Hidden in Plain Sight:

Barriers to Team Engagement

Employee Caregiving
& Mental Health

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Hello

Pete Wendel

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Co-Founder, The Difference Collaborative

Active member, Society for Participatory Medicine

As a leader, here's a story **I** want to tell…

Summer 201

Driving back from Iowa to help my dad with post-surgery depression & dementia my son withdrew from Michigan State from severe depression, followed by
my wife having SVT (racing heart that won't stop)

…while in emergency room with wife being treated for SVT, get a call that a family friend near same age as our kids just killed himself

…a week before he would have graduated University of Detroit Mercy

I'm also a Remote caregiver to 85yr old father with dementia,
Father of older kids with brain health needs,
Husband to my wife, cancer survivor

pain informs what I run toward, not what I run from

not quite

I am not
alone

Workplace stress is higher than it's ever been...

Stress in the workplace

Burnout (chronic stress gone awry) is higher than ever.[1]

Gallup: 67% of employees say they're sometimes, very often or always burned out at work[1]

83% of workers experience stress on a regular basis[2]

45% of workers under 40 experience extreme stress on a daily basis[2]

Why?

Many reasons known and discussed: [3]

Increased workload

Poor management

Performance management is broken

Isolation via increasingly remote workforce

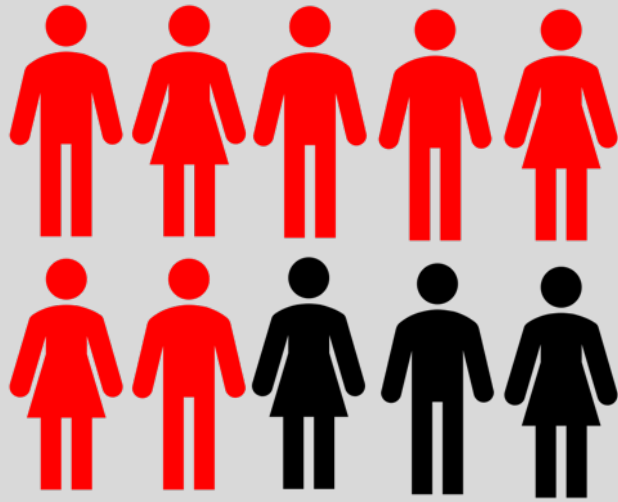Haven't many of us experienced these things?
…for quite some time?

something's missing

...somethings that're hard to identify & harder to talk about

Somethings that we either don't easily recognize or admit

Caregiving & Mental Health

Caregiving impacts the lives of 70+% of full time employees[4]

Harvard/HBS: More than 7/10 workers (73%)

80% of workers say it affects their productivity [4]

40-70% have clinically significant symptoms of depression.[5]

Mental Health overlaps, but is also its own problem unto itself…

Depression alone costs business and society

1 in 5 U.S. adults experience some form of mental illness, 6.7% major depression, 18% anxiety

1 in 10 workers skipped at least one day of work the last 12 months due to depression or anxiety.

60% of adults with mental illness do not receive the mental health services they need.

80% of families fail to get any MH treatment at all. [3]

Depression is the leading cause of disability in U.S. adults 15-44 [2]

27% with depression report serious difficulties in their work and home life [2]

cost of depression to employers in lost work time and medical treatments amounts to approximately $62,000 annually per 100 employees [1]

Depression alone costs the U.S. $210 Billon / year

By 2020, WHO estimates Depression will be 2nd leading cause of disability worldwide.

By 2030 global societal impact is expected to rise to $6 trillion [2]

That may not be accurate…

recent **2018** mental health
in the workplace data:

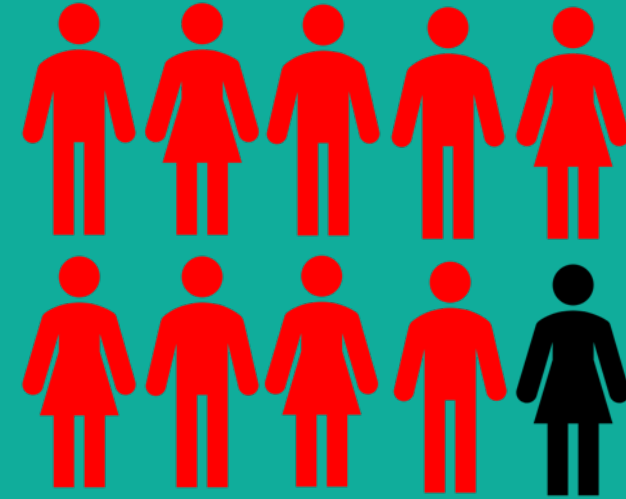it's differently **worse & better
than previously thought**…

Accenture 2018 mental health survey of 2K workers in U.K.[8]

90% of workers in the U.K. have been touched by mental health challenges

85% report someone close (family member, close friend or colleague) had experienced mental health challenges directly.

75% reported their mental health issues impacted their ability to enjoy live.

Why the jump?

82% of respondents reported they're more willing to speak openly about mental health issues now than they were just a few years ago.

What Accenture did to make a difference:

Accenture provides U.K. employees mental health support:
- free 24/7 confidential counselling service
- online awareness training
- anonymous, professionally managed chat service
- mindfulness and sleep improvement apps

They developed a Mental Health Allies program that includes >1,700 trained Mental Health Allies which represents ~15% of Accenture's UK workforce

61% who spoke with someone at work said they shared their MH challenge first with a close colleague

Everyone in the workplace has an awareness of mental health and is able to direct colleagues to available support
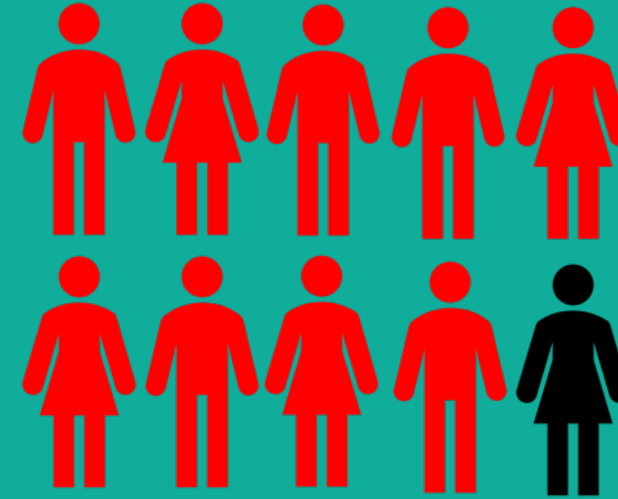
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Family Caregivers & those struggling
with mental health issues

What do we know about these people?
What impact is this having?

Who Caregives?[1]

10% are age 75+ but 1 in 4

family caregivers is a millennial

15% Care for more than 1 person

A*t least* 1.3 million are 8 to18

22% of high school dropouts say they left to care for a family member[2]

1. NAC 2015, 2. Bridegand 2006, 3 Flinn 2018

THE NEXT FAMILY CAREGIVERS

MILLENNIALS [3]

One-in-four of the nearly **40 million** family caregivers in America is a millennial.

Millennial caregivers

Older caregivers

Millennial family caregivers are more likely to care for someone with an emotional or **mental health** issue.

Duration of Caregiving

Average: 4.3 years[1]

Median: 5 years[2]
8-9 for mental health

12-15% caregive for 10+ years[3]

1. National Alliance for Caregiving 2004, Committee on Family Caregiving for Older Adults 2016, National Alliance for Caregiving and AARP Public Policy Institute 2015

Impact on Health
&
Wellbeing

Health Impact on Caregivers

Increased Frailty

Spousal dementia caregivers often experience increased frailty: unintentional weight loss, exhaustion, weakness, slow walking speed, and low physical activity.[5]

Systematic review of common cancer caregiver problems[2]

- Sleep disturbance
- Fatigue
- Pain
- Loss of physical strength
- Loss of appetite
- Weight loss

Risky Behaviors

Caregivers with high stress levels are more likely to report risky health behaviors.[1, 2, 3]

34% of spousal caregivers use alcohol as a coping strategy.[4]

In a dementia caregiver sample, 25% reported a recent increase in smoking.[5]

1. Sisk, 2000, 2. Zarit 2010, 3. Gaugler, 2000,
4. Connell 1994, 5. Salgado-Garcia et al., 2015
5. Dassel & Carr 2014, 2. Stenberg et al., 2010

Social Isolation

Reduced time and energy to maintain relationships often leads to isolation and long-term constriction of social networks.[1-4]

Caregivers who live with their caree are 2.5 times as likely to feel isolated.[5]

Unmet need for long-term care services relates to an almost fourfold increase in social isolation.[5]
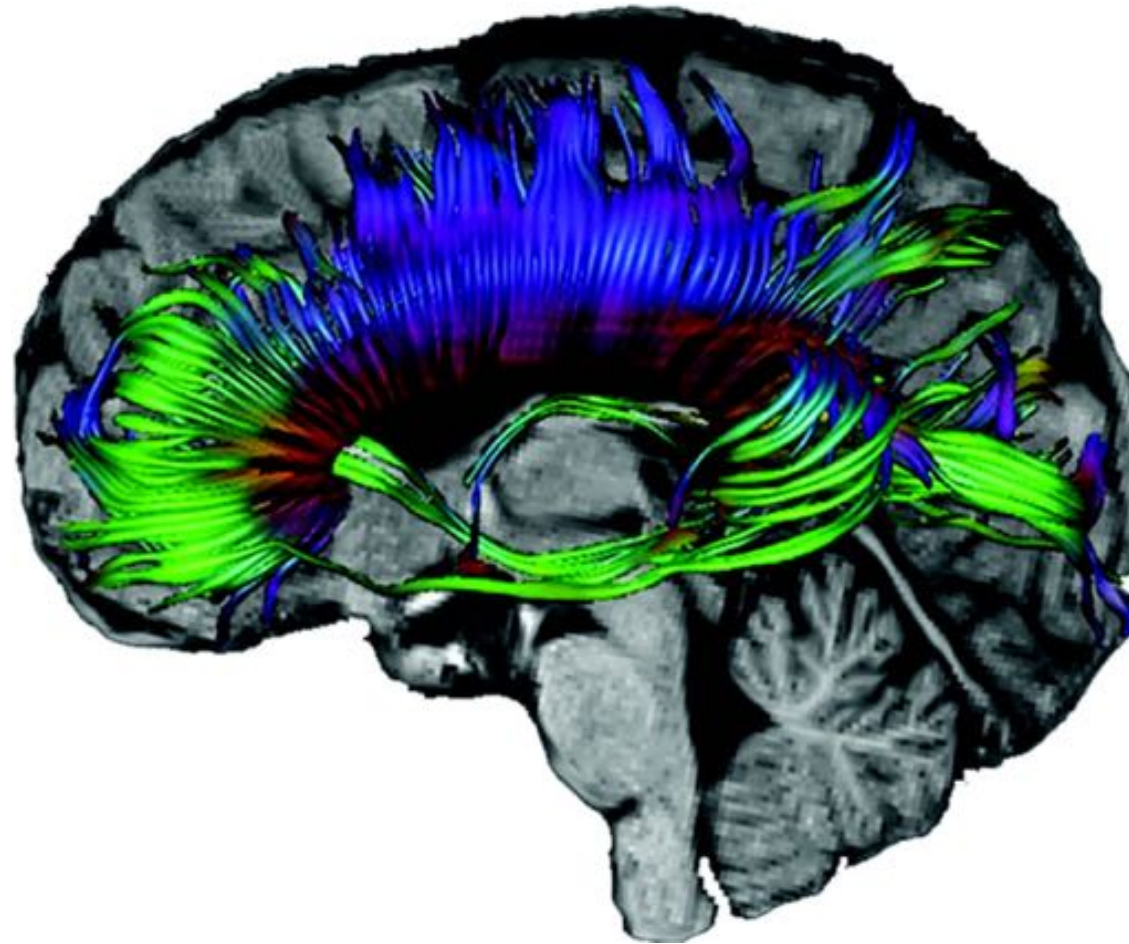
1. George & Gwyther.1986, 2. Gwyther, 1998, 3. Seltzer & Li, 2000, 4. Skaff and Pearlin, 1992, 5. Robinson 2009

Positive Impact [1-3]

- Appreciation of life
- Personal growth
- Enhanced self-efficacy
- Competence or mastery
- Self-esteem
- Closer relationships
- A sense of giving back

5. Haley, 2009, 2. Schulz 2008, 3. J. H. Kim 2007

Mental Health

September is

#SuicidePreventionMonth

Crisis Line:

Text **HOME**

to **741741**

Complex/Co-morbid: MH frequently occurs with other conditions

Poor MH can lead to physical health problems and vice-versa. Often have both:

High prevalence of depression for those with asthma (45%) and diabetes (27%)

Depressed persons 2x as likely to develop heart disease or stroke and have a 58% greater risk of obesity.

Also difficult to see: physical problems often mask mental ones.
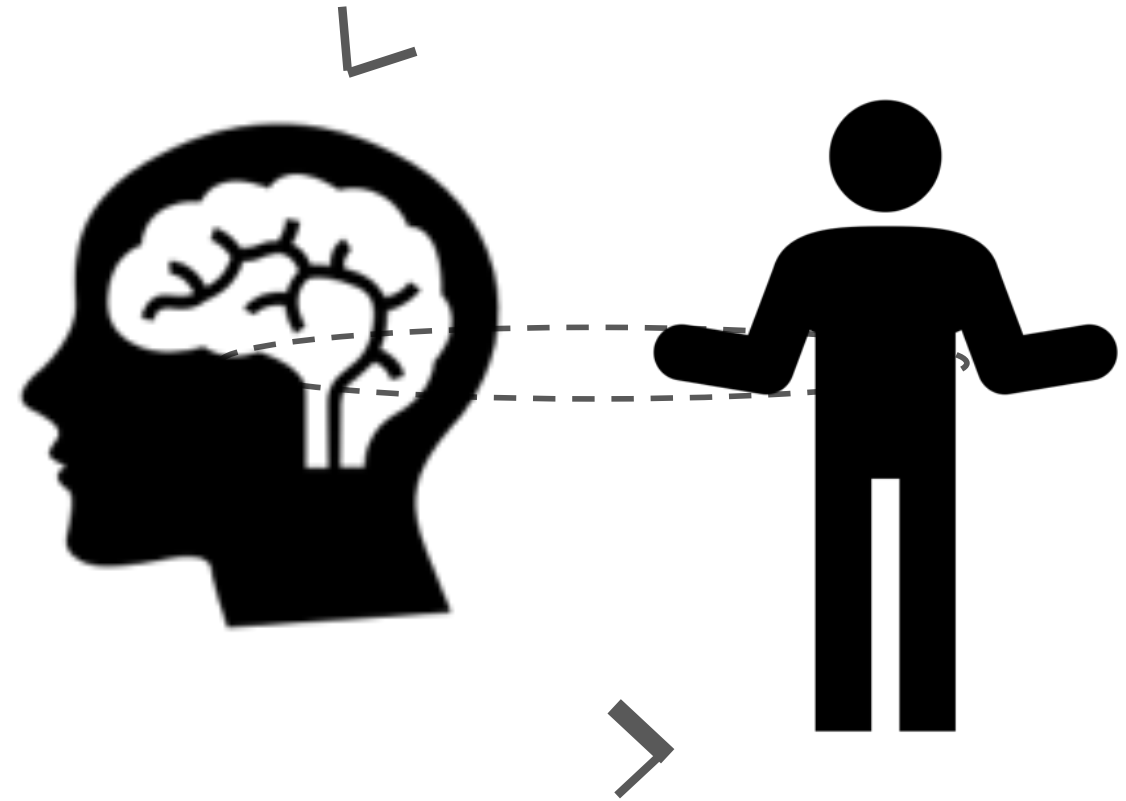
97% of employees who report depression also report other co-morbid medical conditions

Mental Health impact @ work tied to culture[1]

- Physical health often affects absence

- Mental health often affects performance

However, harmful and unsupportive work cultures experienced **both** higher absences and lower job performance

Barriers to address Caregiving and Depression in the Workplace

Barriers to address Caregiving and Depression in the Workplace

Reluctance to self-identify at work / what those who do self-identify report:

Stigma of identifying as a family caregiver or needing mental health help is real.

Stigma is big at work[6]: NYT survey 300 people out of 600 people that had mental health problems, 25% reported receiving negative responses to their problems, including bullying and being passed up for promotions.

U.S. Dept of Health warns that discrimination can be a cost of disclosing mental health problems.

Barriers to address Caregiving and Depression in the Workplace

High performance culture with poor measurement of performance
- "start-up culture" 80hr/weeks and how many emails answered are not it…

John Biggs: "structural stupidity"

People do the work they're being measured on, not what's good or right.

What you measure drives human behavior focused on the metric, not the outcome the metric is trying to measure.[1]

Metrics and assessments often ignore the human behavioral experience underpinning them.

Behavioral & cultural implications: learned helplessness—people unable to do anything differently pointing to "leadership" or "company culture" as the culprit. **Result:** No one able to do anything outside what gets measured (whether it makes sense or not)

Barriers to address Caregiving and Depression in the Workplace

Mindset barriers
- Complicated vs. Complex [1]

Fundamental errors result when people confuse complex, non-linear problems with linear problems, defined by analytical and procedurally focused people looking for the single "right" answer or algorithm.

Rigid, rules-based approaches that address complicated problems (solving a 10K piece puzzle) won't work for complex systems with many layers, nuances, and conditional variables (poverty). Risk: oversimplification & solutions that fail.

Design Thinking is abductive thinking, naturally embracing the complex and the systems level understanding.

Making progress managing mental health, and working one's way through unpredictable journey of caregiving are complex problems

What do leadership value more? Thinking or Knowing?

Thinking is a creative process, while knowing is an information retrieval process.

How might we intentionally design to increase positive change?

Brightspots with potential…

Brands / Organizations

Setting positive examples

Starbucks: Flex time and (in CA) moving MH support from $500 to $5000

USAA: Leadership sharing mental health stories & building a fully supportive, positive culture

Prudential: Leadership sharing caregiving & mental health stories

Deloitte: Inclusive culture & paid family leave for caregivers (above FMLA)

Organizational Behaviors that make a difference

Leaders set the example

Create Support Listening + Support Groups

Address Stigma across all worklife + communications

Provide Insurance

Talent Management Opportunity (vs benefit expense)

Offer Counseling

Navigation Resources

Flex Roles & Focus on Transitions (RTW)

Partner with communities, vendors, and SMEs

Requires both a Cultural & Financial dimension

Don't push Wellness Programs (exercise, yoga mats, and rewards...)

Organizational Behaviors that make a difference

The Caring Company

How employers can help employees manage their caregiving responsibilities—while reducing costs and increasing productivity

Joseph B. Fuller
Manjari Raman

HARVARD BUSINESS SCHOOL
Managing the Future of Work

good starting point

potential competitive advantage

Online Communities

caregivers & patients share and learn from and with each other

Depression Army

7 Cups of Tea

CancerConnect.com

The Purple Sherpa Basecamp

The CaregiverSpace.org

PatientsLikeMe

An online toolkit with links to many state groups across 38 states.

Organized to help community resources at local and state government as well as education, public services, and businesses / chamber of commerce to intentionally plan for, accommodate, and advocate for people and families with Alzheimer's.

IRL Community: Boulder Crest Institute

BOULDER CREST INSTITUTE

Training People To Live Great Lives

BECAUSE STRUGGLE IS A TERRIBLE THING TO WASTE

LEARN MORE

At the intersection of
Mental Health & Caregivers

Started with understanding
PTSD in Soldiers

Expanded to include caregivers & families
+ additional mental health areas of struggle

4 Core Domains

Training   Technology

Research   Social
& Evaluation   & Policy Change

✔ Multidimensional understanding of people, culture, and systems

✔ Belief that Trauma has the potential to help people grow

AI Tech

X2AI is a mobile, on-demand, quality mental health support using psychological artificial intelligence
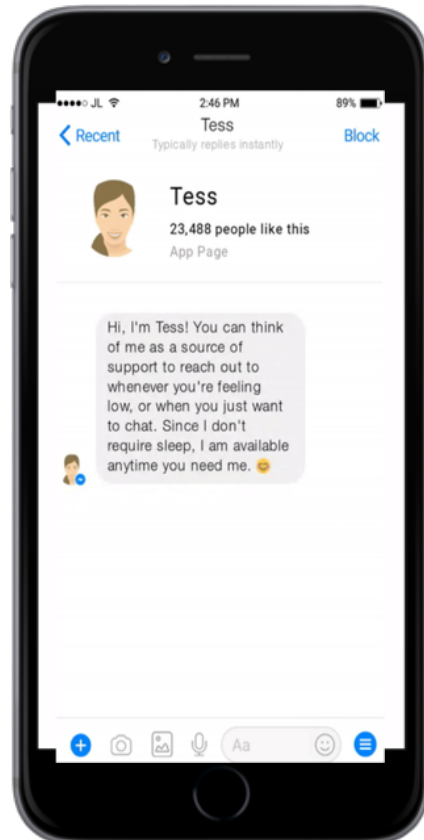
Mental Health Chatbot which delivers emotional wellness coping strategies.

3 million conversations
800 topics
Population screening

In use across U.S. & Internationally…

Clinical research & evidence of outcomes

Completed + published studies:

- **Northwestern University RCT** reveals Tess significantly reduces symptoms of depression and anxiety. Published in JMIR Mental Health; 2018
- **Saint Elizabeth Healthcare** study validates Tess as a support caregivers and nurses. Published in Nursing Leadership; 2017
- **Nemours Children's Hospital** feasibility study validates Tess as an adjunct to pre-diabetes and obesity program. Under review for publication in Translational Behavioral Medicine; 2018
- **CABHI and Saint Elizabeth Healthcare** case study reveal how Tess delivers comprehensive support across employees and patients. Published on PubMed (2018)
- **X2 Commitment to Ethical AI** technical paper Under review; 2018
- **EAPA case studies** reveal Tess' contribution to ROI while delivering emotional support to employees. Published in Journal of Employee Assistance; 2018
- **Duke University** feasibility study set up the IRB RCT for Tess to support mothers in Kenya. Under review for publication in JMIR Mental Health; 2018
- **Nigeria Federal Psychiatric Hospital** feasibility study reveals Tess significant reduces depression in patients. Under review for publication; 2019
- **Universidad Adventista del Plata** RCT validates efficacy and generalizability for Tess to reduce symptoms of depression and anxiety in university students. Under review for publication; 2019

Now I have a question for you:

If there was something 7 out of every 10 people on your team needed help with but weren't comfortable sharing or asking for help on, would you feel compelled to do something about it?

knowledge
empower yourself

reach out

connect, share & learn together

we are
with you