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**Dear Reader:**

The Partnership for Workplace Mental Health invests a tremendous amount into *Mental Health Works*, our publication focused on meeting the needs of our readers. To further that effort, in 2014 we completed a survey of subscribers; special thanks go to the 525 of you who responded.

Our goal with this survey was to hear from you — our readers — on what information you needed most from the Partnership, and in what format. We were encouraged to hear that many of you find that our materials are effective in increasing your understanding of the importance of mental health in the workplace (73%) and in helping readers take action to address mental health in their organizations (56%).

Look for more materials and resources aimed at how to influence the C-suite. While many of you have influence over the wellness decisions made at your company, there is generally a higher level of approval needed before any action is taken. At your request, we will be focusing efforts on how we can better prepare you for those conversations.

We are also excited to announce new projects aimed at improving manager and employee awareness of their company’s mental health resources. We heard from you that this is a problem area that needs addressing. Programs like **ICU** and **Right Direction** were created to fill this need and to assist you in your efforts to educate employees on the benefits you provide and make available to employees.

*Mental Health Works’* goal is to serve your needs as an employer addressing behavioral issues in your workplace. Please contact us to share your ideas, questions, and concerns — and perhaps we will cover your topic in our next quarter’s issue, as we have done here. Please contact us at mhw@psych.org or 703-907-8561.

Sincerely,

Alan A. Axelson, MD  
Co-Chair, Partnership for Workplace Mental Health Advisory Council  

William L. Bruning, JD, MBA  
Co-Chair, Partnership for Workplace Mental Health Advisory Council
Revised Employer Guide for Compliance with the Mental Health Parity and Addiction Equity Act

BY MARILYN VADON, JD, LLM

The Partnership for Workplace Mental Health (Partnership) has released a revised Employer Guide for Compliance with the Mental Health Parity and Addiction Equity Act, which is publicly available here. The revised guide reflects the key changes and clarifications contained in the Final Rules to the Mental Health Parity and Addiction Equity Act (MHPAEA) and other guidance issued by the U.S. Department of Labor.

The original guide was designed to help employers determine whether their health plan vendors are complying with the requirements of MHPAEA. It has served as an important tool to explain the complexities of the law and its regulations, which can be difficult to navigate. The new guide aims to further this goal, as it provides a detailed look at MHPAEA and provides a more comprehensive review at the law and its new rules. Arming employers with this knowledge is significant because employers are liable for noncompliance and subject to potentially significant penalties.

Irvin L. “Sam” Muszynski, JD, director of the Office of Healthcare Systems and Financing of the American Psychiatric Association (APA), said “The revised employer guide is even more important to employers than the previous version. Since the law was enacted, there have been significant changes in the healthcare industry. Most importantly, the Affordable Care Act (ACA) provides for new regulations expanding the reach of MHPAEA, addressing disclosure of plan information, and providing for internal review and external appeals. This new guide is an important step, not only in understanding MHPAEA, but looking at how it is affected by the Affordable Care Act.”

The new guide was prepared by Steve Melek, FSA, MAAA, principal and consulting actuary at Milliman, Inc., in conjunction with the Partnership and the APA. Melek has said, “This new guide gives employers an approach to compliance and is based on the many questions Milliman has received in light of the Final Rules and other departmental guidance.”

MHPAEA Final Rules: Highlights

Didn’t Change from Interim Final Rules

• The Final Rules retained the six classes of benefits: Inpatient, In-Network; Inpatient, Out-of-Network; Outpatient, In-Network; Outpatient, Out-of-Network; Emergency Care; and Pharmacy.
• There was no change to the “predominant” and “substantially all” tests for quantitative treatment limitations and financial requirements.
• Nonfederal governmental plans can still opt out of MHPAEA’s requirements.
Clarifications

- Health plans can contract with carve-outs, but the health plan and the carve-out must coordinate and ensure that the plan as a whole is in compliance with MHPAEA. The health plan is ultimately responsible for compliance with the law and regulations.

- Health plans may tier providers as long as the tiers comply with the regulatory tests within each tier.

- The non-quantitative treatment limitations tests apply to any non-quantitative treatment limitation, not just those illustrated in the Final Rules.

- The Final Rules remind health plans and plan participants that there are existing laws under the Employee Retirement Income Security Act (ERISA) and the ACA that afford plan participants the right to disclosure of information in order to analyze benefits and appeal claims denials.

Changes to the Interim Final Rules

- There is no longer an exception to the tests for non-quantitative treatment limitations. Therefore, a health plan cannot use a clinically appropriate standard of care to justify an exception to the tests.

- The Final Rules recognize URAC standards as best practices.

- The Final Rules make it clear that if a health plan provides nonhospital levels of care under the medical/surgical benefit, then the plan must provide nonhospital levels of care under the mental health and/or substance use disorders benefit.

Marilyn Vadon, JD, LLM, is a consultant to the American Psychiatric Association’s Office of Healthcare Systems and Financing and can be reached at mvadon@yahoo.com.

Submit Your Questions

Understanding and navigating MHPAEA and its Final Rules can be difficult. The employer guide prepared by Milliman in conjunction with the Partnership and APA was originally developed to assist employers in assessing their plan’s compliance with MHPAEA. However, we believe the guide has utility for corporate personnel in a variety of capacities and insurance situations. To address the need to determine whether parity is an issue for parties in different corporate roles and situations, we will be introducing a new feature going forward. We will be providing vignettes that illustrate recurring parity issues, discuss whether or not there are parity considerations, and explain how the guide can be used to help make that determination. We encourage readers to submit their questions and factual scenarios about which they need guidance, so we can assist them in their quest to assure compliance with the law. If you have a scenario you would like to see reviewed and analyzed, please submit it to mhw@psych.org; subject line “Parity Questions.”

For More Information

- Updated Mental Health Parity Part of Self Compliance Tool
- FAQs about Affordable Care Act Implementation Part XVII and Mental Health Parity Implementation

Mental Health Works Articles on Parity

- “Parity Law Compliance: Standards for Financial Requirements and Treatment Limitations” (e-magazine) or (PDF)
- “GAO Surveys Employers on Mental Health Treatment Exclusions” (e-magazine) or (PDF)
- “URAC Health Plan Accreditation Requires Parity Compliance Programs” (e-magazine) or (PDF)
Employee assistance programs (EAPs) have earned a core role in the enterprise employee benefits portfolio for reasons that appear intuitive or self-evident: unresolved personal problems are commonplace and costly in the workplace, and resolving these problems leads to healthier and more productive workers. But as EAPs have expanded and diversified, this self-evident assessment is no longer sufficient to guide management decisions about if or how an EAP “fits” in the employee benefits package or as a component of a wellness and productivity strategy.

Historically, the employee assistance (EA) field has measured “effectiveness” by reporting on basic metrics (such as utilization rates) and “feel good” assessments (such as positive anecdotes or testimonials). But most human resources and benefits purchasers agree that these measures alone are inadequate and that EA providers need to credibly demonstrate how their interventions affect the workplace. Few EA providers have assessed the effects of an EAP on work-related outcomes using validated measures and acceptable methods; instead, the focus has been on inputs such as “counting heads” and dissecting operational processes rather than outputs, actual results, or impacts.

To fill this gap in providers’ ability to objectively assess the effect of an EAP on work-related outcomes, a validated measurement tool specifically designed for EAP evaluation — the Workplace Outcome Suite (WOS) — was developed. Caterpillar Inc., a Fortune 100 company based in Peoria, Illinois, was the first employer to test the effects of its EAP service using the WOS. This article explains how the WOS is used and profiles the results for Caterpillar’s EAP.

Caterpillar’s EAP Model

The Caterpillar EAP utilizes an internal/external hybrid model. This model features onsite EAP counselors who are housed within the medical departments of the 13 larger Caterpillar facilities in the U.S., combined with an external, offsite vendor that sets up EAP services via a centralized call center and then delivers EAP counseling through a national network of contracted affiliate counselors. Employees who have easy access to an onsite EAP office can seek EAP services either onsite or offsite, but other employees and family members tend to utilize offsite services. Both onsite and offsite EAP services are coordinated by an internal EAP manager who is an employee of Caterpillar and is based in the corporate medical department. Given the pros and cons of strictly internal or external models, Caterpillar views the hybrid solution as blending the advantages of both. More than 90% of all counseling and referral interventions occur face-to-face with either an onsite master’s-level counselor or an offsite master’s- or doctoral-level clinician in a private office setting.

The WOS, shown here, is copyrighted but can be used free of charge by EA providers with the signing of a license agreement. The measure can be downloaded online at www.eapresearch.com. Currently more than 400 EA providers have signed license agreements to use the WOS.
To evaluate the effects of the EAP, self-reported data were collected from 561 U.S.-based Caterpillar employees who had been EAP clients. The data, including workplace performance measures before and after utilization of the EAP, were collected over a 30-month period. The outcome measurement tool, the Workplace Outcome Suite (WOS), is a 25-item measure specifically developed for use with EAPs by the Division of Commercial Science at Chestnut Global Partners. The data were aggregated from Caterpillar EAP users and facilities throughout the U.S. to provide a picture of the workplace effects of Caterpillar’s EAP.

**Workplace Outcome Suite**

The WOS is short, precise, and well suited for studies that compare employee measures before and after use of an EAP. It uses a Likert-type rating scale that examines various components of the effects of personal issues in relation to four aspects of workplace functioning and in relation to overall life satisfaction. The WOS demonstrates acceptable psychometric properties, including validity and reliability, is able to detect change over time, and has a manageable administrative and respondent burden. The WOS is copyrighted but can be used free of charge by EA providers with signing of a license agreement. The measure can be downloaded online at [www.eapresearch.com](http://www.eapresearch.com). Currently more than 400 EA providers have signed license agreements to use the WOS.

The 25-item WOS used in this study contains five scales that measure concepts at the heart of understanding EAP effectiveness: absenteeism, presenteeism, work engagement, workplace distress, and life satisfaction. Each of the five scales has five items. Two separate validation studies tested the reliability of the scales, the structural validity of the items, and the construct validity of the unit-weighted scale scores. The results of these studies support the use of the WOS to evaluate workplace effects of EAP and provide evidence that the WOS does indeed measure the five constructs it is intended to measure. A short, five-item version of the original 25-item WOS has been developed and validated and works well, but it is not as “sharp” or sensitive in detecting change, compared to the 25-item version.

The five WOS scales are described in more detail below.

1. **The Work Absenteeism** scale assesses the number of hours absent due to the employee’s personal concern(s). Example item: For the period of the past 30 days, please total the number of hours your personal concern caused you to miss work altogether.

In each of the other four scales, respondents were instructed to read statements, to reflect on how the statement applies to what they may have done or felt at work and at home over the past 30-day period, and to indicate the degree to which they agree with each statement. Each item was rated on a 1-5 Likert-type rating scale, where 1 indicates strongly disagree, 2 indicates somewhat agree, 3 indicates neutral, 4 indicates somewhat agree, and 5 indicates strongly agree.
2. The Work Presenteeism scale addresses decrements to productivity even though the employee was not physically absent but nonetheless was not working at his or her optimum due to unresolved personal problem(s). Example item: My personal problems kept me from concentrating on my work.

3. The Work Engagement scale refers to the extent to which the employee was passionate about his or her job. Example item: I am often eager to get to the work site to start the day.

4. The Workplace Distress scale looks at the employee’s feelings of distress about being at the work site. Example item: I dread going into work.

5. The Life Satisfaction scale addresses the employee’s general sense of well-being. Example item: So far, my life seems to be going very well.

Study Design

A repeated-measures design was used to examine possible changes over time in the five WOS scales, from before use of EAP services to after use of EAP services. Initial data collection was embedded into the routine EAP intake. The follow-up survey, conducted 90 days after service provision, was not disruptive to the EAP clinical process or client experience. A goal of the study was to see if an improvement in work performance after use of the EAP persisted over time, so data for the period after EAP utilization were not collected immediately after the final EAP session. Instead, these data were collected after a 3-month follow-up period.

A methodological advantage of using before-and-after data is that it allows each person to serve as his or her own control for other factors, such as demographic and clinical characteristics. This type of “pre-post” single-group study design is commonly used in applied research evaluations in the EA field. However, the study lacked a comparison group of other employees at the same organizations who had similar issues relevant to EAP services but who had not used EAP services.

Only the employee clients of an EAP service (and not family members or dependents) were included in the study because of the interest in the relationship between EAP intervention and work performance. The recruitment of participants involved finding employees willing to complete the evaluation. Clients were not offered an incentive to participate in the study and were allowed to drop out of the study at any time. Possible biases in the findings resulting from a lack of random sampling and employee self-selection as study participants could not be empirically examined.

An analysis was performed to compare mean scores for each WOS scale before and after use of the EAP to detect differences and percent change over time.

The Five WOS Scales

Work Absenteeism: number of hours absent due to the employee’s personal concern(s).

Work Presenteeism: decrements to productivity even though the employee was not physically absent but nonetheless was not working at his or her optimum due to unresolved personal problem(s).

Work Engagement: extent to which the employee was passionate about his or her job.

Workplace Distress: the employee’s feelings of distress about being at the work site.

Life Satisfaction: the employee’s general sense of well-being.
Positive Impact of EAP Services

Change in the expected direction to show an improvement following use of EAP services was found for each WOS scale, and a statistically significant change (at the p < .0001 level) was found for all scales except for Work Engagement.

The Absenteeism scale revealed an average of 3.78 fewer hours of missed work, or 36.3% improvement. Employees reported their personal problems interfered less with their effectiveness at work after use of the EAP (a 22.9% improvement in scores on the Presenteeism scale). Work Engagement was virtually unchanged. This may be attributed to the fact that the EAP has a limited ability to alter work conditions. After use of the EAP, employees on average reported feeling less distress about going to work (9.6% improvement in scores on the Work Distress scale). Finally, the change in level of Life Satisfaction was positive (8.5% improvement).

These outcomes suggest that Caterpillar’s EAP services are associated with improvements in three workplace areas and overall life satisfaction, with particularly large effects for absenteeism and presenteeism. Employers that use a hybrid EAP model with an emphasis on face-to-face services can probably expect comparable outcomes.

These results are further evidence of the positive impact EAPs can have on business-relevant variables. In some other unpublished EAP outcome studies, changes in the WOS scale scores from before to after use of an EAP have been even larger. These findings have led Caterpillar to question whether these differences are due to the characteristics of the company’s EAP or its delivery, the way in which the outcome studies were conducted, or other unique attributes in the Caterpillar population.

Further Research

The question still remains of whether the results translate into meaningful real-world evidence and into observable, even monetized, results for employer purchasers of EAPs. Absenteeism can be monetized, but the other constructs cannot be reliably turned into economic outcomes,
although there is wide acknowledgement that there are indirect cost savings when presenteeism and workplace distress are reduced.

Caterpillar uses these data as one type of evidence to demonstrate the effectiveness and value of the EAP. The WOS studies can also be used to set programmatic goals and targets for process improvements. Caterpillar has even begun to use the WOS data to examine effects for specific subpopulations and to explore specific questions about the Caterpillar EAP, including whether onsite and offsite services demonstrate differing outcomes.

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Subscribe Now!

In addition to continued delivery of Mental Health Works, you will receive our monthly Eupdates, which bring together research, resources and news related to mental health in the workplace of specific relevance to employers.

Thank you for your continued support!
Barry-Wehmiller’s “Truly Human Leadership”

BY NANCY SPANGLER, PhD, OTR/L

Barry-Wehmiller Companies, Inc., a $1.7-billion capital equipment and consulting services company, is successful in many ways. But the company’s outlook was not always so rosy. When Bob Chapman took over as chief executive officer (CEO) in 1976, shortly after the death of Bob’s father, who had been the company’s CEO, company management and finances were quite challenging. Chapman led the acquisition of a number of small businesses, and he tried to bring them together to operate as one effective entity. From that experience, he was able to see that in order for people to work together and give their best effort to the company’s priorities, they needed to be trusted and empowered. Chapman set out to make this happen. The “Truly Human Leadership” approach that developed has helped Barry-Wehmiller grow and prosper. The company strives to send its people home safe, well, and fulfilled each day.

Transformative Beginnings Lead to Truly Human Leadership

During his early years as CEO, as he acquired several small manufacturing firms, Chapman focused on what he learned in business school – maximizing shareholder value and profit (Chapman, 2012, 2013a). However, as he took the time to observe the company’s people at work, to sit with them and listen to their concerns, he changed his business-school way of thinking. At one plant, he noticed there was great camaraderie and energy among the workers as they arrived at the plant, but that positive-energy bubble deflated as they started their work. At another facility, plant workers expressed that they felt mistrusted and less valued than office workers because their work began and ended with a bell, and the parts and tools they needed were kept in locked closets, implying the workers might steal them.

Chapman decided that in order to create an environment where people were willing to give their commitment to the organization, they first needed to feel a sense of trust. “To earn trust, we needed to extend trust,” says Chapman. He listened to employees, including blue collar workers, engineers, sales and marketing
staff, and administrative workers, and he saw the situation from their point of view. Managers got rid of time clocks, shift bells, and locked closets. They deliberately created a more relaxed and supportive workplace, an environment where people could “fully engage their heads, hearts, and hands,” says Chapman.

Another defining moment in the transformation of Chapman’s leadership mindset came when he and his wife attended the wedding of a young couple. As he watched the father give away his treasured daughter’s hand in marriage, entrusting her to the groom, Chapman realized it was much the same for the thousands of people whose lives were entrusted to him. He realized the tremendous responsibility he had as a leader to take care of and steward the precious lives of those he had the privilege to lead.

**People-Centric Values**

Chapman set a priority to develop a leadership approach that would enable people’s work to be in harmony with people-centric values. The drafting of the company’s Guiding Principles of Leadership articulated these values into a vision statement to unite and inspire the growing organization. He called on associates of the company to be involved in developing the leadership approach, which has evolved and is now called “Truly Human Leadership.” Barry-Wehmiller’s *Culture and People Development* team (traditionally called human resources in other companies) and *Organizational Empowerment* team worked together and with others over time to develop the principles and the language that would encourage associates to “live out Truly Human Leadership, fostering and celebrating personal growth through meaningful work, thereby changing people’s lives,” says Chapman.

**Inspiring Safety.** To examine the issue of safety and workers’ compensation costs against the backdrop of a people-centric culture, Chapman asked a group of associates, “If we measure success by the ways we touch the lives of people, how does that relate to safety?” The old goal of “reducing work comp costs and lost time accidents” turned into a new goal: “We commit to sending our friends home safe each day.” The new way of thinking encouraged a different focus, inspiring people to care, rather than informing them about safe practices. It was a transformative moment for the company.

**Fulfillment Through Work.** While developing the leadership principles and people-centric goal-setting processes, the company began looking at other areas that aligned with the sense of stewardship for people’s lives. Chapman says the company looked at how work contributes to a deeper sense of meaning and purpose, a joy in working together toward a common purpose, and “...an understanding that someone cares what I do and who I am.” This is supported by the company’s leadership principle that states, “Positive, insightful communication empowers individuals and teams along the journey.” (See “Guiding Principles of Leadership” page 12.)

The principles are also reinforced in Barry-Wehmiller University, an internal education institute that includes a three-day communication skills training course focused on nonverbal communication, reflective listening, and effective confrontation. To date, nearly 3,500 associates (about 50% of the company) have participated in the
Guiding Principles of Leadership

We measure success by the way we touch the lives of people.

A clear and compelling vision, embodied within a sustainable business model, which fosters personal growth

Leadership creates a dynamic environment that:

• Is based on trust
• Brings out and celebrates the best in each individual
• Allows for teams and individuals to have a meaningful role
• Inspires a sense of pride
• Challenges individuals and teams
• Liberates everyone to realize “true success”

Positive, insightful communication empowers individuals and teams along the journey.

Measurables allow individuals and teams to relate their contribution to the realization of the vision.

Treat people superbly and compensate them fairly.

Leaders are called to be visionaries, coaches, mentors, teachers, and students.

As your sphere of influence grows, so grows your responsibility for stewardship of the Guiding Principles.

We are committed to our employees’ personal growth.
communication course. Sara Hannah, academic director of Barry-Wehmiller University, provides the following description of the course’s powerful effect:

Associates report that the training and repeated use of these skills at work has enabled them to be not just better workers, but better people. We hear more about how Communication Skills Training impacts life at home. People feel that they are better parents and spouses as a result of the class. Even customers and vendors report that Barry-Wehmiller’s culture has affected their people and their organizations in positive ways.

Well-being. The company has most recently applied its people-centric principles to the area of well-being. For years, Barry-Wehmiller has offered traditional physical and mental health risk appraisals, biometric screenings, courses, coaching, and incentives through key partner resources. The company also provides tobacco cessation, physical activity, stress management, healthy eating, and weight management programs. The employee assistance program (called the Associate Assistance Program) offers individual counseling (three face-to-face sessions per year) for associates and their family members, as well as trainings on personal finances, relationships, parenting, and life issues. In addition, the company’s retirement plan provider offers tools for managing finances and retirement planning to help reduce financial stress.

A healthcare transparency provider was added two years ago to support wise consumerism when associates access the company’s health plan. Associates and family members are referred to these resources through traditional communication modes but most often through the strong relationships that associates have with members of the local Culture and People Development team.

A year ago, however, the company began moving away from simply offering programs and informing people about their health risks and healthcare costs and toward inspiring and encouraging each other to take healthy actions. Alexis Dendrinelis, Barry-Wehmiller’s well-being leader, says the company is “building a culture of total well-being. It is a whole-person approach supporting balance in the key areas that contribute to living a thriving life — financial, social, career/purpose, physical, and community.” These areas and their relationships, as shown in the graphic below, are directly adopted from the book, Wellbeing: The Five Essential Elements by Rath and Harter (2010). Using this resource as the foundation, a global vision of well-being was developed by associates in October 2013 to reflect the company’s desired state for all. The vision statement Living Well, Thriving Together captures the message and essence of the company’s desired state for all associates and the lives they touch.

In support of the community involvement pillar of the well-being model, associates are encouraged to go out into the community and make a difference. “It keeps people active, and it builds a deep sense of fulfillment, meaning, purpose, and camaraderie,” says
A growing body of research suggests community volunteerism may help to buffer emotional distress and contribute to a positive sense of well-being and perceived health in the volunteer (Borgonovi, 2008).

**Effects of Culture Transformation**

Like other companies across the world, Barry-Wehmiller has been tested financially. During the 2008 economic downturn, Barry-Wehmiller experienced a 40% drop in revenue in its new equipment business. While in the past Chapman may have considered downsizing by reducing the number of employees, his thinking about people had changed. “We wouldn’t get rid of a family member during hard times,” he says. “So, our approach was one of shared sacrifice — each of us taking a little pain so that no one individual or family would be devastated.”

Rather than cutting staff, the company suspended all 401(k) contribution matching and implemented a mandatory furlough. All associates took four weeks without pay to allow everyone to keep their jobs. The company communicated the message via a video in which Chapman shared the current state of the business with associates around the world. Because people could see their leader’s emotion and concern, they were able to believe and accept the message. “I felt proud to be part of the organization, proud of how we responded,” said John Kondratuk, engineering leader.

The company’s leaders were astounded by the loyalty and gratitude expressed by associates. Union workers decided to follow suit and align with the other workers’ sacrifices. When the economic crunch lightened, the company repaid to all associates the 401(k) match they had given up.

The people-centric approach has strengthened the organization’s culture, Chapman believes. He thinks the culture transformation is responsible for the company’s financial success as well. Since shifting the focus away from profits and shareholder value to people and the ways they touch others’ lives, ironically the profits and shareholder value have increased. The effect is systemic, with the results originally seen in the company’s core businesses being replicated over numerous acquisitions and additions to the “family,” including acquisitions in other countries, such as France, Italy, and Germany.

The company’s holistic approach to well-being may translate to beneficial effects on healthcare costs as well. According to results from the ongoing survey of the American workplace and employee engagement by Gallup (2013), among the 22% of respondents who are engaged in their jobs and “thriving” in their lives, health-related costs are 41% lower than among “struggling” employees and 62% lower than among “suffering” employees. Thus far, Barry-Wehmiller compares favorably to national norms in terms of health risk aggregates and healthcare cost benchmarks. In terms of safety issues and workers’ compensation claims, a dramatic drop was experienced after applying a people-centric approach. The National Council on Compensation Insurance (NCCI) experience rating standards show an industry average of 1.0 (NCCI, 2014). Barry-Wehmiller’s rating,
currently .56, is 44% better than the industry average, which means Barry-Wehmiller truly is sending more associates home safe!

Explaining the Effects of Truly Human Leadership

The Barry-Wehmiller leadership culture has drawn the interest of organizational behavior scholars Christopher Long, PhD, and Markus Baer, PhD, who completed multiple years of research to better understand and explain the unique effects of this leadership message. Their research demonstrated a strong connection between feeling a part of the culture and five core elements linked to well-being: 1) positive relationships, 2) empowerment, 3) purpose in life, 4) personal growth, and 5) job engagement (Long & Baer, 2013). Baer explains,

There is truly something unique happening at Barry-Wehmiller. The organization is able to combine these five elements into a culture with significant benefits validated through research. Most notably, associates who feel a part of the culture are more likely to exhibit perspective taking and personal initiative and to define themselves as a leader.

These research outcomes align well with Barry-Wehmiller’s guiding principle that every associate has the opportunity to positively impact the lives of others and to be a leader in the organization. Author Simon Sinek (2014) has also analyzed Barry-Wehmiller’s approach to leadership and its positive effect on associates. Sinek suggests the company has...

. . . created a work environment and company culture that, biologically, gets the best out of people (p. 15). . . . The more we trust that the people to the left of us and the people to the right of us have our backs, the better equipped we are to face the constant threats from the outside together. Only when we feel we are in a Circle of Safety will we pull together as a unified team, better able to survive and thrive regardless of the conditions outside (p. 22).

Sinek further describes the biological mechanisms around Truly Human Leadership’s effect as “four primary chemical incentives in our bodies (p. 38)” that have evolved to drive people toward survival and ultimately toward cooperating and working well together. (See inset box.)

Summary and Suggestions for Employers

On his leadership blog, Chapman (2013b) comments on a 2013 Gallup poll of 155 countries that concluded that the number one determinant of happiness is a good job. To him, that means “...work that is meaningful and done in the company of people we care about.” Chapman and his leadership team have dedicated themselves to providing meaningful work and caring environments to their associates day after day.

Biological Behavior Drivers
(Sinek, 2014, p. 38)

Endorphins and dopamine (“selfish chemicals”):
Drive us where we need to go as individuals — e.g., to find food, build shelters, invent tools.

Serotonin and oxytocin (“selfless chemicals”):
Strengthen our social bonds — to cooperate, trust one another, remain loyal, ensure survival of our progeny.
Chapman has empowered all associates to live out the Barry-Wehmiller principles and share the Truly Human Leadership message. Other employers considering adoption of people-centric leadership might consider the following suggestions:

- Create people-centric traditions; celebrate overcoming challenges together, publicly and regularly. Reward cooperative successes.
- Establish specific language expressing the people-centric values, ethics, vision, and mission; make these explicit through the company’s website and during all company meetings.
- Work together to establish organization-, team-, and individual-based goals; review the goals regularly.
- Provide training in basic communication, and reinforce concepts through regularly scheduled communication channels, including face-to-face meetings when possible. Even if electronic delivery is required, a facial image may be helpful.
- Provide resources (e.g., employee assistance programs or community offerings) to help employees with performance issues that might be related to distress or mental health conditions.
- Ensure that company leaders embody the established values and expect the same integrity of all associates, clients, and vendors.

Nancy Spangler, PhD, OTR/L, president of Spangler Associates, Inc., and consultant to the Partnership for Workplace Mental Health, is a prevention and health management specialist in the Kansas City, Missouri, area.

**REFERENCES**


New Survey of U.S. Workers Reveals Impact to Productivity from Depression

BY MARCAS MILES, MA

Nearly a quarter (23%) of a panel of U.S. workers and managers in a survey indicated they have received a diagnosis of depression at some time in their life and two in five of those respondents (40%) reported taking time off from work — an average of 10 days a year — as a result of their diagnosis. These are just a few of the key findings from the Impact of Depression at Work Audit (IDeA), which evaluated the societal and economic burden of depression in the workplace (Ipsos, 2014). Employers Health, an Ohio-based employer coalition, announced results for the U.S. survey at the National Business Coalition on Health annual meeting in Washington, D.C. on November 12, 2014.

The research was conducted June 11–18, 2014, with an online panel convened by contractor Ipsos MORI, a U.K.-based global marketing research company. The online panel consisted of a pre-recruited group who had agreed to take part on an online marketing research survey. Questions were asked of 1,000 respondents age 16 to 64 years who had been workers or managers within the last year (Ipsos, 2014).

The goals for the Impact of Depression at Work Audit (IDeA) were to obtain an assessment of:

- Public understanding of the impact of depression on the ability to work, particularly symptoms impacting an individual’s ability to think and function productively at work.
- Employer recognition of the cognitive symptoms of depression and unmet needs in training and support for employees with depression.
- Stigma as a barrier to improving the identification and management of depression.

Survey results demonstrate that depression significantly impacts productivity in the workplace. Highlights of the findings are summarized below (Ipsos, 2014).

- Sixty-four percent of survey participants who had received a diagnosis of depression reported that cognitive-related challenges, defined as difficulty concentrating, indecisiveness, and/or forgetfulness, had the most impact on their ability to perform tasks at work as normal. Presenteeism (being at work, but not engaged/productive) has been found to be exacerbated by these cognitive-related challenges.
- The symptoms of depression are known to cause people significant distress or impairment in social, occupational, and other important areas of life, but many people may not feel comfortable seeking treatment because of stigma and fear of repercussions, such as losing their job or not receiving a promotion.
- More than one-half (58%) of survey participants who had received a diagnosis of depression indicated they had not informed their employer.
Forty-nine percent of survey participants who had received a diagnosis of depression felt telling their employer about their diagnosis would put their job at risk and 24% felt it was too risky to share with their employer, given the economic climate.

The degree to which people feel uncomfortable revealing their diagnosis is of concern because such fear could discourage people from reaching out for treatment and/or requesting flexibility or a reasonable accommodation when needed. While they need not necessarily name the specific diagnosis, employees with depression should feel comfortable requesting a modification in work hours in order to go to medical appointments, for example.

These effects of depression contribute to the estimated $100 billion annual cost of depression for U.S. employers, including $44 billion a year in lost productivity alone (Beck et al., 2014; Stewart, Ricci, Chee, Hahn, & Morganstein, 2003). In addition, mental illness short-term disability claims have grown by 10% annually (Marlowe, 2002). Unfortunately, this prevalence and unmet need do not currently translate into help for people with depression, as more than 35% of managers who participated in the survey reported receiving no formal support or resources to guide their employees (Ipsos, 2014).

Overall, the results demonstrate the vital need for employers to provide support and resources in the workplace for those living with the effects of this debilitating disease.

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REFERENCES


Save the Dates

DMEC Behavioral Risk Survey Results Webinar
February 26, 2015, live webinar, 12:00 pm EST
This webinar will summarize results of the 2014 Disability Management Employer Coalition (DMEC) biennial survey, which tracks employer strategies, advancements, prevalence, and effectiveness in the area of behavioral risk management. The 2014 findings build on the results from the 2006, 2008, 2010, and 2012 surveys, providing an opportunity to identify changes in employer trends. Register Now. Be sure to use the promo code 15BRS100 for a free registration.

EASNA Institute
April 22–24, 2015, Hilton Clearwater Beach Hotel, Clearwater, FL
The goal of the institute of the employee assistance industry’s trade association (EASNA) is to bring together exemplary employer representatives, industry-leading employee assistance providers, and other human capital experts to engage in informative discussions for the benefit of employers, employees/workers, unions, human resource professionals, and benefits consultants in successfully addressing the new dynamics of today’s global workforce. Registration opens soon; visit the EASNA website for more information.

AOOP Annual Meeting
April 24–26, 2015, University Club, Chicago, IL
The Academy of Organizational and Occupational Psychiatry (AOOP) was founded in 1990 to provide a forum for an exchange of ideas between psychiatry and the world of work. AOOP’s annual meeting is an opportunity to:
• Enhance the knowledge and skills of its members through various training opportunities and professional networking
• Liaison with other professional groups concerned with workplace health and mental health
• Encourage and support the practice of organizational and occupational psychiatry.
Further details about program topics are forthcoming. Past programs from the annual meeting can be found on the AOOP website.

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Work, Stress and Health 2015: Sustainable Work, Sustainable Health, Sustainable Organizations
May 6–9, 2015, The Westin Peachtree Plaza, Atlanta, GA
The Work, Stress and Health Conference series addresses the ever-changing nature of work and the implications of these changes for the health, safety, and well-being of workers. The conference covers numerous topics of interest to labor, management, practitioners, and researchers, such as work and family issues, new forms of work organization, changing worker demographics, and best practices for preventing stress and improving the health of workers and their organizations. This conference is convened by the American Psychological Association, the National Institute for Occupational Safety and Health, and the Society for Occupational Health Psychology. Register Now.

2015 APA Annual Meeting
May 16–20, 2015, Toronto, Canada
The theme for the 168th Annual Meeting of the American Psychiatric Association (APA) is “Psychiatry: Integrating Body and Mind, Heart and Soul.” Save the dates and look for more information about events specifically of relevance to psychiatrists and employers interested in workplace mental health, including the following sessions:

- **Evaluating Disability in Your Patient: The Long, Winding Road Involving Therapeutic Process, Employers, and Employees**
  Monday, May 18, 2015, 1:30 p.m. to 3:00 p.m.
  Toronto Convention Center North, Level 200, Room 204 (Summit)

- **Lessons From the Front: Applying Combat Stress Control Techniques to Everyday Psychiatric Practice in America**
  Monday, May 18, 2015, 11:00 a.m. to 12:30 p.m.
  Toronto Convention Center North, Level 200, Room 202

For more information, visit the APA website.

28th World Congress of the International Association for Suicide Prevention: New Discoveries and Technologies in Suicide Prevention
June 16–20, 2015, Montréal, Canada
This congress will bring together participants from a range of disciplines around the world, including researchers, practitioners, helpline workers, program planners, graduate students, and persons concerned with suicide bereavement. Register Now.
Don’t Bear the Unnecessary Costs Related to Depression.

One in 10 people struggle with depression. And it impacts your business more than you may realize in the form of call-offs, low productivity and poor quality. Depression costs employers $44 billion a year in lost productivity.

The majority of affected employees will improve with appropriate diagnosis and treatment.

Let Right Direction show you how, by investing in a mentally healthy workforce, you’ll gain:

- Healthier, more productive employees
- Decreased disability costs
- Less turnover
- Retention of valued employees

To find out more about this free initiative, visit RightDirectionForMe.com/ForEmployers

Right Direction is an effort from the Partnership for Workplace Mental Health, a program of the American Psychiatric Foundation and Employers Health Coalition, Inc., and is supported by Takeda Pharmaceuticals U.S.A., Inc. (TPUSA) and Lundbeck U.S. © 2013 Right Direction.
Helping businesses solve the productivity puzzle.

Untreated mental illness saps productivity. It increases absenteeism and health care and disability costs.

The Partnership for Workplace Mental Health collaborates with employers to advance effective approaches to mental health.

- Business case for action
- Employer case studies
- Research Works issue briefs
- *Mental Health Works* newsletter

Good mental health is good for the bottom line.

Learn more at [www.WorkplaceMentalHealth.org](http://www.WorkplaceMentalHealth.org)
For more information on Mental Health Works and the Partnership for Workplace Mental Health, visit www.WorkplaceMentalHealth.org