



CEO Roundtable: Workplace mental health

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Implementing an integrated approach to employee health

What is...



Usual

- Siloed approach
- Focus: downstream symptoms
- Focus: individuals
- Low participation rates

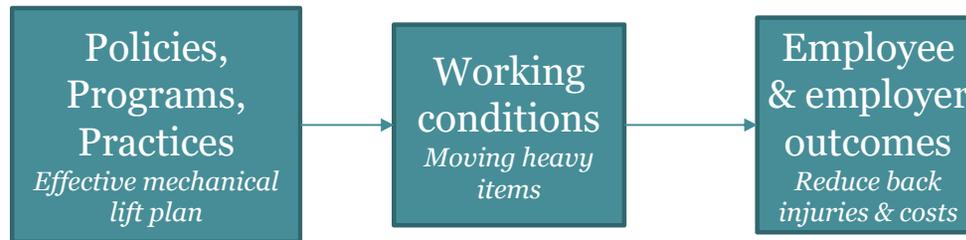
Optimal

- System approach & collaboration
- Address upstream root causes
- Population approach
- Engaged employees



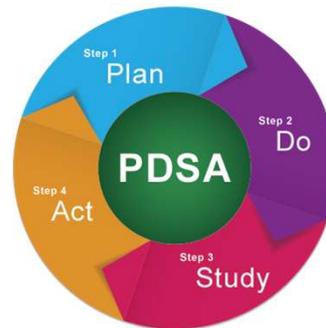
A thought exercise for worker mental health

- What's your pain point?
- What are the root causes **in working conditions** for your pain point?



- What **organizational strategies**, such as policies, can improve these working conditions?

An integrated process





Factors contributing to successful implementation

- Leadership support
- Openness to change and innovation
- Dedicated resources
(e.g., staff, budgets, and committees)
- Existing organizational processes
 - Collaborative organizational cultures
 - Prioritizing employee health and safety
 - Leverage alignment with existing business priorities
- Realistic timelines



Recommended Next Steps

 Focus on working conditions & organizational approaches

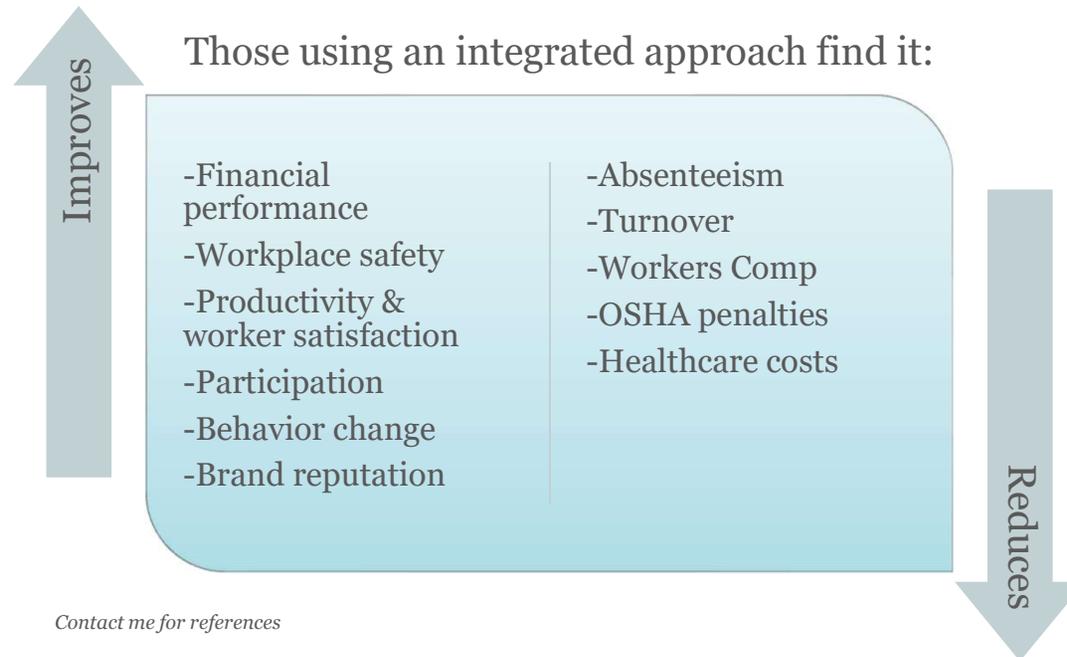
Experience level	Steps to take
Novice	<ul style="list-style-type: none">-Determine pain points-Get commitment & collaboration-Start small
Some experience	<ul style="list-style-type: none">-Conduct & evaluate initiatives-Apply lessons to bigger challenges
Seasoned	<ul style="list-style-type: none">-Scale-up, continue to evaluate & improve-Serve as role models & cases for others
Everyone	<ul style="list-style-type: none">-Use available resources

Where are you? What will you do?





Evidence highlights



Contact me for references



Why an integrated approach? What's the value added?

- ***Improve effectiveness of worksite strategies to improve worker health?***
 - Improve outcomes
 - Increase participation
 - Enhance a culture of trust
- ***Manage costs***
 - Reduce absence, turnover
- ***Generate revenue***
 - Improve job satisfaction & engagement
 - Improve market performance
- ***Promote brand reputation***

<http://www.cdc.gov/niosh/twh/business.html>

Fabius et al. *J Occup Environ Med.* 2016;58:3-8.



The Guidelines

- Executive Summary
- Leadership & Collaboration
- Planning
- Implementation
- Evaluation & Improvement
- Tools & Resources

Includes case examples, tips, checklists



<http://centerforworkhealth.sph.harvard.edu/>



Key Take-aways

- To improve outcomes, **focus upstream**
- Start with your own **root causes** and work from there
- **Working conditions** drive worker health, safety, and wellbeing
- Improving working conditions **optimizes outcomes (mental, physical, economic)**





Questions for discussion



How big of an issue is mental health at your company?

- How does it manifest in your organization?
- What information contributes to your perception that it is (or is not) a problem?



What are you currently doing to address mental health?

- What programs/practices do you have, and how did you choose them?
- What has worked well?
- What have been the barriers?



Reactions to ideas proposed

- “Change the work” versus “change the worker”
- Primary versus secondary/tertiary prevention
- How does primary prevention/change the work compare with your current practices?
- What are your hesitations about adoption?

The integrated approach

- To what extent are your occupational health and safety and employee mental health programs separate versus integrated?

What resources are available to devote to mental health?

- Human, time, financial, motivation
- Depends on the extent of the problem
- How upstream am I willing to go?



Who are the key stakeholders?

- Need for worker and manager participation and buy-in
- Need for visible support and resources from the top

Partnering for a healthier workforce

- Our team has deep experience in collaborating with employers to improve worker health through upstream “change the work” interventions
- External funding potential (especially for multi-site or multi-workgroup companies)

Get in touch! Erika.Sabbath@bc.edu



Protect and promote worker safety, health, and well-being

A Total Worker Health[®] Center of Excellence funded in part by U19OH008861 from the CDC/NIOSH



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