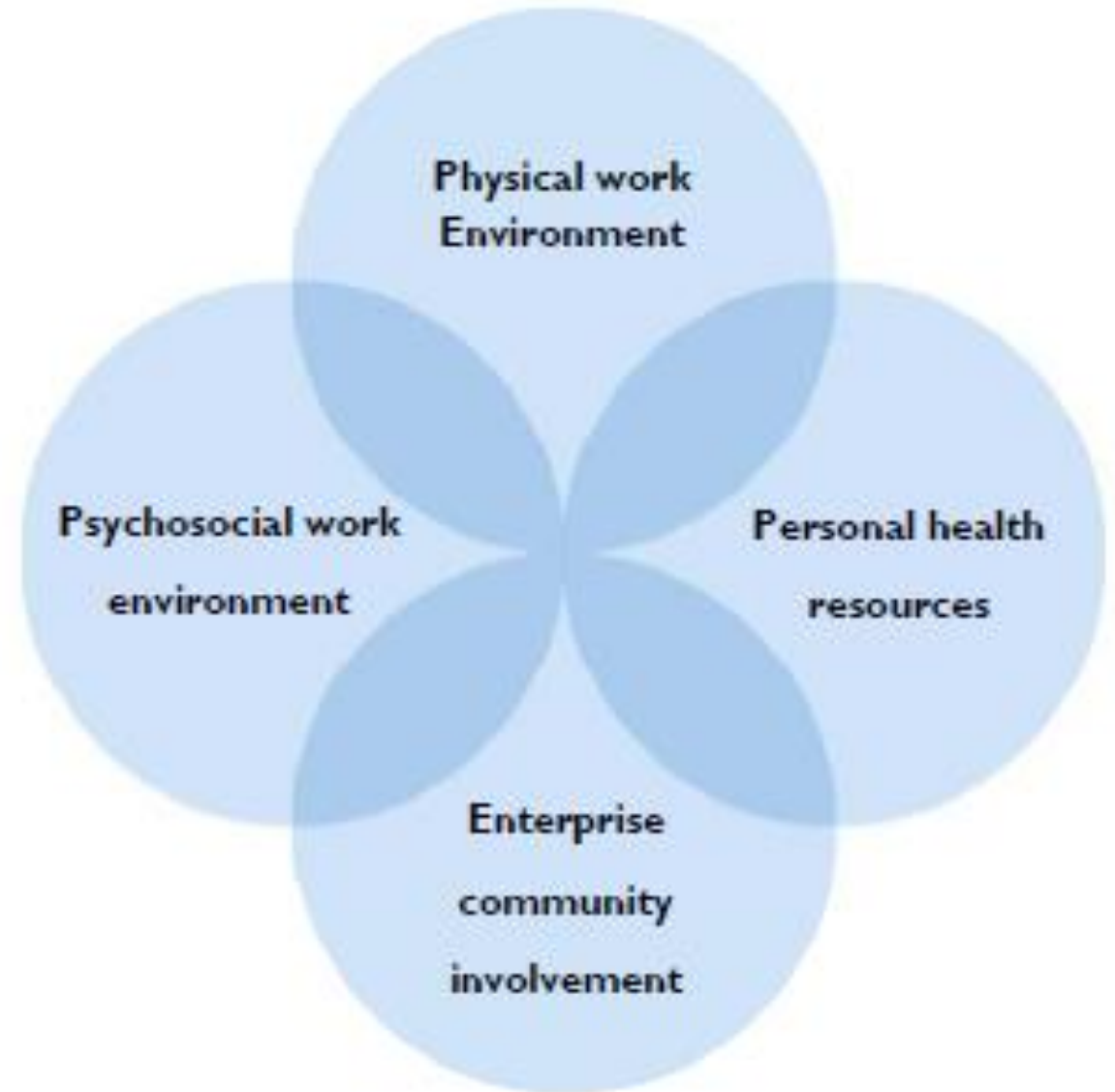


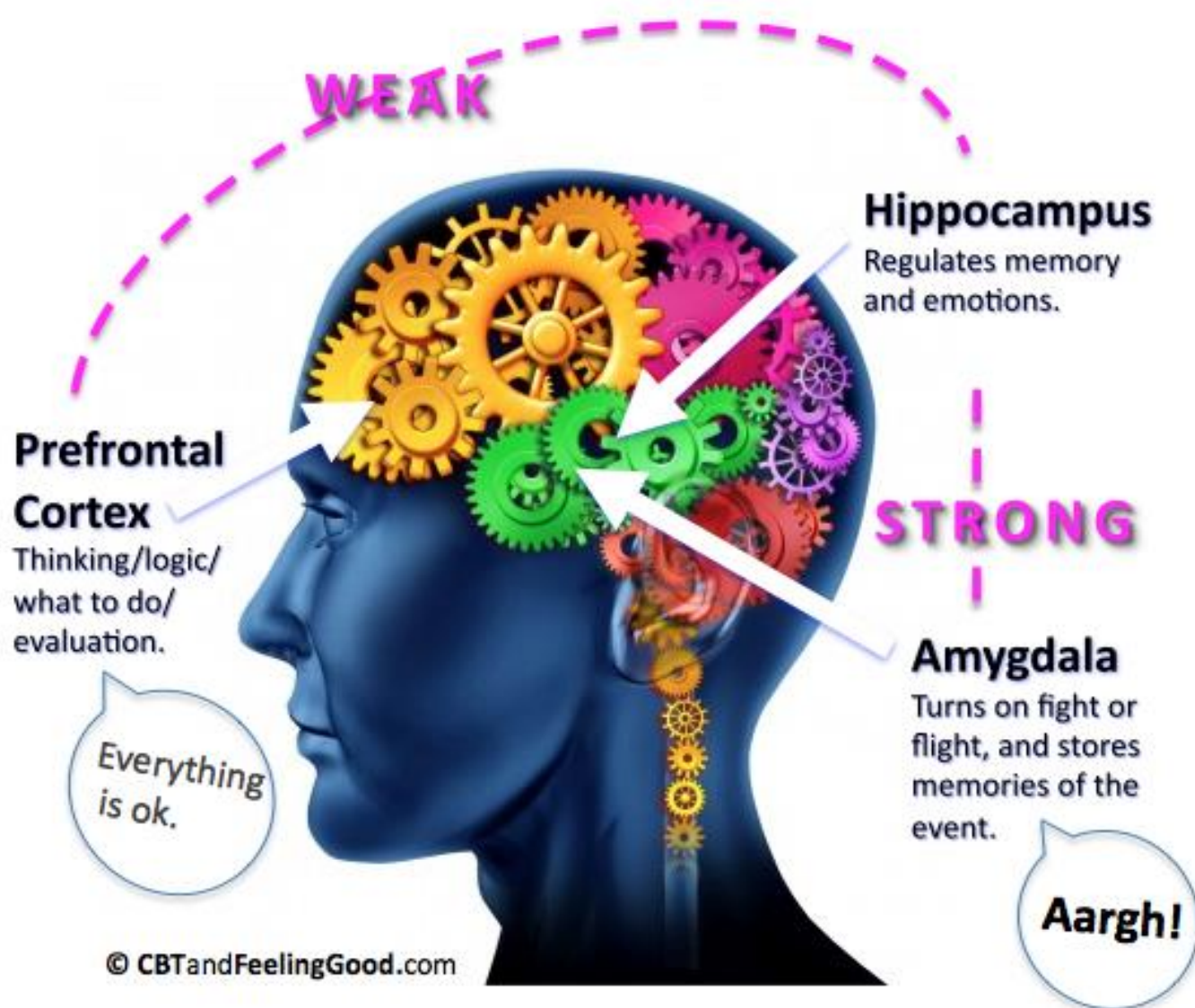
# Workplace Mental Health



MICHIGAN DEPARTMENT OF  
LABOR & ECONOMIC  
OPPORTUNITY

World Health  
Organization  
Workplace  
Mental Health  
Framework





**Prefrontal Cortex**  
Thinking/logic/  
what to do/  
evaluation.

Everything  
is ok.

**Hippocampus**  
Regulates memory  
and emotions.

STRONG

**Amygdala**  
Turns on fight or  
flight, and stores  
memories of the  
event.

Aargh!

# THE BRAIN ON TOXIC STRESS AND TRAUMA

Normal responses to abnormal experiences

## Abnormal experiences:

- Adverse Childhood Experiences (ACEs)
- Chronic work stress
- Climate change trauma
- COVID-19 pandemic
- Poverty
- Racial trauma, violence and reckoning
- War



**Fight**  
**Flight**  
**Freeze**  
**Fawn**

## Normal *automatic* bodily responses:

- Anger
- Anxiety
- Body aches
- Brain fog
- Confusion
- Depression
- Fatigue
- Fearful
- Fed up
- Feeling physically older
- Irritated
- Numb
- Untrusting



## THE IMPACT OF TOXIC AND CHRONIC STRESS

**Chronic stress is linked to other conditions, both psychological and physical. These can include:**



Diseases such as hypertension, heart disease, obesity and metabolic syndrome, Type II diabetes and arthritis.



Addiction to alcohol, nicotine and/or prescription drugs, and behavioral-related activities such as addiction to the internet, food or gambling.



Mood disorders and anxiety disorders, which are common secondary diagnoses for people with chronic stress.

## MENTAL EFFECTS OF TOXIC STRESS AND TRAUMA

### Fight

- Lash out, angry outbursts
- Violence toward self or others

### Flight

- Avoidance of emotions, people, places
- Struggle to focus
- Difficult to trust and form healthy relationships

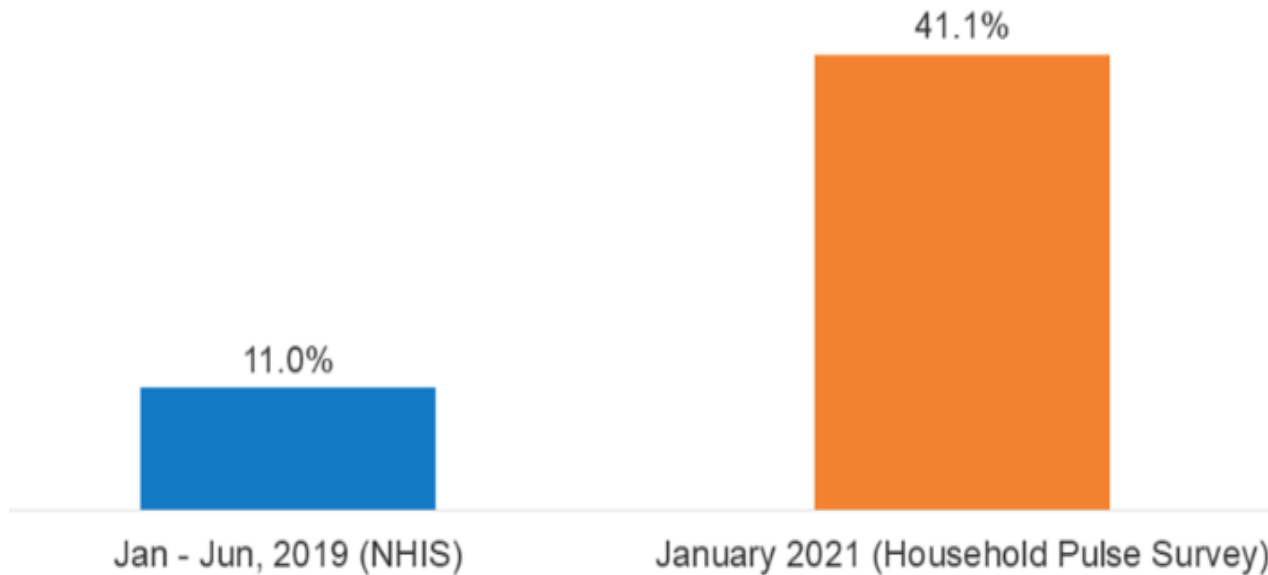
### Freeze

- Diminished mental processing, mental fog
- Anxiety
- Difficulty planning, goal setting

### Submit

- Sadness, depression, appeasement

## Average Share of Adults Reporting Symptoms of Anxiety Disorder and/or Depressive Disorder January – June 2019 Vs. January 2021



### *The Impact of the Pandemic*

With the COVID-19 pandemic, Americans experienced toxic and chronic stress, and many have experienced significant trauma.



**This has increased symptoms of anxiety and depression in a large way.**

NOTES: Percentages are based on responses to the GAD-2 and PHQ-2 scales. Pulse findings (shown here for January 6 – 18, 2021) have been stable overall since data collection began in April 2020.

# Share of Adults Reporting Symptoms of Anxiety and/or Depressive Disorder, February 2023

## All Adults

All Adults 32.3%



## Age

18-24	49.9%
25-49	38.0%
50-64	29.3%
65+	20.1%

NOTE: Adults having symptoms of depressive or anxiety disorder were determined based on having a score of 3 or more on the Patient Health Questionnaire (PHQ-2) and/or Generalized Anxiety Disorder (GAD-2) scale.

SOURCE: KFF analysis of U.S. Census Bureau, Household Pulse Survey, 2023





# Identifying the Problem

Depression and anxiety are two of the most prevalent mental health challenges impacting our country's workplaces every day and have thus been studied the most.

A survey of working people from the CEO Roundtable of the American Heart Association found that while:

**76%**

of employees had struggled with at least one issue affecting their mental health

**42%**

have been diagnosed

**37%**

revealed this diagnosis to their employer

**48M**

In 2020, roughly 48M people suffered from an anxiety disorder,

**21M**

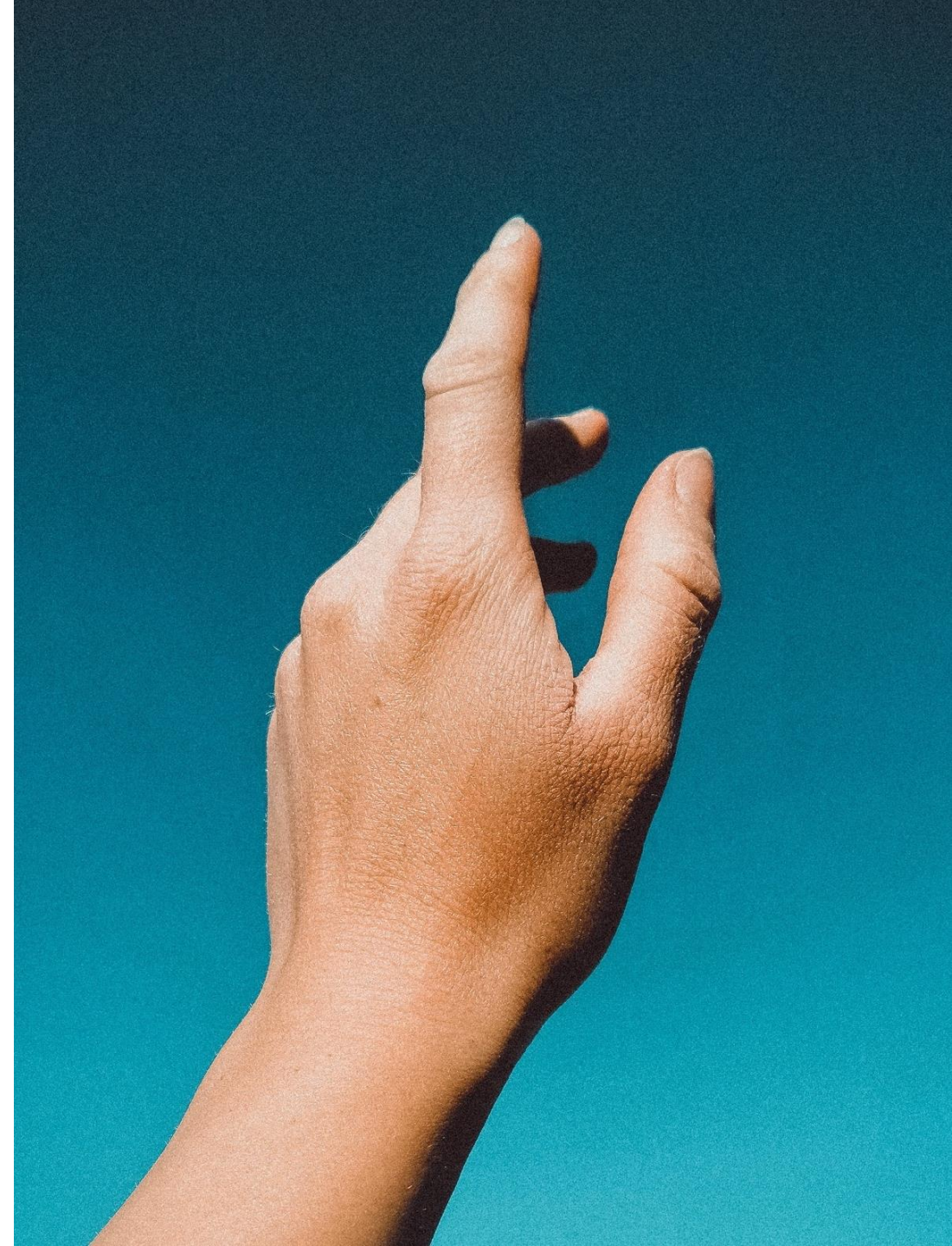
While 21M suffered from a major depressive episode.

**46%**

However, less than half, 46.2%, received treatment for a mental illness in 2020.

**21%**

Overall, 21% of the U.S. adult population will have a mental illness in any given year.

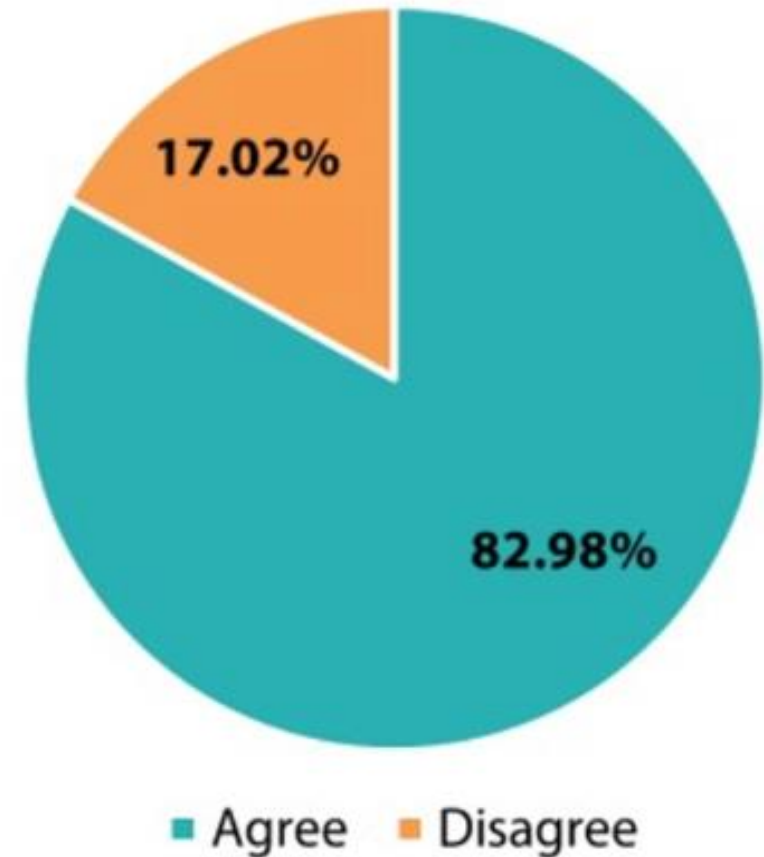


## WORKPLACE STRESS AND IMPACTS ARE PREVALENT

### *2021 MHA Workplace Survey*

- Exhaustion, including emotional exhaustion, is one of the earliest signs of burnout.
- Employees who are feeling emotionally drained from work are at a higher risk of workplace stress, leading to burnout and other mental health concerns.

## I FEEL EMOTIONALLY DRAINED FROM MY WORK



Source: [mhanational.org](http://mhanational.org)

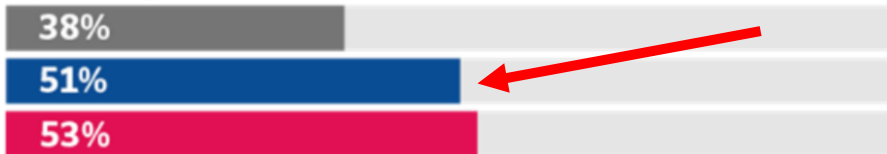
# THIS STRESS IS PERVASIVE ACROSS ALL INDUSTRIES

Especially those interacting with customers/clients

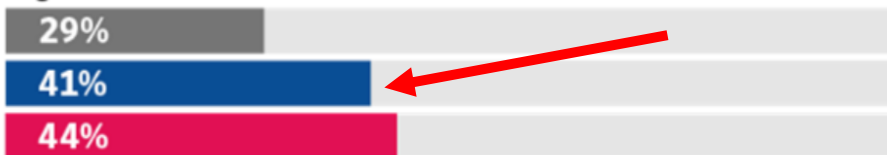
## FREQUENCY OF FEELINGS AT WORK IN THE PAST MONTH

% ALWAYS OR ALMOST ALWAYS/VERY/QUITE FREQUENTLY

### Physical fatigue



### Cognitive weariness



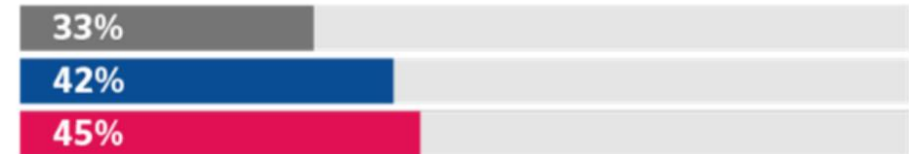
### Emotional exhaustion



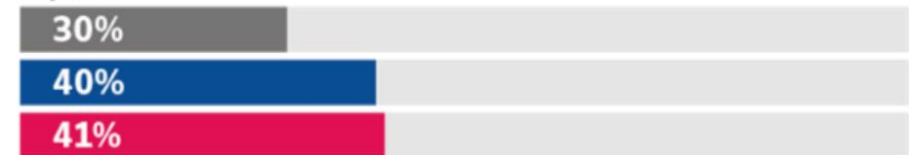
## IN THE PAST MONTH, MENTAL HEALTH AND PHYSICAL PROBLEMS KEPT ME FROM ACHIEVING MY GOALS AT WORK

% STRONGLY AGREE/AGREE

### Mental Health



### Physical



## MY EMPLOYER PROVIDES ITS EMPLOYEES WITH ADEQUATE HEALTH INSURANCE

% STRONGLY AGREE/AGREE



■ Administrative, managerial, professional or desk work ■ Work that requires manual labor ■ Work related to customer interaction, entertainment, sales or other service-oriented work



# Mental Health in the Workplace



Investing in mental health and safety is critical to build strong workplaces, a strong workforce and strong communities.

Employees and employers across the state are encouraged to review these resources and build on mental health strategies that will have a positive impact on employee wellbeing, the employer's bottom line and our communities.



## Workplace Stress



- [Home](#)
- [Understanding the Problem](#)
- [Guidance & Tips for Employers](#)
- [Training Resources](#)
- [Real-World Solutions](#)
- [Outreach Materials](#)
- [Workers' Rights](#)

### Overview

Stress can be harmful to our health and increase mental health challenges. Mental health challenges can include clinical mental illness and substance use disorders as well as other emotions like stress, grief, feeling sad and anxious, where these feelings are temporary and not part of a diagnosable condition. While there are many things in life that induce stress, work can be one of those factors. However, workplaces can also be a key place for resources, solutions, and activities designed to improve our mental health and well-being.

Workplace stress and poor mental health can negatively affect workers through<sup>1</sup>:

- Job performance
- Productivity
- Work engagement and communication
- Physical capability and daily functioning



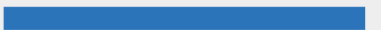










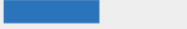



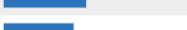
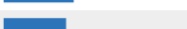
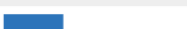
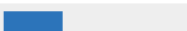



### Statistics

- Nearly one in five US adults live with a mental illness<sup>2</sup>.
- Workplace stress has been reported to cause 120,000 deaths in the US each year<sup>3</sup>.
- Approximately 65% of U.S. workers surveyed have characterized work as being a very significant or somewhat significant source of stress in each year from 2019-2021<sup>4</sup>.
- 83% of US workers suffer from work-related stress 54% of workers report that work stress affects their home life<sup>5</sup>.



# Industry Impacts

## The Professions with the Highest (and Lowest) Suicide Rates 2015 rate of suicide per 100,000 according to CDC

Rank	Professions	Suicide Rate	
1	Construction and Extraction	52.1	
2	Installation, Maintenance, and Repair	37.8	
3	Arts, Design, Entertainment, Sports & Media	27.3	
4	Transportation and Material Moving	26.8	
5	Production	24.3	
6	Protective Service	24.2	
7	Farming, Fishing, and Forestry	18.7	
8	Building & Grounds Cleaning & Maintenance	18.2	
9	Architecture and Engineering	17.6	
10	Food Preparation and Serving Related	14.8	
11	Sales and Related	14.2	
12	Computer and Mathematical	14.0	
13	Legal	13.8	
14	Life, Physical, and Social Science	12.8	
15	Health Care Practitioners and Technical	12.5	
16	Management	12.5	
17	Health Care Support	11.9	
18	Personal Care and Service	10.1	
19	Community and Social Service	9.0	
20	Office and Administrative Support	8.6	
21	Business and Financial Operations	8.5	
22	Education, Training, and Library	5.3	

Data Source: CDC Report from 2018 showing 2015 results in 22 states





## Get help now.

If you're having trouble coping with work-related stress, talk with someone who can help.

- Call the new three-digit dialing code 988 or find online chat at [988lifeline.org/chat](https://988lifeline.org/chat)
- Para obtener información en español, llame al 1-888-628-9454 o visite el sitio web



If you're in crisis, there are options available to help you cope. You can also call the Suicide and Crisis Lifeline at any time to speak with someone and get support. For confidential support available 24/7 for everyone in the United States, call 988.

## Construction Suicide Prevention

The construction industry has one of the highest rates of suicides among all occupations — four times higher than the general population. In Michigan, the construction and extraction occupation suicide rate was 75.4 per 100,000 people in 2019 according to MDHHS. Each year in Sept., OSHA dedicates a week to raising awareness about the challenges workers face in the construction industry that may lead to suicide or other mental health issues and methods to prevent it.

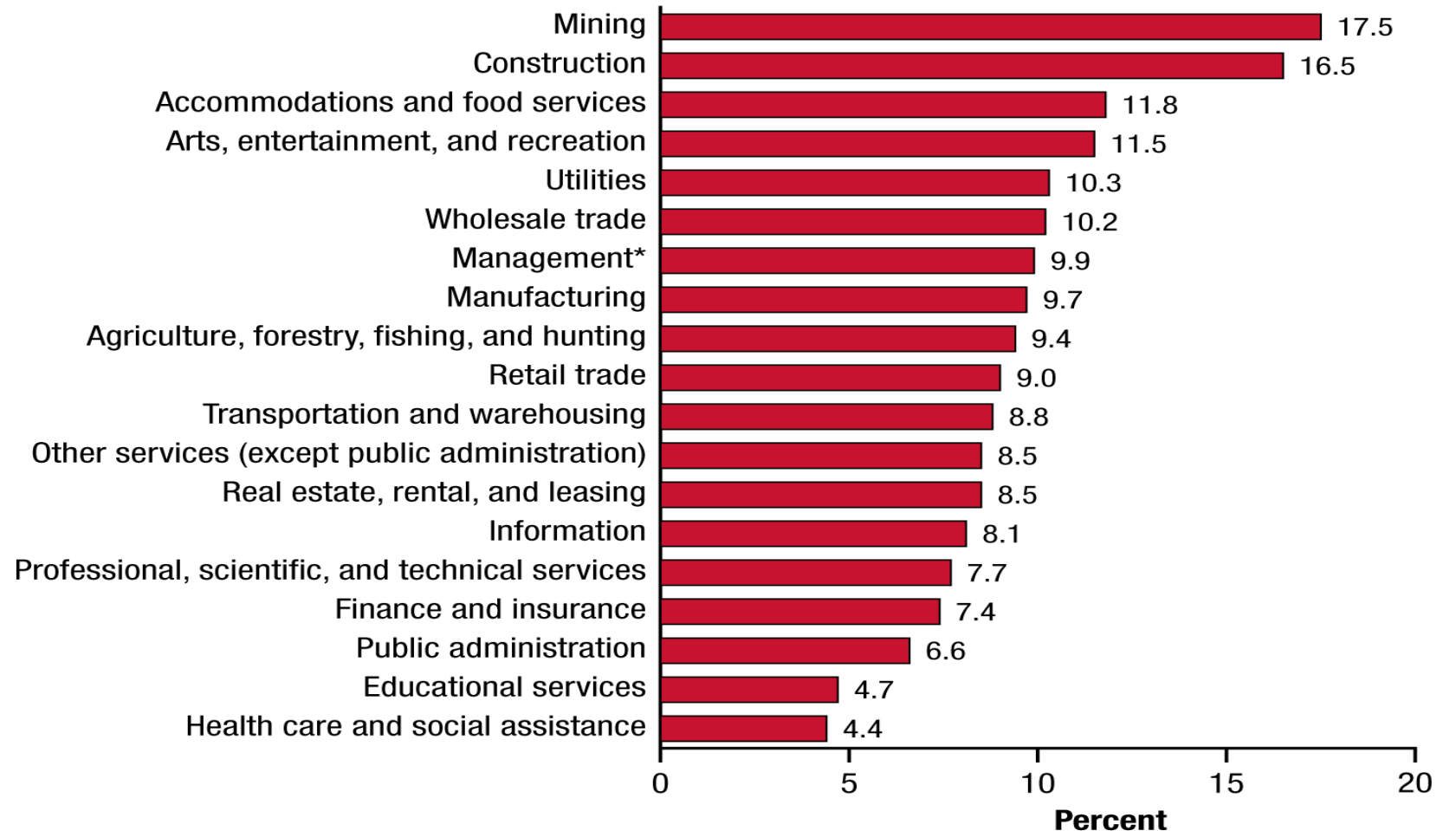
[Learn more about our 2022 efforts](#) >





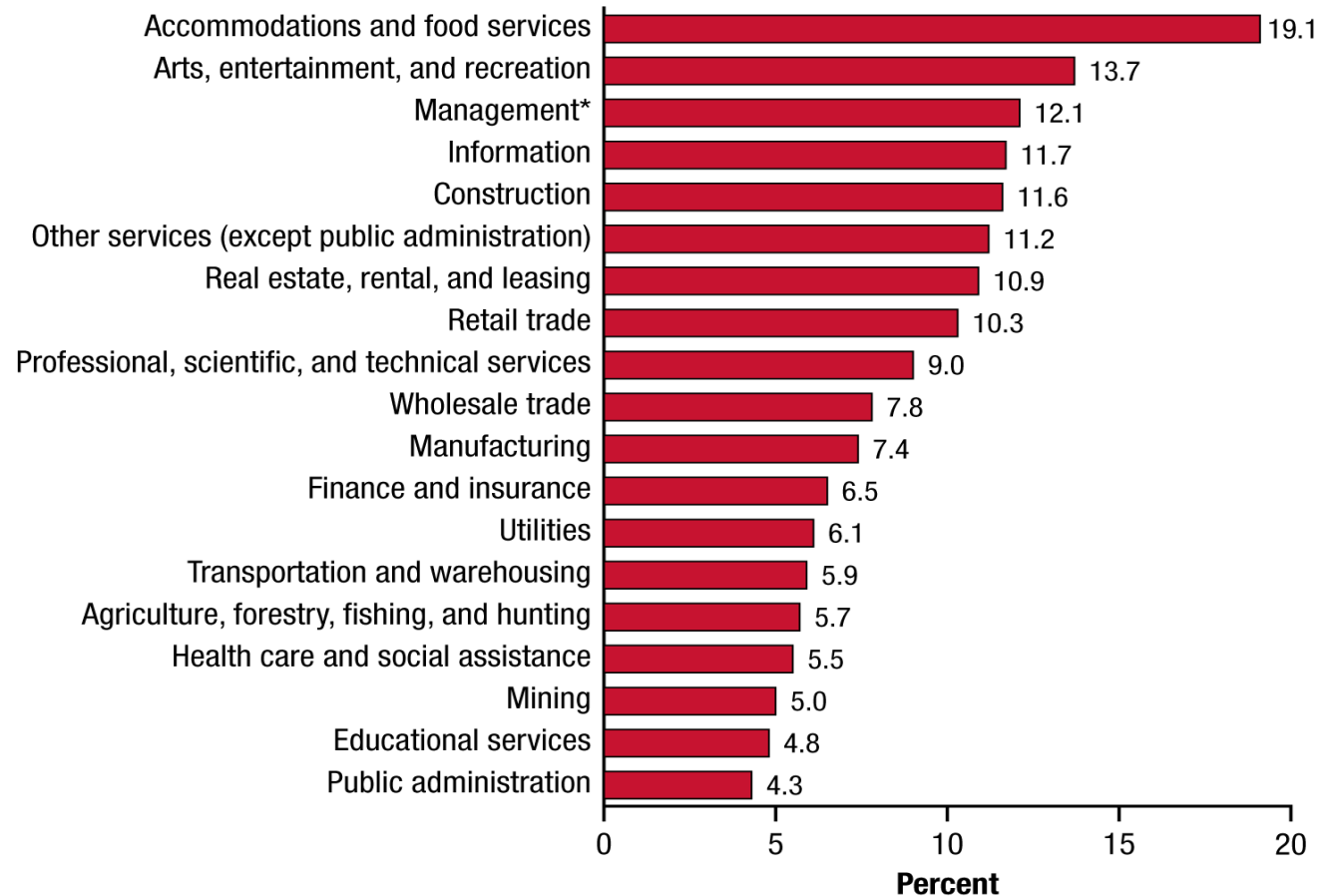
# Industry Impacts-Substance Abuse

Figure 1. Past month heavy alcohol use among adults aged 18 to 64 employed full time, by industry category: combined 2008 to 2012



# Industry Impacts-Illicit Drugs

Figure 2. Past month illicit drug use among adults aged 18 to 64 employed full time, by industry category: combined 2008 to 2012



# Building the Business Case



## WHY THE WORKPLACE?

- Working people spend most of their waking hours at work.
- **65% of Employees surveyed identified their job as the #1 stress in their lives.**
- Workplaces are already bearing the brunt of these costs of toxic and chronic stress, trauma, and unsafe mental health challenges.
- Workplaces are most likely the best place to offer education, support and the ability to impact good outcomes.

## Impact of Job on Mental Health, by Age Group

Over the last six months, what type of impact has your job had on your mental health?

■ % Extremely or somewhat negative ■ % Extremely or somewhat positive



GALLUP PANEL, AUG. 23-SEPT. 7, 2022

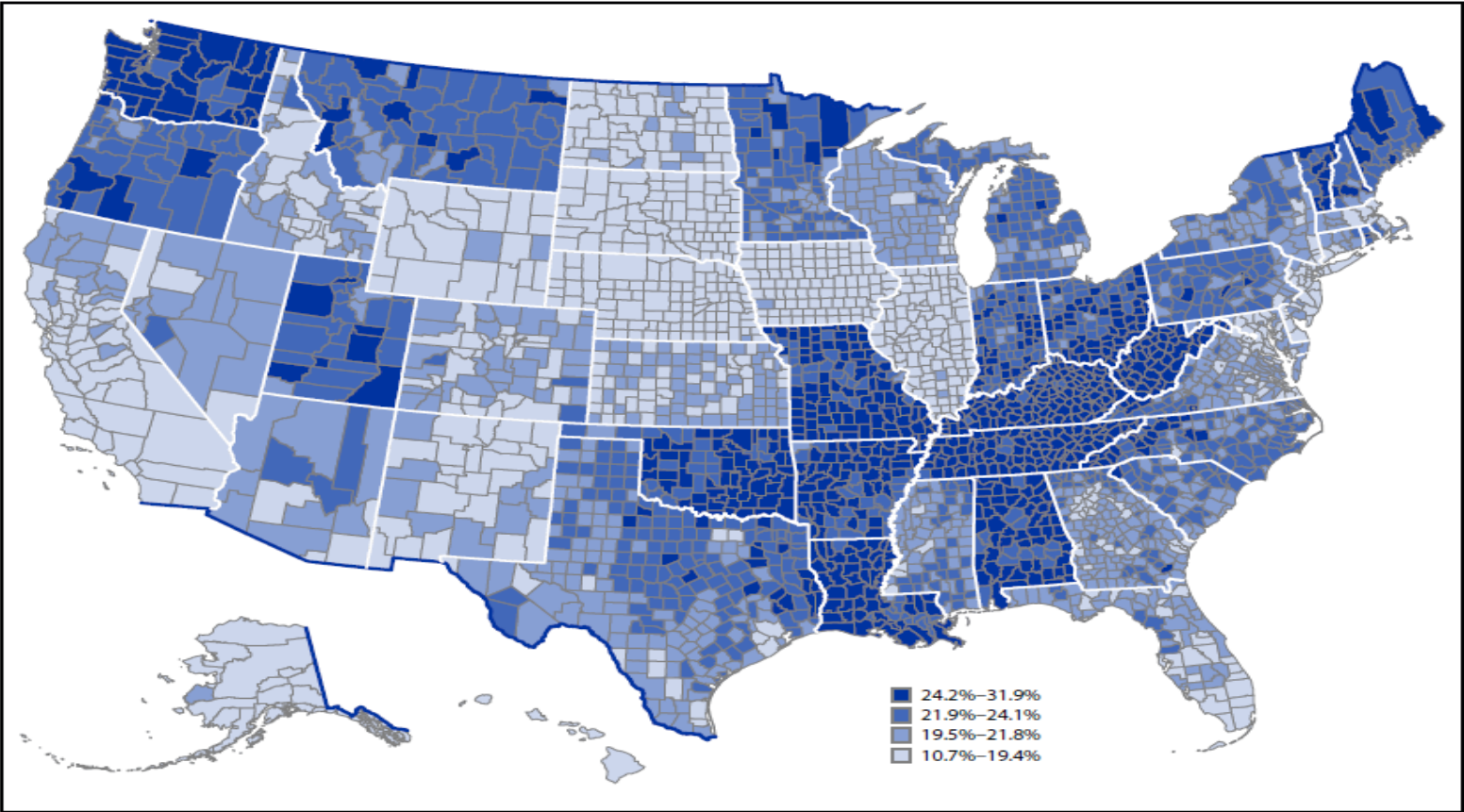
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## IGNORING IS EXPENSIVE

- The Chicago Resiliency Network found a **\$4 return for each dollar invested** in mental health treatment. Similar numbers are found in other research on mental health, which can vary a bit by condition. However, overall, the return on investment appears significant.
- Typically, Invisible Costs:
  - **Absenteeism** because of major **depressive disorder and anxiety** alone account for **27 or more lost workdays** annually per person experiencing these conditions, and **cost roughly \$250B annually**.
  - **Presenteeism** occurs when workers are in the workplace, but due to **depression are unable to fully function**. A study from Tufts University found **that depression accounted for 37% of all presenteeism losses** for the **top 10 most expensive chronic conditions** at roughly **\$109 per all employees** with or without the condition.
  - Based on prevalence data of depressive conditions, it is likely that an employer with **10,000 employees has 1,000** that are experiencing depression. These same multiples apply to smaller employers as well, meaning that the costs associated are already occurring.
  - Adding in job stress, research suggests that stress alone costs American companies over \$300B in health care costs, absenteeism and poor performance. Further, **roughly 40% of turnover is due to job stress**.

# CDC MMWR Survey-6/16/23 Prevalence

FIGURE. Model-based age-standardized\* county estimates of the percentage† of adults aged ≥18 years self-reporting a lifetime diagnosis of depression‡ — Behavioral Risk Factor Surveillance System, United States, 2020



\* Age-standardized to the 2000 projected U.S. Census Bureau population aged ≥18 years using 13 age groups (18–24, 25–29, 30–34, 35–39, 40–44, 45–49, 50–54, 55–59, 60–64, 65–69, 70–74, 75–79, and ≥80 years). <https://www.cdc.gov/nchs/data/statnt/statnt20.pdf>

† By quartile.

‡ Respondents were classified as having depression if they responded “yes” to the question, “Has a doctor, nurse, or other health professional ever told you that you had a depressive disorder, including depression, major depression, dysthymia, or minor depression?”

# Impact of Worker Mental Health on Unplanned Missed Workdays Annually

Overall, would you say your mental health is excellent, very good, good, fair or poor?  
In the last month, how many workdays have you missed due to poor mental health?\*

■ % Excellent ■ % Very good ■ % Good ■ % Fair ■ % Poor



\*Controlling for age, gender, household income, education, race, ethnicity, marital status and region

\*\*Extrapolated to a 12-month period

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**Employers who invest in their employees' mental health and safety see a significant return on investment including improved employee satisfaction, increased productivity and reduced absenteeism and turnover.**



## THE GOOD NEWS

Employees who strongly agree that their employer cares about their overall wellbeing, including mental health, are:

**71%**

less likely to report experiencing a lot of burnout

**5x**

more likely to advocate for their employer as a place to work

**69%**

less likely to search for a new job

**3x**

more likely to be engaged at work

**36%**

more likely to be thriving in their lives

# What is Resilience?

- The ability, capacities, and relationships to manage and overcome adversity.
- Resilience is not binary; it can be built, particularly through recovering from toxic stress and trauma.
- By understanding toxic stress and trauma and their effects on the brain, we can transform them into resilience to fuel healing and success.



# WE CAN CHOOSE HOW TO RESPOND TO OUR BODY'S AUTOMATIC RESPONSES...

## Normal *automatic* bodily responses:

- Anger
- Anxiety
- Body aches
- Brain fog
- Confusion
- Depression
- Fatigue
- Fearful
- Fed up
- Feeling physically older
- Irritated
- Numb
- Untrusting



## Healthy behaviors and policies:

- Understanding the brain science
- Calm your brain, e.g., breathing, mindfulness
- Exercise
- Supportive organizational culture
- Community supports, e.g., affordable housing

## Unhealthy behaviors and policies:

- Drinking and drug use
- Automatic punitive workplace policies
- Defunding and closing community health clinics

## In the Workplace

- Policies
- Procedures
- Work/Life Balance

## Affecting the Workplace

- Trauma-Poverty, Racism, ACE's
- Societal pressures/events
- Work/Life Balance

## Individual Behavioral Health Support

- Parity
- Environment for Growth
- Tools/Resources

# Families of Resilience-Building

**Safety – Physical,  
Psychological,  
Emotional  
+  
Feeling Valued**

## Personal

- Mindset
- Find meaning
- Calm the brain
- Work it out physically
- Build your community supports

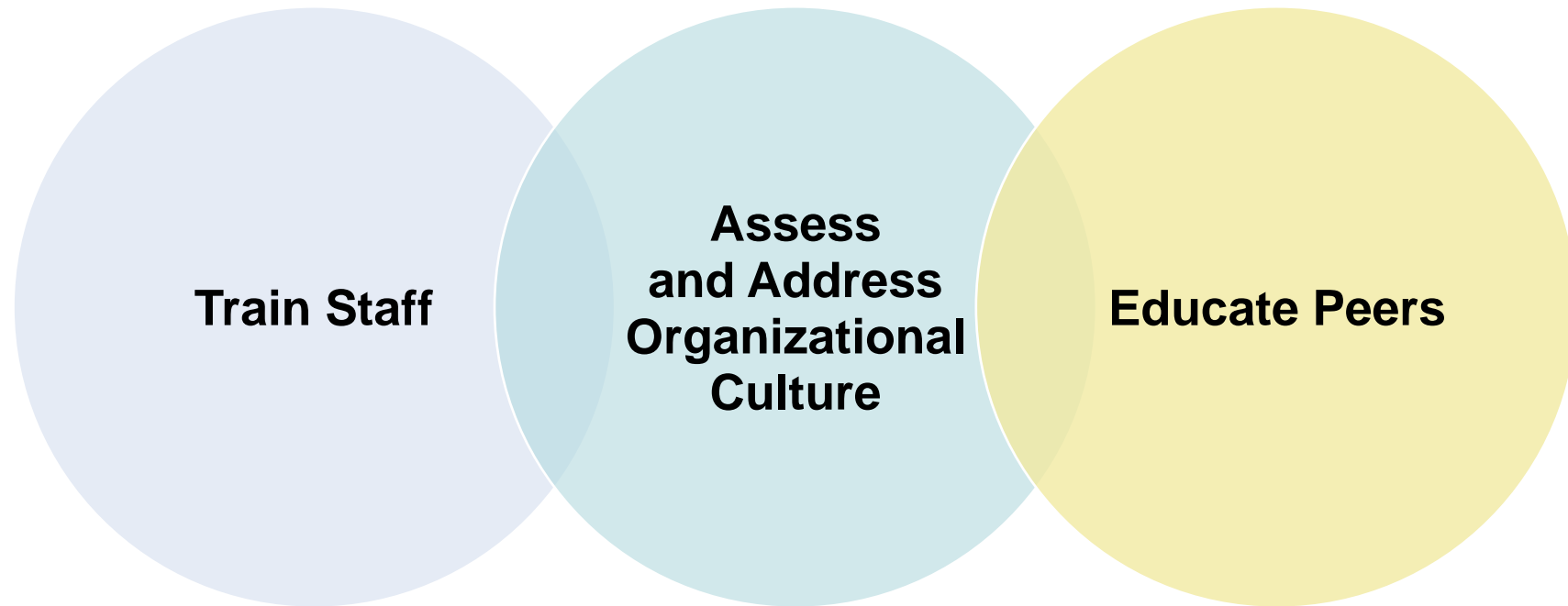
## Organizational

- Create an environment for growth
- Collective problem solving
- Supportive resources and policies
- Calming spaces
- Org self-assessment

## Community

- Connection and caring
- Collective resources
- Skill building for individuals, families and communities
- Focus on cultural identity
- Prevention, preparedness and response to stressful situations or events

# What Can Companies and Organizations Do?



# Five Steps to Start Building a Resilient Workplace

01

**Assess Your  
Workplace and  
Culture**

02

**Consider  
Workplace  
Policies,  
Practices and  
Procedures**

03

**Recommit to  
Employee  
Assistance  
Programs  
(EAPs)**

04

**Develop Ways  
to Engage and  
Empower  
Employees**

05

**Consider  
Adding Mental  
Health to Joint  
Employer/  
Employee  
Safety  
Committees**



**Investing in mental health and safety is critical to building strong workplaces, a strong workforce and strong communities.**



# Workplace Mental Health



Opportunities and strategies for employers to create healthy, resilient workplaces and build strong communities.

## Building the Business Case

*Why the Workplace?*

Working people spend most of their waking hours at work.<sup>15</sup> Workplaces are already bearing the brunt of these costs of toxic and chronic stress, trauma, and unsafe mental health challenges. Workplaces are most likely the best place to offer education, support and the ability to impact good outcomes.



15 [ceoroundtable.heart.org/mentalhealth/the-business-case-for-investing-in-mental-health/](http://ceoroundtable.heart.org/mentalhealth/the-business-case-for-investing-in-mental-health/)

### WHY IS IT EXPENSIVE

A large industry network found a significant labor investment in mental health. Labor numbers are higher than on mental health, but lower than on physical health. However, investment in treatment appears to be lower.

Employers face some costs of health conditions through medical benefits, costs, wellness program expenses, and workers' compensation. Higher costs are likely more common because of major disorders and anxiety alone.

More than 100 million U.S. workers are experiencing these conditions, roughly \$200 billion in lost productivity.

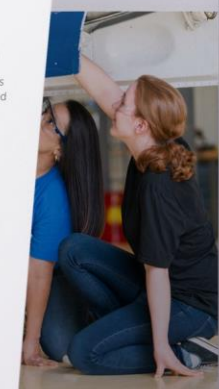
It is more likely visible, is the investment and lost productivity.

Presenteeism occurs when workers are in the workplace, but due to depression are unable to fully function. A study from Tufts University found that depression accounted for 37% of all presenteeism losses for the top 10 most expensive chronic conditions at roughly \$109 per all employees with or without the condition.<sup>16</sup>

Further, in this study, based on prevalence data of depressive conditions, it is likely that an employer with 10,000 employees has 1,000 that are experiencing depression. These same multiples apply to smaller employers as well, meaning that the costs associated are already occurring.

Finally, adding in job stress, research suggests that stress alone costs American companies over \$300 billion in health care costs, absenteeism and poor performance. Further, roughly 40% of turnover is due to job stress.<sup>17</sup>

[ceoroundtable.heart.org/mentalhealth/the-business-case-for-investing-in-mental-health/](http://ceoroundtable.heart.org/mentalhealth/the-business-case-for-investing-in-mental-health/)  
[mytoplead.com/wp-content/uploads/2016/04/High-Cost-of-Mental-Disorders1.pdf](http://mytoplead.com/wp-content/uploads/2016/04/High-Cost-of-Mental-Disorders1.pdf)  
[www.bls.gov/news.release/stress-at-work-financial-costs.aspx#text=20](http://www.bls.gov/news.release/stress-at-work-financial-costs.aspx#text=20)  
[www.heart.org/healthcare/wellbeing-plummet.aspx](http://www.heart.org/healthcare/wellbeing-plummet.aspx)



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