



## GETTING SMARTER ABOUT MENTAL HEALTH AT WORK

*Measure. Improve. Innovate.*



### What's the Problem?

Stress, burnout, and mental health issues, including anxiety and depression, are taking a toll on workers and organizations alike. Unaddressed, these challenges pose a significant risk to the health, well-being, and performance of the global workforce. Although leaders are paying more attention to mental health than ever before, organizations are still struggling to see impact. Work is not working for too many of us.

### THE INDEX METHODOLOGY

The Mental Health Index provides organizations with a science-based assessment of their workforce mental health efforts, identifies priority actions that will increase program maturity, and offers evidence-based resources and guidance to support more effective and efficient use of resources for improved outcomes.

The Index provides target and benchmark scores so organizations can determine how they are doing compared to best practice standards and how peer organizations are doing.

To reap the benefits for people and performance, organizations need to take a comprehensive approach to workplace mental health - what we call the 3 Ps: Protection, Promotion, and Provision.

### THE 3PS

The 3 Ps Framework of the Mental Health at Work Index gets you the data you need to make strategic decisions about how to deploy limited resources and provides guidance on how to actually improve and innovate where needed.

- **PROTECTION** of mental health by eliminating psychosocial hazards and minimizing risks that can negatively affect workers' mental health and psychological well-being.
- **PROMOTION** of mental health by developing the positive aspects of work as well as worker strengths and positive capabilities.
- **PROVISION** of information, resources, and services and taking corrective organizational action to address workplace mental health needs regardless of the cause.



## HOW A DATA-DRIVEN APPROACH CAN TAKE THE GUESSWORK OUT OF MENTAL HEALTH AT WORK

*Findings from the Mental Health at Work Index*

### EARLY LEARNING 1

**Companies are expending significant sums of money to provide critical mental health care and services to individuals, BUT the vast majority of organizations do not have a comprehensive mental health strategy.**

As a result, programs and services are fragmented and individuals are struggling with unaddressed mental health issues for too long, resulting in compromised health for the individual, reduced capacity of the overall workforce, and diminished organizational performance.



Three-quarters of respondents (75%) state that they include provision of access to resources, benefits, and services in their strategy.



Less than 6 in 10 (58%) report including promotion of psychological well-being in their strategy.



Less than half (43%) say protection of worker mental health is part of their strategy.

*The development of the Mental Health at Work Index has been supported by:*

AXA  
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URAC

Learn more about our Founding Corporate Council here:  
<https://mentalhealthindex.org/>



## EARLY LEARNING 2

### **Reactive and ad hoc approaches to workforce mental health exhaust resources and do not promote the development of positive mental health and resilience in the workforce.**

Focusing on promoting mental health systems and practices in the workplace and promoting mental health knowledge and resilience for the workforce is essential to building a healthy workplace and workforce, both of which are fundamental to maintaining a high-performing organizational culture.



Only a quarter of respondents (25%) assess the effectiveness of their mental health efforts to eliminate hazards and minimize risks that negatively affect workers' mental health.



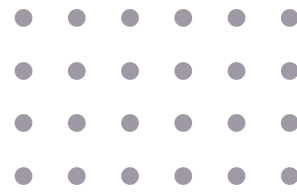
Just 4 in 10 (40%) measure and monitor their efforts designed to promote mental health at work and workers' mental health skills and capacities.



Just over half (53%) indicate that they gather data related to access to resources, benefits, and services.

### ***The Mental Health at Work Index™ in practice: Spotlight on HCA Healthcare***

*HCA Healthcare, based in Nashville, TN, has embraced the Mental Health at Work Index to improve employee well-being. Assessment results have driven HCA to improve its role as an employer and healthcare provider, especially within its broader diversity and inclusion efforts. HCA also uses the Index to benchmark externally and learn from others.*



## EARLY LEARNING 3

### Employers need to focus more on systems solutions that support all workers across the continuum of mental health needs.

Moving upstream and embedding these efforts into an organization's strategy will enable leaders to support protection and promotion efforts that will translate to more effective care and better outcomes for the individual and the organization.



Only 1 in 4 organizations (25%) reports having a formal strategy for workforce mental health.



Less than 1 in 3 (28%) of respondents say senior leaders hold their direct reports accountable for advancing and supporting workforce mental health in their teams.



Less than a quarter of respondents (23%) share results of their workforce mental health programs with board and governance members.

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*"We've invested heavily in workforce mental health initiatives over the past several years, and had a good sense of what was working well and where we had opportunities to improve and expand. All of what we knew was reinforced in the Index results, but there were some novel insights that weren't uncovered in prior assessments we'd completed. I think that speaks to the comprehensiveness of the Index framework, and also the need for companies to really take a mental health lens to everything that they're doing across the business."*

-GORDON WATSON, CHAIRMAN, AXA ASIA

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