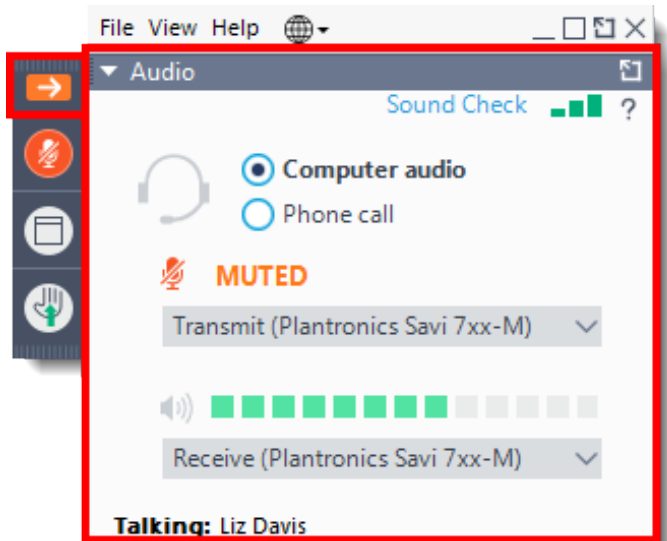


MENTAL HEALTH OF HYBRID WORKERS

OCTOBER 6, 2022



GOTOWEBINAR HOUSEKEEPING: ATTENDEE PARTICIPATION



YOUR PARTICIPATION

Open and close your control panel

Join audio:

- Choose **Mic & Speakers** to use VoIP

Submit your questions using the **questions** panel, we will answer as time allows.

Note: Today's presentation is being recorded and will be provided via email.

SPEAKERS



MARK FISCHER, MD
Regional Medical Director,
Philadelphia Assistance Center
International SOS



**MEGAN HART-FERNANDEZ, DNP,
ARNP, FNP-C, PMHNP-BC**
Consulting Nurse Practitioner
Corporate Medical Advisors

AGENDA

- Prevalence of mental health
- What are the trends and how do they present?
- Whitepaper Review: Research & Recommendations for managing mental wellbeing within a hybrid workforce

POLLING QUESTIONS?

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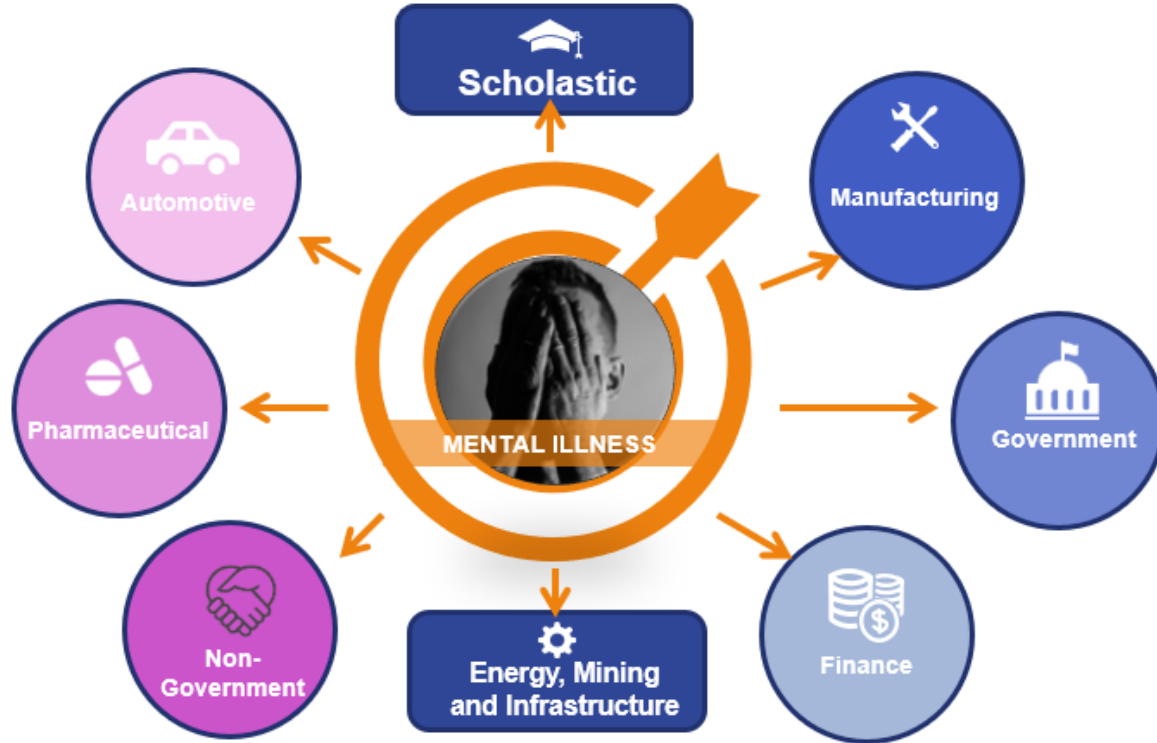
- Have you implemented Hybrid Working Policies and Procedures?
- Have you assessed your employees' health and wellbeing recently?



NO ONE IS IMMUNE...

Mental Illness Transcends Demographics

(age, culture, ethnicity and education)



WHY FOCUS ON A CULTURE OF HEALTH (INCLUSIVE OF MENTAL ILLNESS/STRESS MITIGATION)?

Is there any incentive for organizations to focus on this “new normal” - **mental illness in the workplace**?



Mental Illness (inclusive of stress) is a
“FORESEEABLE RISK”



COVID-19 pandemic triggers 25% increase in prevalence of anxiety and depression worldwide

**Wake-up call to all countries to step up mental health
services and support**

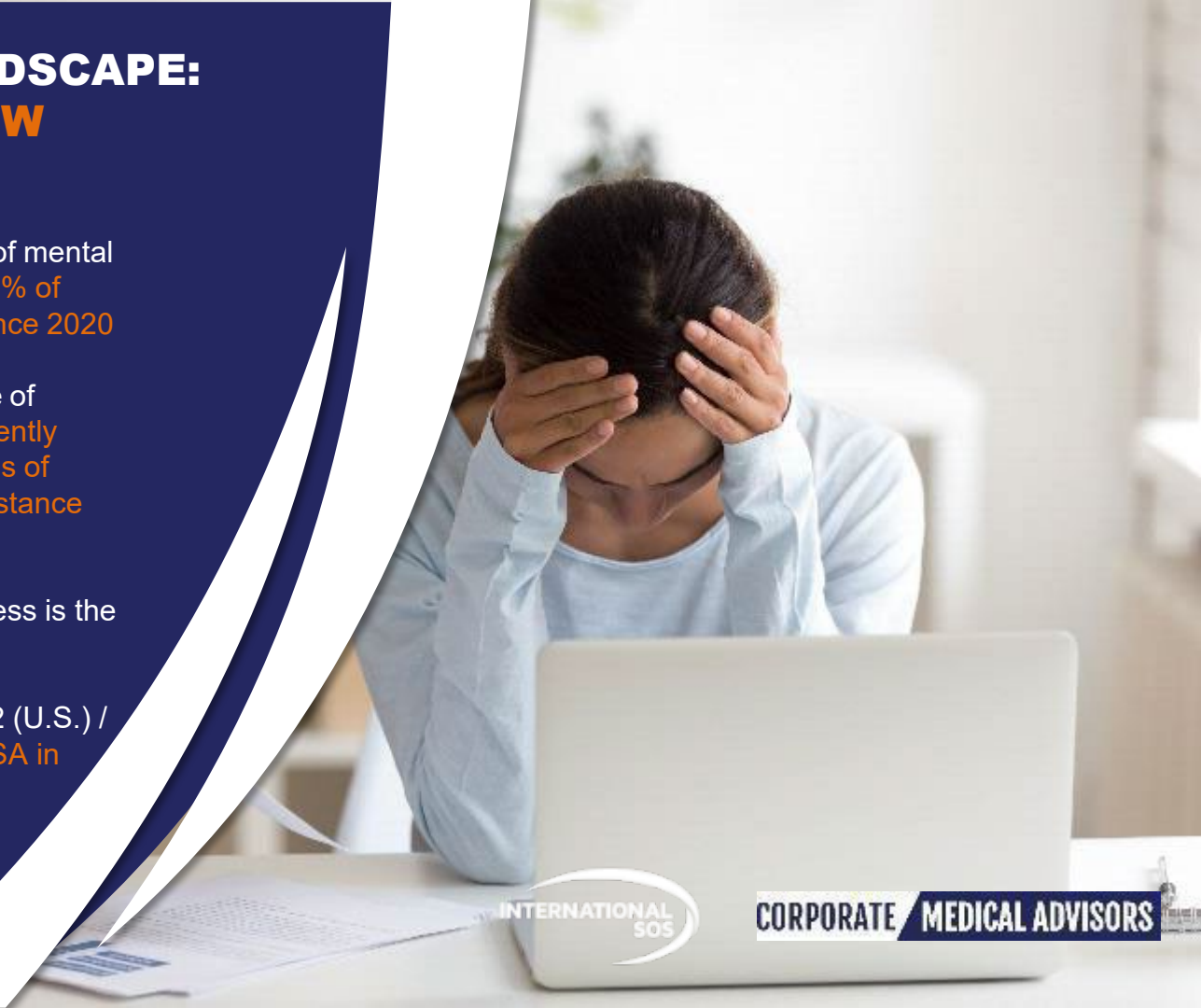
2 March 2022 | News release | Reading time: 3 min (927 words)

MENTAL HEALTH LANDSCAPE: PRE-PANDEMIC VS NOW

Mental Illness in North America:

- 1 in 5 individuals will have an episode of mental illness annually. 50% of women and 30% of men report worsening mental health since 2020
- 45% of individuals will have an episode of mental illness within their lifetime, Currently 50% of young adults endorse symptoms of depression with a 15% increase in substance use reported since 2020.
- Psychological health problems and illness is the leading cause of disability worldwide
- The estimated annual cost was \$ 193.2 (U.S.) / \$ 51 billion (Canada), \$280 billion in USA in 2020

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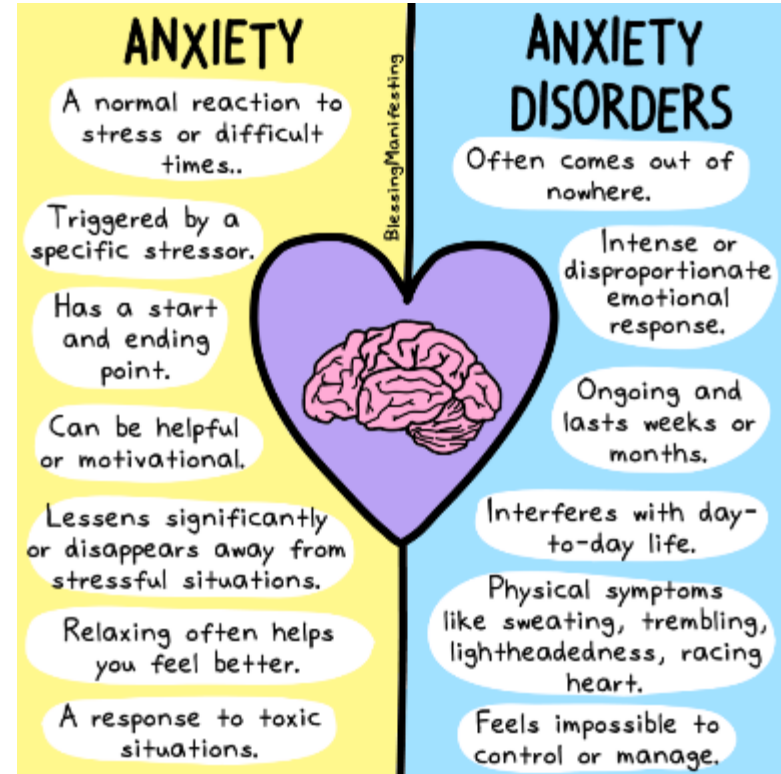


INTERNATIONAL
SOS

CORPORATE MEDICAL ADVISORS

NORMAL MENTAL HEALTH AND STRESS REACTIONS DURING & AFTER CRITICAL EVENTS

- Common & *normal* symptoms of stress reactions to Critical Events like a pandemic, especially with the current layer of additional global stressors:
 - **Mood:** Irritability, anger, anxiousness, sadness, feelings of overwhelm, reduced patience
 - **Cognitive:** worrying, forgetfulness, difficulty focusing & concentrating and negative perceptions.
 - **Physical:** Muscle tension, headaches, sleep disturbances, changes in appetite/weight, lack of energy, reduced libido.
 - **Behavior:** Reduced social activity, avoidance, use of “numbing” agents like alcohol and drugs
 - **Work Performance:** decreased performance, increased rates of absenteeism & presenteeism = increased work injuries/costs due to errors



VIOLENCE & MENTAL HEALTH

Violence/Crime & Mental Health

- Only a small percentage of violent acts associated with mental illness
- Alcohol use a much more prominent factor in reduced impulse control in general

What can be expected in the workplace:

- Increased irritability and reduced patience from individuals as a result of increased stressors.
- No evidence that increased mental health challenges among the workforce related to the pandemic will lead to increased frequency of threats or acts of violence.

Actions:

- Encourage resiliency skill building (validate employee experiences!)
- Provide opportunities to discuss and explore individuals' experiences of the pandemic as it related to work.
- Re-emphasize workplace policy and procedures in a meaningful, not punitive way
- Respectful Workplace
- Zero-Tolerance for Violence / Bullying

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Bridging the Disconnect

**MANAGING DUTY OF CARE FOR
WELLBEING WITHIN A HYBRID
WORKFORCE**

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Learnings and Recommendations from Research Objectives & Methodology

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Better understand the expectations and support requirements of employees by location, context and working pattern.

Methodology

1

Stage One: Evidence Review

2

Stage Two: Interviews with key stakeholders

3

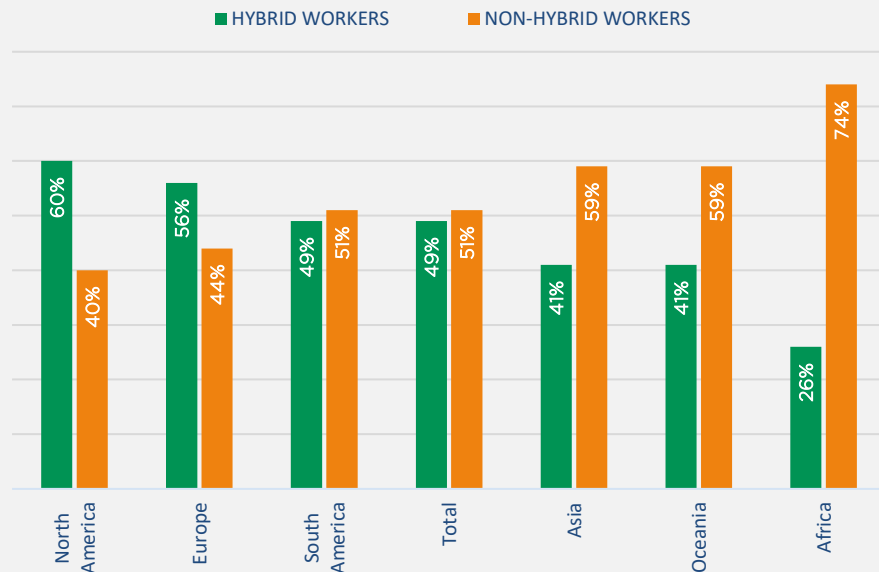
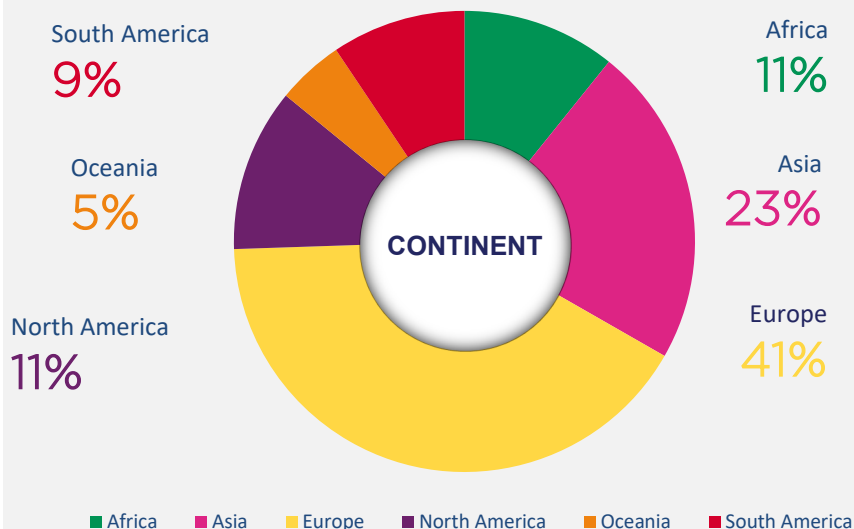
Stage Three: Survey of employee working patterns

4

Stage Four: Synthesis and development of full paper

Demographics & Working Arrangements

HYBRID WORKING BY CONTINENT



1.

Wellbeing continues to present a significant issue globally



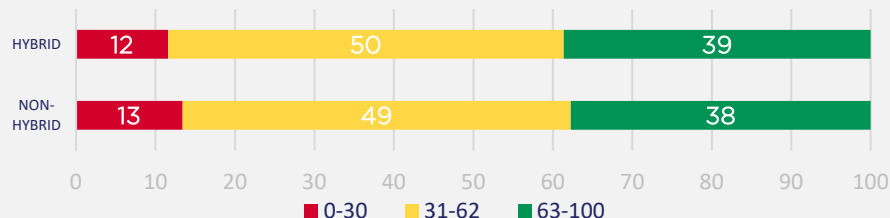
have lower levels of wellbeing



of workers reported experiencing burnout

Wellbeing of hybrid workers did not differ significantly from non-hybrid workers or between working patterns.

WELLBEING



NORMALIZING THE STRESS RESPONSE IN DISASTER MENTAL HEALTH

Stress reactions and changes in one's baseline mental health are **NORMAL** reactions to highly **ABNORMAL** events like a pandemic

- Refrain from over-interpretation of symptoms as indication of mental illness
- “Burnout” – a term is need of rehabilitation
- Self-care and establishing baseline routines should be of primary importance



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2.

Flexibility of location of work has a consistently positive effect

EXPERIENCES OF HYBRID WORKING

- Showed higher general job satisfaction
- Those who can work abroad had higher work engagement and productivity, half as likely to have high turnover
- Clearer on their responsibilities
- More satisfied with communication from their manager
- More likely to disclose mental health difficulties and having higher autonomy
- Has a positive impact for employees, further emphasises the importance of **choice and control** as protective factors for wellbeing



WHAT ARE SOME EFFECTIVE STRATEGIES TAKEN BY CORPORATIONS (THE EMPLOYERS) IN ANY SECTOR, TO ASSIST THEIR EMPLOYEES IN MANAGING THEIR EMOTIONAL HEALTH?

Employing Effective Managers and Team Leaders

is the best way to help reduce occupational stress for hybrid workers



- Consult with your employees
- Communicate with your employees 1:1
- Address (& anticipate!) workplace conflict in a positive way
- Give workers a voice! (i.e. provide opportunities for workers to participate in decisions that impact their workflow)
- Clarify expectations while avoiding unrealistic deadlines
- Offer meaningful rewards and incentives

3. Different working patterns have different effects

- **Greater levels of remote working** are associated with financial savings for workers.
- Workers who work **predominantly remotely** are **2X** as likely to report high autonomy vs those predominantly in workplace.
- Those who work **predominantly remotely** are **less than 1/2** as likely to disclose mental health concerns to those who work predominantly in the workplace.
- Workers who **spend some time in the workplace**, particularly at a **50/50 split** are more likely to:
 - receive greater psychosocial support,
 - be more likely to talk about wellbeing

OPTIONS TO CONVENTIONAL MENTAL HEALTH CARE DELIVERY



- Telehealth has gained conventional status but still difficult provides significant challenges.
 - Telehealth Parity Law passed in USA
 - Telehealth is not appropriate modality for all patients
- Online therapy “from licensed therapists anytime anywhere” – be careful when license jurisdiction does not seem to matter.
 - Enormous diversity among those less qualified (unlicensed) offering service
 - Not typically covered by insurance panels.
 - Text/chat therapy services.
 - Younger employees aka “digital natives” express comfort with this.
 - Asynchronous versus synchronous connection – shortcomings/liabilities.
 - Bot chat – getting more sophisticated but still limited

BARRIERS TO MENTAL HEALTH CARE

- Shortage of qualified professionals –
 - This is an issue in most regions of North America right now.
 - Current providers with full caseloads: “Not taking new cases at this time”, whether in-person or telehealth.
- Stigma remains prevalent, especially in North America’s trade services & worldwide there is vast variation of cultural acceptability of mental health care
- EAP infrequently provides any support or continuity of care beyond brief, short-term counseling.



4.

Key factors in enabling positive outcomes

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The most important factors contributing to wellbeing for **all workers were:**

- Job Clarity
- Prioritizing Health & Safety
- Ensuring Fair And Equitable Treatment
- Encouraging Colleague & Manager Support

5.

Differences between senior leaders vs manager & employee experience

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HYBRID WORKING



**SENIOR
LEADERS**

- Job satisfaction
- The quality of technology available in the physical workplace
- Development opportunities
- Satisfaction with manager support



**MANAGERS &
EMPLOYEES**

6.

Considerable differences between global areas

PERCEPTIONS OF DUTY OF CARE

- While all workers fundamentally see their wellbeing as their own responsibility, in some cultures organizations and managers are seen as having a greater responsibility, even when employees are working remotely.
- Be mindful of differences between more collectivist and more individualistic cultures
- International organizations may want to consider taking a tailored approach to ensure all geographical regions have access to support they would find beneficial.



North America

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Working patterns of respondents

WORKING PATTERN

Predominantly remote
33%

Variable levels of hybrid working
3%

Occasional days in the workplace
13%



Predominantly at the workplace
29%

Occasional days working remotely
11%

50/50 split
11%

FLEXIBILITY TO WORK ANYWHERE

Can work from anywhere in the world
15%

Can work anywhere in the country
30%

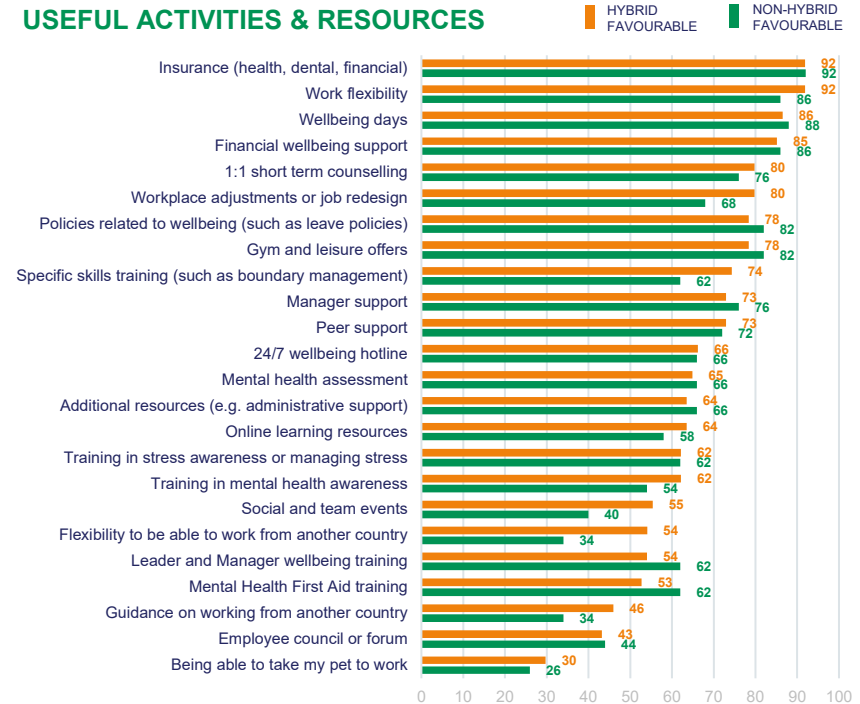


Unsure
5%

Specific workplace
50%

Wellbeing support

USEFUL ACTIVITIES & RESOURCES



This survey was completed by over 1,000 employees around the world for a global research by International SOS Foundation and Affinity Health at Work

Useful Wellbeing Activities & Resources

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HYBRID WORKERS

- 121 short term counselling
- work flexibility
- workplace adjustments
- additional resources (e.g. administrative support)
- the flexibility to work abroad



NON-HYBRID WORKERS

- Stress awareness training
- mental health awareness training
- employee councils
- mental health first aider training

Useful Sources of Support

AFRICA

Important sources of wellbeing support

Rated **internal and external experts** as more important.

Useful sources of support

Rated as **more useful** than workers overall:

- Online learning resources
- Stress awareness training
- Mental health awareness training

NORTH AMERICA

Important sources of wellbeing support

Rated **internal and external experts** as more important.

Useful sources of support

Rated as **more useful** than workers overall:

- Online learning resources
- Insurance
- Flexibility to work abroad

SOUTH AMERICA

Important sources of wellbeing support

Rated **internal experts** as more important

Useful sources of support

Rated as **more useful** than workers overall:

- Wellbeing days
- Mental health assessment
- Insurance

ASIA

Important sources of wellbeing support

Rated **their peers** as more important.

Useful sources of support

Rated as more useful than overall:

- Social and team events
- Peer support
- Manager support

EUROPE

Important sources of wellbeing support

Rated **their peers** as more important.

Useful sources of support

Rated as **more useful** than workers overall:

- Peer support
- Manager support
- Manager training

Recommendations for Organizations

Regardless of working pattern, continue to view supporting the health and wellbeing of all employees as a strategic priority.





Thank you

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