Moderate to severe symptoms of anxiety (2020-21)

General Population	Women with Children <13	Youth (16-24)	Low Income
24%	37%	42%	45%

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Public-private insurers leaders forum

Key issues

✓ Stigma

✓ Resources

✓ Equitable access

✓ Wait times

✓ Navigation

✓ Duplication

✓ Data and privacy

✓ Prevention

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Employer-employee benefits survey

Highlights the need for additional resources:

✓ **80%** of employees surveyed feel that their mental health benefits are inadequate

✓ Yet **only 29%** of employers increased their mental health coverage

English

French

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Priorities for collaboration

Data

Capacity

Navigation

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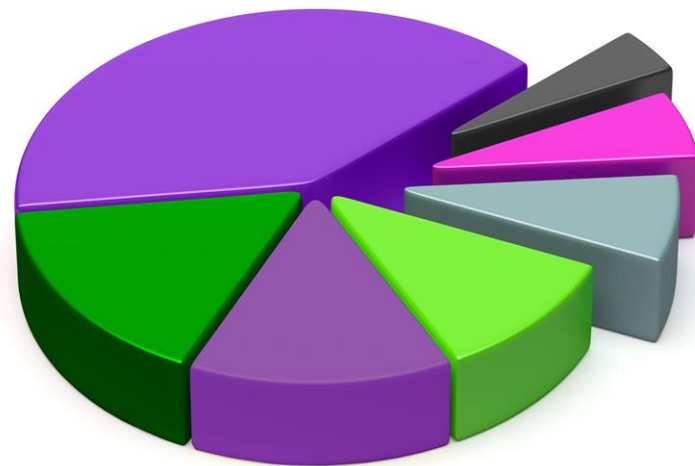
Collaboration on data

✓ Both public and private sector data needed to get a full picture of access and gaps

✓ Data governance framework required to protect privacy

> " We have to treat privacy challenges as solvable problems.
>
> **Forum Participant**

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Collaboration to strengthen capacity

✓ Leveraging innovations in e-mental health

✓ Reducing duplication

✓ Addressing equity gaps

"
We've been working hard to reduce barriers to access, but there's still an enormous unmet need, with gaps and fragmentation that lead to inequities for those without private insurance.

Forum Participant

Low income

Complex needs

Public and private iCBT

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Collaboration to ease navigation

✓ Navigating between public and privately financed service is challenging

✓ Opportunity to raise awareness and co-develop tools

✓ For people seeking help AND service providers

> " Trying to connect people with the right services at the right time is a wild west.
>
> **Forum Participant** "

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Thank you!

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