



# Wellbeing and Mental Health the ROI

The business case for employee mental health, resilience skills & wellbeing

From Bill Carson

One of Australia's Leading Mental Health, Resilience and Wellbeing Performance Coaches & Trainers for Business

# THE BUSINESS CASE FOR EMPLOYEE MENTAL HEALTH, RESILIENCE SKILLS & WELLBEING



**“Having a mentally healthy workforce is fundamental to the success of any business.”**

*Jennifer Westcott, CEO Business Council of Australia & Chair, Mental Health Australia*

## MENTAL HEALTH AND WELLBEING IMPACTS EVERY BUSINESS



**1 in 5** employees are experiencing chronic mental health and behavioural conditions today

*The 2017-2018 Australian Bureau of Statistics National Health Survey – 2019 Australian Department of Health, 2007 National Survey of Mental Health & Wellbeing (published 2009)*

**# 1**

### **Mental illness**

is the largest category of health-related business cost

*Australian Government Mental Health Productivity Commission Inquiry Report No. 95, June 2020 (Appendix C1)*

**5 x**

### **ROI**

for mental health & wellbeing training & awareness programs

*Deloitte, Mental Health & Employers: Refreshing the case for investment, January 2020*

# MENTAL HEALTH AND WELLBEING IMPACTS EVERY BUSINESS

If you have more than three or four employees, it's extremely likely at least one of them is experiencing mental health challenges right now – it's the number one cause of work absence and incapacity.<sup>(1)</sup>



**OVER 45% OF INDIVIDUALS HAVE – OR WILL – EXPERIENCE MENTAL ILLNESS AT SOME POINT IN THEIR LIVES.<sup>(2)</sup>**

In an organisation with 100 employees, on average 15-20 people will be affected at any given time. In larger organisations those figures can be into the thousands or tens of thousands.

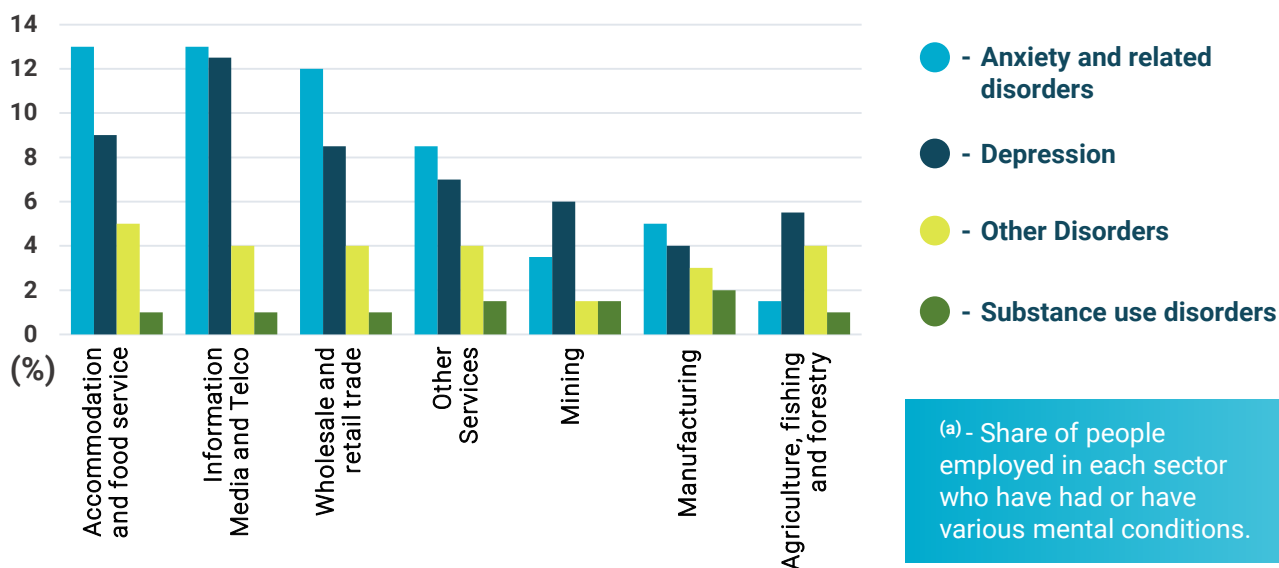
These estimates are conservative – COVID-19 continues to accelerate the incidence and intensity of mental health issues, both here in Australia and worldwide.

When people experience mental health issues it adversely affects their personal life, their performance at work and can impact the lives of colleagues and loved ones.

**This isn't someone else's challenge – it's a challenge for your business.**

## THIS ISN'T A HYPOTHETICAL ISSUE – IT'S VERY REAL.

Prevalence of mental health conditions by industry sector (a)



Source: Australian Government Mental Health Productivity Commission Inquiry Report No. 95, June 2020

(1) - Australian Government Mental Health Productivity Commission Inquiry Report No. 95, June 2020 (Appendix C1)

(2) - Australian Department of Health, 2007 National Survey of Mental Health & Wellbeing (published 2009)

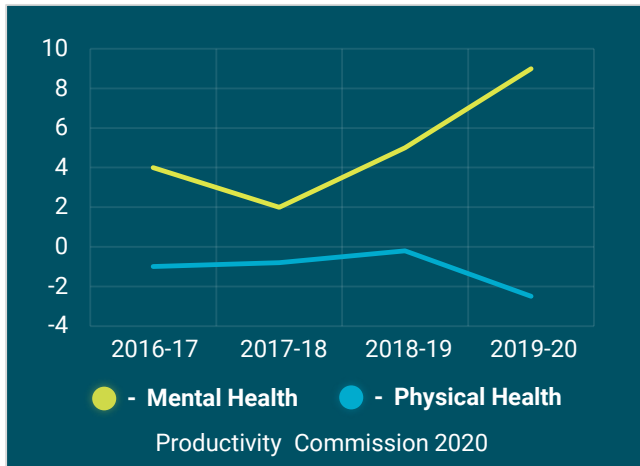
# MENTAL HEALTH AND WELLBEING IMPACTS EVERY BUSINESS

The direct business impact can be significant – equivalent to around 6% of wages<sup>(1)</sup> and add to that the indirect costs such as reduced creativity, presenteeism and the unreported impact on colleagues.

The 2017-2018 Australian Bureau of Statistics National Health Survey (2019) found that individuals experiencing mental ill health took an average of 10–12 days off work at a direct cost to Australian employers of between \$7.9 billion and \$9.6 billion.

## EMPLOYEE MENTAL & PHYSICAL HEALTH

### Divergence between claim growth rates<sup>(a,b)</sup>



The number of mental health-related workers' compensation claims in Australia has been rising rapidly, even in the pre-COVID era. Conversely, claims related to physical illness and injury have been dropping as national efforts and legislation to reduce physical workplace-related issues have gained traction.

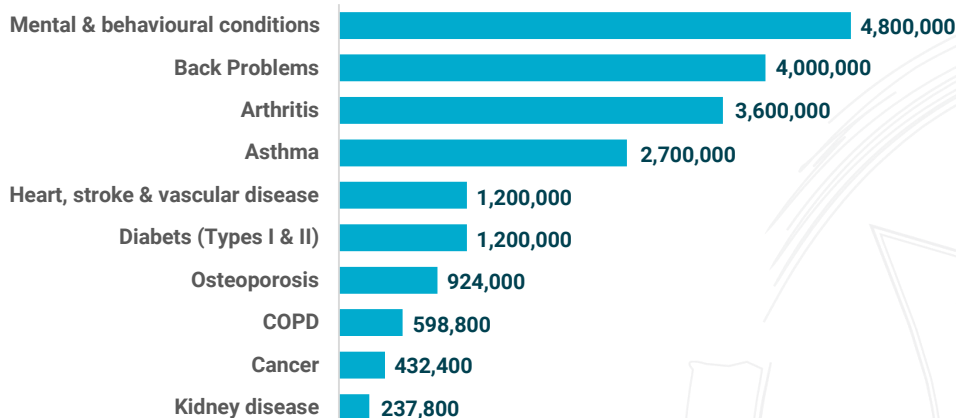
(a) – The total number of claims includes all accepted and rejected claims and does not include pending claims.

(b) – Physical claims do not include Victoria or South Australia data.

Source: Australian Government Mental Health Productivity Commission Inquiry Report No. 95, June 2020 (Appendix F1)

Data from 2017-2018 shows that mental and behavioural conditions are by far-and-away the number one cause of chronic health conditions in Australia. This situation has undoubtedly worsened since the report was released.

## Chronic Health Conditions in Australia (ABS, 2017-2018)



Source: Australian Bureau of Statistics, National Health Survey, 2017-2018 (Released 12 December 2018)

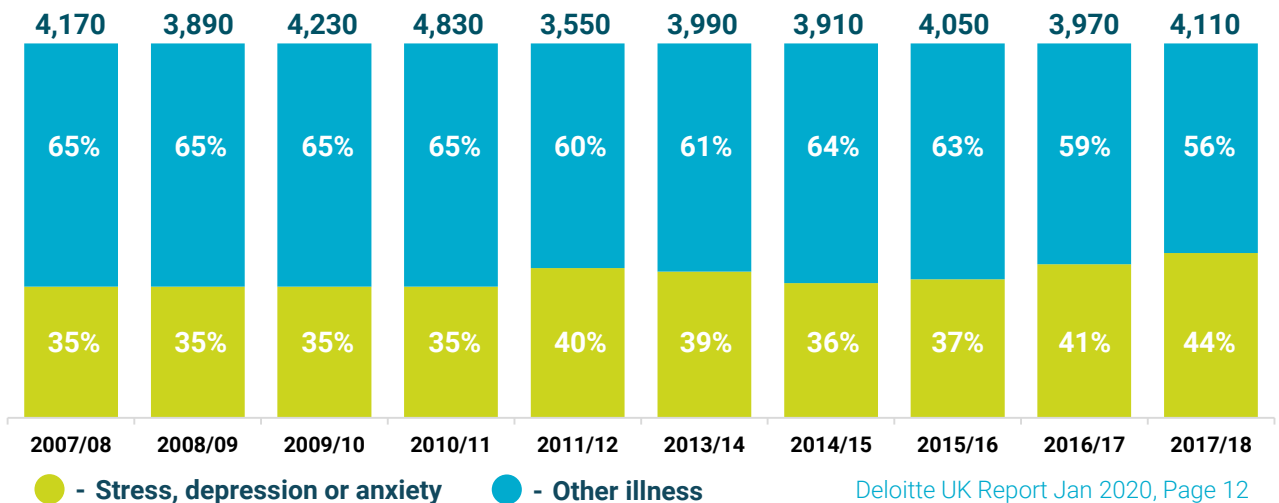
National data from the UK also shows how – year-on-year – levels of stress, depression and anxiety are increasingly being caused, or made worse, by work while other forms of work-affected illness are reducing.

(1) - Deloitte, Mental Health & Employers: Refreshing the case for investment, January 2020, Pg 11

# EMPLOYEE MENTAL & PHYSICAL HEALTH

## Self reported illness caused or made worse by work

Rate per 100,000 employees employed in past 12 months, 2007/08 – 2017/18

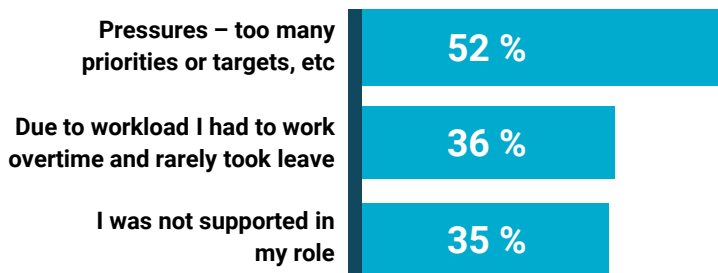


**Note:** "Other illness" includes: Musculoskeletal disorders, breathing or lung problems, skin problems, hearing problems, headache and/or eye strain, heart disease/attack, infectious diseases, other types of illness.

**Source:** UK Health & Safety Executive, Labour Force Survey (Work-related stress, anxiety or depression statistics in Great Britain), 2019 (cited in Deloitte, Mental Health & Employers: Refreshing the case for investment, January 2020)

Another large 2019 UK study by Business in the Community concluded that work-related mental health issues are primarily caused by increased pressure and workload, compounded by a lack of managerial and organisational support.

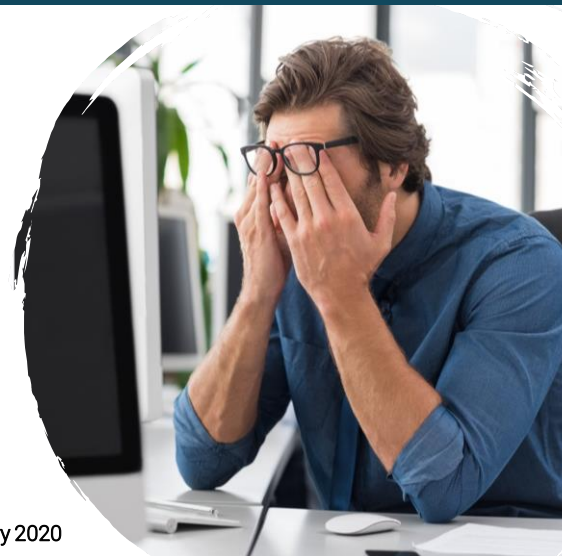
## It's all about the workplace!



**Source:** BITC (Business in the Community), Mental Health at Work, October 2019

<https://www.bitc.org.uk/report/mental-health-at-work-2019-time-to-take-ownership/>

Cited in Deloitte, Mental Health & Employers: Refreshing the case for investment, January 2020



## What are the signs and symptoms that someone may be struggling with mental health challenges?

### How does it show up?

Most managers don't see the signs and are not trained in seeing the signs of mental health challenges. Many managers think the challenges listed below, provided by Mental Health First Aid Australia, are purely performance-related.

But how many times has your own effectiveness at work been impacted by personal or family issues, or problems with colleagues or toxic bosses?



# POSSIBLE EARLY SIGNS OF MENTAL HEALTH CHALLENGES



## BEHAVIORAL

- ✓ Not getting things done
- ✓ Changes in behavior
- ✓ Withdrawing from others
- ✓ Conflict with team members/manager
- ✓ Excessive fear or worry
- ✓ Increased errors, accidents
- ✓ Difficulty with memory
- ✓ Loss of confidence
- ✓ Reduced participation in work activities
- ✓ Inability to concentrate
- ✓ Indecisive

## PHYSICAL

- ✓ Tired all the time
- ✓ Sick and run down
- ✓ Headaches
- ✓ Persistent/resistant muscle aches and pains
- ✓ Moving more slowly or appearing agitated
- ✓ Changes in sleep patterns
- ✓ Weight loss or gain
- ✓ Disheveled appearance

## Improving employee mental health and wellbeing makes excellent business sense!

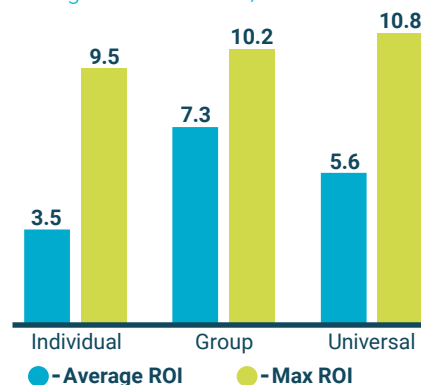
The return on investment (ROI) for mental health initiatives that focus on training and awareness-raising is an impressive 5-6x. Well-designed programs, run at the group or business-wide level, can deliver even higher levels of return.

### Intervention types linked with employee journey

Intervention Type	Average ROI	Example Intervention(s)
Reactive (1-1) mental health support	3 : 1	Therapy with a licensed mental health practitioner
Proactive mental health support	5 : 1	Line manager workshops, health coaching
Organisation-wide culture / awareness raising	6 : 1	Tailored web portals, personal exercise sessions

### ROI by size of intervention audience

Average and Maximum, n=21



**Source:** Deloitte, *Mental Health & Employers: Refreshing the case for investment, multi-survey meta analysis, January 2020*



## The demonstrated business benefits of improved employee mental wellbeing include:

- ✔ Increased productivity
- ✔ Increased engagement and creativity
- ✔ Reduced absenteeism and presenteeism
- ✔ Increased retention rates
- ✔ Reduced worker's compensation payments and lower insurance premiums
- ✔ Minimised legal exposure
- ✔ Brand reinforcement as an employer-of-choice

***Fundamentally, increased employee mental health, resilience skills and wellbeing increases business profitability because productivity and creativity go up and avoidable employee-related costs go down.***

## So, what can you do to help your employees and your bottom-line?

The good news is that there are proven, simple, affordable steps you can take to significantly improve mental health, resilience skills and wellbeing within your organisation. That's good for your employees and, as you've seen, it's also good for business.

Supporting mental health, resilience skills and wellbeing can be summarised into five major focus areas:




- ✔ Designing work to minimise harm
- ✔ Building organisational resilience through good management
- ✔ Enhancing personal resilience
- ✔ Promoting early help-seeking
- ✔ Supporting recovery and return-to-work

**Source:** "A framework to create more mentally healthy workplaces",  
Petrie et al, *Australian & New Zealand Journal of Psychiatry (ANZJP)* 1-9, August 2017



The team at Inspire Learning have built on the Thrive at Work Framework from Curtin University, WA\*

This provides an intuitive, one page, overview to guide, focus and align initiatives to deliver improved mental wellbeing in any organisation.

PILLAR	BUILDING BLOCK	KEY STRATEGIES
 <p><b>Mitigate Illness</b> Monitor, accommodate and treat illness, ill-health and injury.</p>	<ul style="list-style-type: none"> <li>✔ <b>Detect Illness</b></li> <hr/> <li>✔ <b>Support illness</b></li> <hr/> <li>✔ <b>Accommodate illness</b></li> </ul>	<ul style="list-style-type: none"> <li>→ Leader and employee education</li> <li>→ Monitor mental health</li> <hr/> <li>→ Reduce mental health stigma</li> <li>→ Remove barriers to support</li> <li>→ Employee Assistance Program</li> <hr/> <li>→ Injury management process</li> <li>→ Return to work process</li> </ul>
 <p><b>Prevent Harm</b> Minimise harm and protect against risk.</p>	<ul style="list-style-type: none"> <li>✔ <b>Increase Job Resources</b></li> <hr/> <li>✔ <b>Reduce Job Demands</b></li> <hr/> <li>✔ <b>Increase Resilience and Coping</b></li> </ul>	<ul style="list-style-type: none"> <li>→ <b>S</b>timulating job resources</li> <li>→ <b>M</b>astery job resources</li> <li>→ <b>A</b>gency job resources</li> <li>→ <b>R</b>elational job resources</li> <hr/> <li>→ <b>T</b>olerable demands: time, physical, cognitive and emotional demands</li> <hr/> <li>→ Demands associated with organizational change and a lack of organizational justice</li> <li>→ Build individuals' resilience and ability to recover from stress</li> </ul>
 <p><b>Promote Thriving</b> Optimise wellbeing and generate future capabilities.</p>	<ul style="list-style-type: none"> <li>✔ <b>Create Conditions for Performance</b></li> <hr/> <li>✔ <b>Create Conditions for Connection</b></li> <hr/> <li>✔ <b>Create Conditions for Growth</b></li> </ul>	<ul style="list-style-type: none"> <li>→ Strategic Human resource practices</li> <hr/> <li>→ High quality work connections</li> <li>→ Diversity and inclusions</li> <li>→ Community engagement</li> <hr/> <li>→ Strength-based development</li> <li>→ Support lifelong learning</li> </ul>

\* [www.thriveatwork.org.au/framework/](http://www.thriveatwork.org.au/framework/)



## What Inspire Learning have achieved in partnership with other leaders and managers

**Every business in Australia has some level of commitment to the physical safety of their employees and clients.** The more advanced and caring businesses are learning how to bring Mental Health Safety into their workplace and help their leaders, managers and team members to assist people going through mental health challenges and financial distress.

People leaders are concerned that an even greater number of team members are being impacted mentally, emotionally and financially by the pandemic and other compounding factors. This causes increased stress, anxiety, depression and even suicidal thoughts which impact the individual, their families, friends, colleagues, clients and customers.

You want your managers and client-facing team to be more skillful and confident in recognising the signs of mental health challenges and to be able to help people going through difficult personal or family situations. However, you're concerned they could make the situation worse by saying the wrong thing or giving the wrong advice.

We understand. We can help you with evidence-based and industry-approved mental health first aid certification training, resilience skills and wellbeing training and coaching.

**Once trained, your managers and client-facing team members will want to take a more proactive approach to the Mental Health Safety of your team and your clients, and will have the confidence and skills to be effective - positioning you as compassionate experts in your industry.**



# THIS IS WHAT OTHER LEADERS AND MANAGERS HAVE EXPERIENCED

“ Bill was an engaging person and you could really see his passion for the topic on mental health in the workplace.  
~ Operations Manager, Global Healthcare Company

“ Great presenter and facilitator, Bill was fantastic.  
~ Company Secretary, Financial Services Company

“ I really enjoyed the breakout groups; it was stimulating conversation and they didn't go for too long. It was a good mix of theory and discussion which I liked. It was also very easy to follow on with the material  
~ Government Dept Manager

“ Listen, listen, listen, don't focus on my 'I' but focus on their YOU. Take my Manager hat off - job not to solve their problem.  
~ Engineering Manager

“ Very topical and relevant to our current situation. Thanks Bill. Well presented and facilitated. Loved the open discussion and sharing of ideas too.  
~ Sales Manager, Healthcare

“ I really appreciated the practical approach that Bill took with real life examples.  
~ Dept Head, Government Dept

## It's Very Easy To Get Started

- STEP 1 → Schedule a discussion
- STEP 2 → Collaborate on creating a tailored plan
- STEP 3 → Let's implement the plan together
- STEP 4 → Then celebrate your progression towards a mentally safe workplace



**Schedule a Call**

