

# Mental health and wellbeing at work



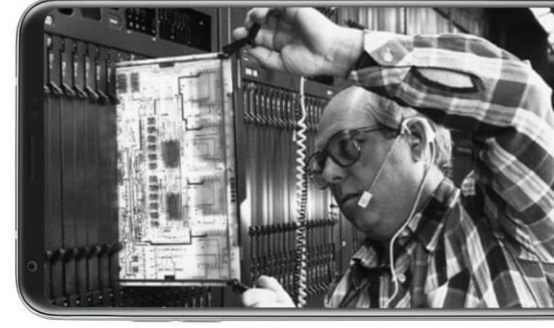
## Mary Deacon

Chair, Bell Let's Talk

### Workplace mental health

Government  
Health & Safety Lead

New Zealand Government



**Bell**



**Connecting Canadians to each other and the world since 1880**



## Canada's largest communications company

Customer connections

**19M+**

Annual revenue

**\$23B**

Enterprise value

**\$78B**

**1 in 395 working Canadians at Bell**

# Canada's most recognized brands

Bell Wireless	Bell Wireline	Bell Media			Sports	
<p>Bell Mobility</p> <p>Virgin mobile</p> <p>lucky mobile</p> <p>THE SOURCE</p> <p>«WIRELESSWAVE»</p>	<p>Bell</p> <p>BellAliant</p> <p>BellMTS</p> <p>Fibe</p> <p>Bell Smart Home</p>	<p>Conventional TV</p> <p>CTV</p> <p>OTV</p> <p>two</p> <p>CTV NEWS</p>	<p>Specialty and Pay TV</p> <p>CraveTV</p> <p>BNN Bloomberg</p> <p>TSN RDS</p> <p>CP 24</p> <p>bravo</p> <p>HBO CANADA</p> <p>SHOWTIME</p> <p>Discovery</p> <p>space</p> <p>THE NOVE NETWORK</p> <p>STARZ</p>	<p>Radio</p> <p>Virgin RADIO</p> <p>CHUM 104.1</p> <p>IN-DEPTH RADIO</p> <p>TSN 1050 TORONTO</p> <p>NEWSTALK 1010</p> <p>boom fm</p> <p>ez ROCK</p> <p>91.9 BOB FM 801, 901 &amp; WHATEVER!</p> <p>530 CFRA NEWS TALK RADIO</p> <p>iHeart RADIO</p>	<p>Out of Home</p> <p>astral</p> <p>YONGE-DUNDAS SQUARE</p>	<p>TORONTO RAPTORS</p> <p>TORONTO MAPLE LEAFS</p> <p>A</p> <p>TORONTO FC</p> <p>MARLIES</p> <p>RAPTORS 905</p> <p>C</p>

# Mental health affects us all

---

**1 in 5**

Canadians struggle with a mental illness

National economic burden of more than  
**\$50 billion** each year

Mental illness accounts for  
**70%** of disability claim costs

**#1 cause** of short-term and long-term disability

**500,000**

Canadians miss work each week due to mental illness

**2 in 3**

won't seek help because of the stigma

# Bell Let's Talk: 4 action pillars

**ANTI-STIGMA**



**WORKPLACE LEADERSHIP**



**RESEARCH**



**CARE & ACCESS**

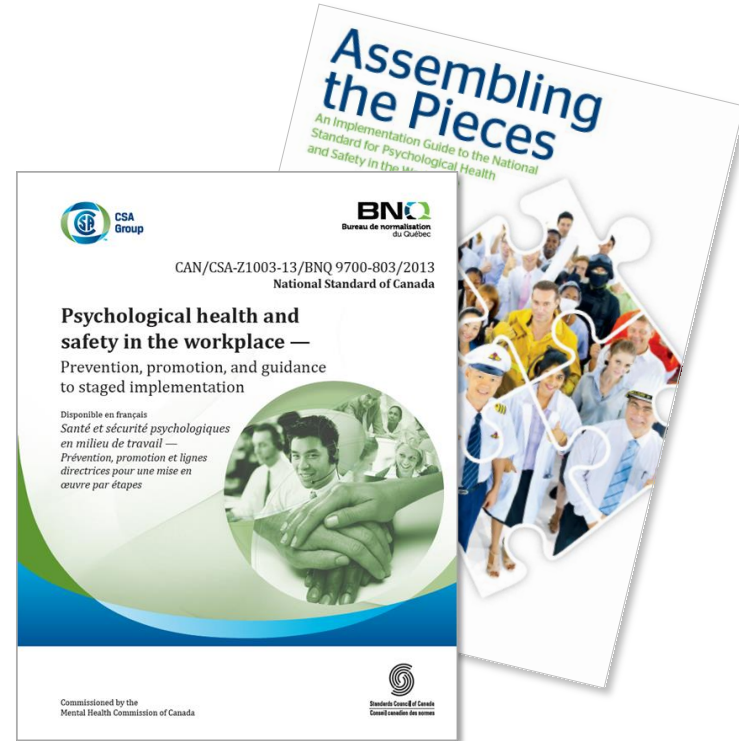


# The National Standard

## Adopting the Standard can help with

- Productivity
- Financial performance
- Risk management
- Organizational recruitment
- Employee retention

Download a [free copy of the National Standard](#) and the implementation handbook: [Assembling the Pieces](#).



# 13 Psychosocial factors

---

PF1: Psychological Support

PF2: Organization Culture

PF3: Clear Leadership & Expectations

PF4: Civility & Respect

PF5: Psychological Competencies

PF6: Growth & Development

PF7: Recognition & Reward

PF8: Involvement & Influence

PF9: Workload Management

PF10: Engagement

PF11: Balance

PF12: Psychological Protection

PF13: Protection of Physical Safety

**Building on strengths & engaging employees in solutions**



# Bell Team Survey

---

**I am excited about the way  
in which my work  
contributes to my  
company's success**  
(PF10 - Engagement)

**On a regular basis, my  
leader and I prioritize tasks  
and responsibilities**  
(PF9 – Workload Management)

**My immediate leader treats  
me with respect**  
(PF4 - Civility & Respect)

**In my department, we  
collaborate and work well as  
a team**  
(PF1 - Psychological Support)

**I am satisfied with the  
recognition I receive for  
doing a good job**  
(PF7 - Recognition & Reward)

**My company provides me  
with a healthy and safe  
place to work**  
(PF13 - Protection of Physical  
Safety)

**Mental Health Index helps foster a healthy work environment**

# Putting it into practice



# Communication and awareness



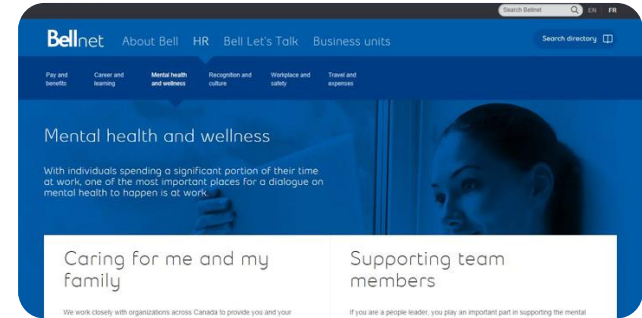
## Commitment

- CEO and MH chair
- Executive governance
- Cross-functional involvement (HR, Comms, Media, H&S...)



## Employee events

Three campaigns per year



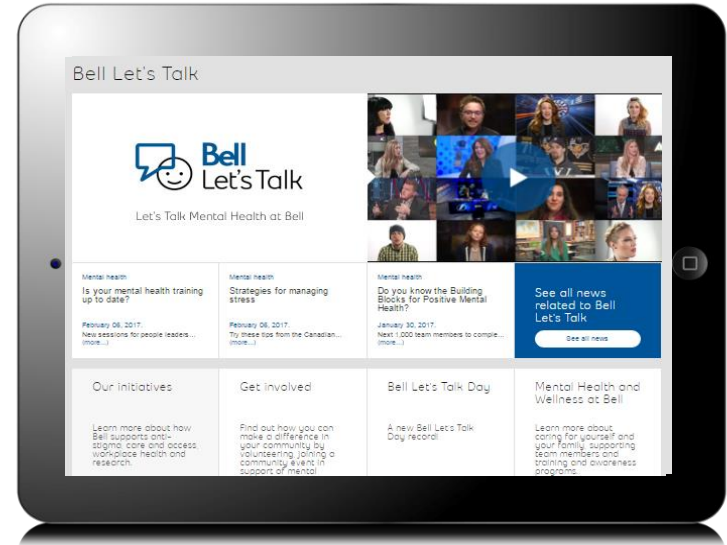
## Dedicated intranet site

One-stop shop MH and wellness-related information

**Building a culture of support**

# Support and services

- Benefits coverage for psychological care
- Employee and Family Assistance Program (EFAP)
- LifeSpeak on-demand video library
- Dedicated mental health intranet
- Weekly mental health related articles
- Easy access to information and community resources
- Leader guides on declining performance, substance abuse and addiction, respect and civility



**EFAP utilization rate: more than double compared to the national norm**

# Mental health training for all Bell employees

## **Workplace Mental Health Leadership™ training**

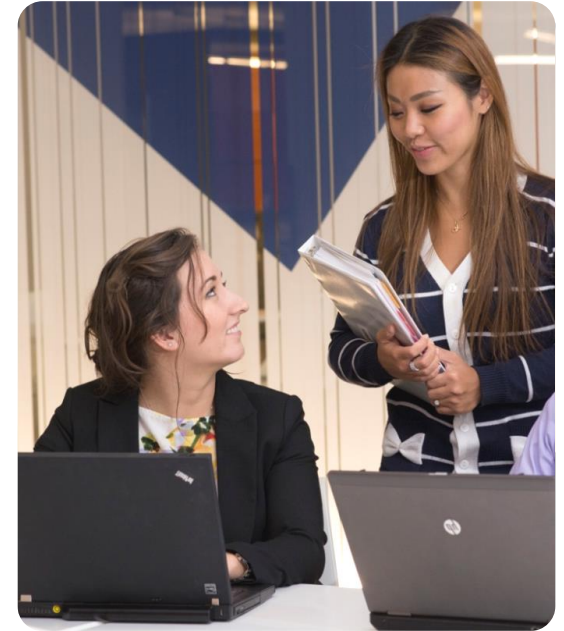
Equips leaders with a better understanding of mental health issues in the workplace and ways to provide support to their teams

## **Building Blocks for Positive Mental Health training**

Expands employees awareness so they can improve and maintain their own mental health and resiliency, as well as offer a bridge to support for others

## **Workplace Mental Health training**

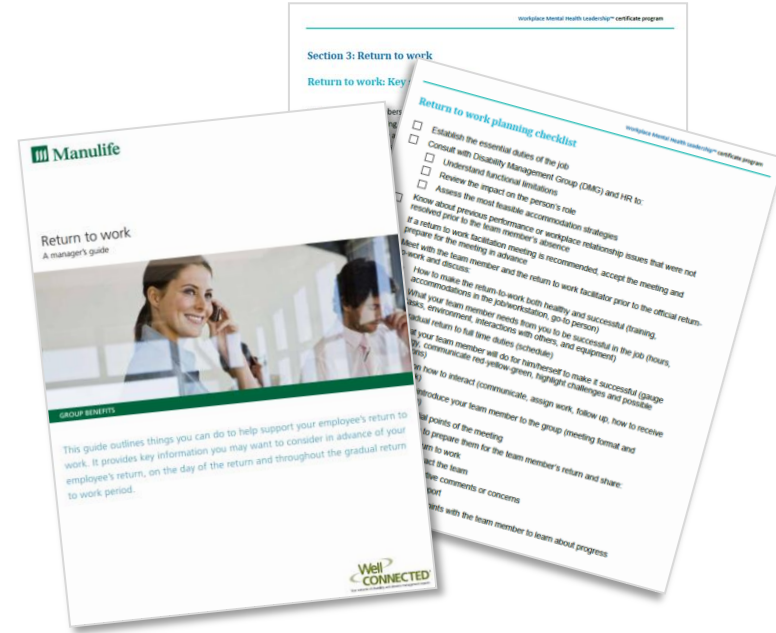
For Union and Health & Safety committees



**Over 10,000 Bell leaders have completed mental health training**

# Return to work and accommodations

- Increased support through early intervention and communications
- Return to work facilitation meeting
- RTW checklist to help leaders prepare the RTW process and employee support
- Creation of an Accommodation tool to better employee experience
- Practical peer support strategies embedded in employee mental health training

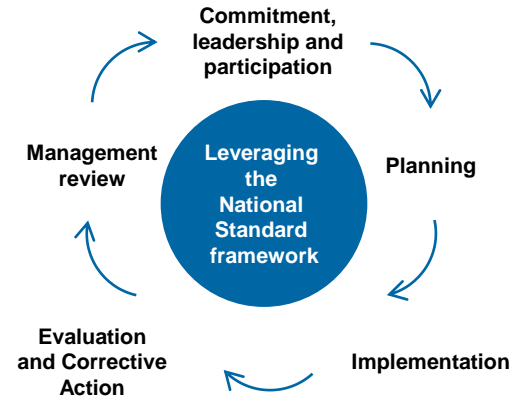


**Mental health related relapse and reoccurrence rate down by over 50%**

# Measure and evaluate

## Mental health scorecard

Category	Key indicators	2016 Actual	2017							Target	2017 Evaluation
			Q1	Q2	Q3	Q4	YTD	YEE	4 last quarters		
Short term disability	% of employees 1 or more MH claim during the year										
	Average claim duration (days) – MH cases										
	Total cost										
	% of payroll										
	% of MH related diagnoses										
	# of new MH claims accepted										
	Relapse rate										
	Recurrence rate										
Long term disability	% of MH related (new cases only)										
	# new MH claims accepted										
Usage of benefits and programs supporting mental health	% of total drug costs related to MH (\$M)										
	# and cost of claims for psychologists and social workers										
Employee engagement	EFAP utilization rate										
	Engagement Survey Results										
	# and % of executive complaints related to MH										
	# of leaders in scope for MH training										
	Cumulative # of ees who completed MH training										
	% and # of leaders in scope who completed MH training										
	# of MH events										
# of hits on Bell Let's Talk intranet											



Ongoing assessment for continuous improvement

# Bell Workplace programs delivering results



**10,000**

Bell leaders completed mental health training



**189%**

Improvement in EFAP program usage



**1,000**

Internal mental health employee events



**20%**

Reduction in mental health related short-term disability claims

**Over 90 KPIs tracked since 2010**



# My top 5 high impact actions

---

- Visible support of senior leaders
- Lunch and learns
- Mandatory leader training
- Enhanced RTW program
- Dashboard – monitoring and continuous improvement

**Good for people... and good for business**

# 5 simple ways to end the stigma around mental illness

It's not always easy to know how to break the stigma associated with mental illness. Experts suggest 5 ways to help.

Language matters

Be kind

Listen and talk

Educate yourself

But most of all,  
**let's talk about it**



**Bell**

Let's Talk