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The Employee Resiliency Initiative: A Guide to Improving Behavioral Health

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Agenda

- Behavioral Health Landscape
- CenturyLink Introduction
- Employee Resiliency Initiative Project Overview
- Accommodations Examples and Success Stories
- Current Results
- Q&A




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Speakers




Dan Jolivet
Workplace Possibilities
Practice Consultant
The Standard



Tamara Parker
Lead Benefits Analyst
CenturyLink



Andrea Weiner
Mental Health Consultant
The Standard




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POLLING QUESTION 1

What proportion of adult Americans would you estimate experience symptoms of a diagnosable behavioral health condition in a given year?

- a) 10%
- b) 15%
- c) 20%
- d) 50%




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Behavioral Health Landscape

According to the most recent data, **almost a quarter of Americans** experience symptoms of a diagnosable mental health or substance use condition each year.

Fact: 43.8 million adults experience mental illness in a given year.



Nearly 1 in 25 (10 million) adults in America live with a serious mental illness.



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Behavioral Health Landscape

In the past 20 years, there has been:


- A **significant increase** in the percentage of adults with major depression¹
- A **dramatic increase** in the rate of suicidal thoughts, plans and attempts¹
- An **ongoing national emergency** related to opioid use²
- A **corresponding epidemic** of opioid overdose deaths²

1st

Depression is the leading cause of disability worldwide, and is a major contributor to the global burden of disease.

90%

90% of those who die by suicide have an underlying mental illness. Suicide is the 10th leading cause of death in the U.S.³





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Behavioral Health Landscape

Mental health and substance use issues contribute to a wide variety of work challenges, including:

- Presenteeism
- Absenteeism
- Lower productivity
- On-the-job accidents
- Low morale
- Interpersonal conflicts
- Turnover
- Overall health costs for employers

 **-\$193b**
Serious mental illness costs America \$193.2 billion in lost earnings every year!


 SARASIN, March 15, 2017, Behavioral Health Reported to Have Greatest Impact on Overall Health. <http://www.meritinsights.com/2017/03/15/behavioral-health-reported-to-have-greatest-impact-on-overall-health/>
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The 2015 Global Market Outlook for the Workplace. <http://www.meritinsights.com/2015/02/20/global-market-outlook-for-the-workplace/>
Employee physical, mental health and employer suggest drive productivity. <http://www.meritinsights.com/2015/02/20/employee-physical-mental-health-and-employer-suggest-drive-productivity/>
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POLLING QUESTION 2


Other than absenteeism, how do you see behavioral health conditions impacting your workplace?


- a) Lower productivity
- b) On-the-job accidents
- c) Low morale
- d) Interpersonal conflicts
- e) Turnover



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CenturyLink Demographics

 Average Age: 47.5 <ul style="list-style-type: none">• Gender<ul style="list-style-type: none">○ Female: 11,005○ Male: 26,380	Average Tenure: 14.13 years <ul style="list-style-type: none">• Union/Non-Union:<ul style="list-style-type: none">○ Non-Union: 26,144○ Union: 11,241• Total Employees: 37,385
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CenturyLink Behavioral Health Claims

Gender	Claim Count	Average Age	Average Length of Service	Average Total Approved Days
Female	333	44.5	13.1	73.5
Male	371	44.4	12.3	62.8
Total	704	44.4	12.7	67.9

Top 5 Jobs	Claim Count	Average Age	Average Length of Service	Average Total Approved Days
Sales and Service Consultant	70	43.4	13.5	82.7
Center Sales and Service Consultant	63	34.9	4.4	69.7
Network Technician	53	48.7	18.3	63.0
Credit Consultant	35	44.9	15.1	88.3
Screening Consultant	30	46.6	17.1	77.7

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Challenges

Behavioral Health is always one of the top two diagnoses for STD claims.

High-stress, call center environment

- Quick ramp-up time
- High productivity expectations
- Flexibility limitations
- High utilization of disability claims

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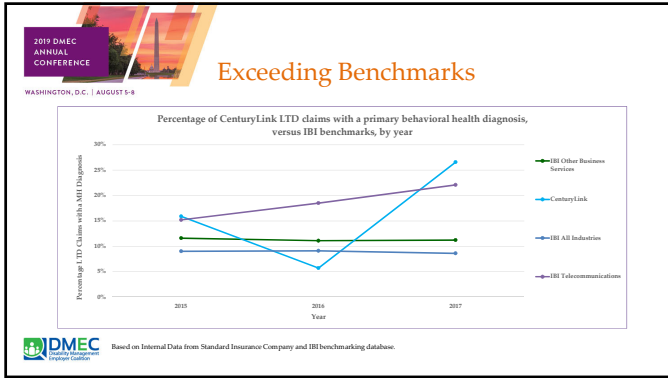
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High Behavioral Health Claims

Number of LTD behavioral health claims by diagnosis by year and percentage of behavioral health claims with mood disorder diagnoses (depression, anxiety or unspecified)

Based on Internal Data from Standard Insurance Company

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Employee Resiliency Initiative Project

Resilience is the capacity to recover quickly from or adjust easily to misfortune or change.
Merriam-Webster

Based on high incidence of behavioral health-related claims, we needed to:

- Help employees take a proactive approach to managing their health
- Identify issues employees were facing and potential improvements

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Employee Resiliency Initiative Project (cont.)

Project Goals

- Gain a better understanding of ways to better support employees.
- Determine on an aggregate de-identified basis the health and wellness participation of call center employees in compliance with HIPAA.
- Reduce behavioral health claim incidence and duration challenges.

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Research Conducted

Reviews

- CenturyLink benefits utilization
- Employee engagement survey responses
- Operational documents

Interviews

- Phone interviews
- In-person focus groups

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Areas of Concern

(as reported by employees)

Attendance/Schedule Policies Career Growth Communication Health and Wellness Information/Resources Managerial Support

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POLLING QUESTION 3

Which area of concern is the biggest challenge for your organization today?

- a) Attendance/Schedule Policies
- b) Career Growth
- c) Communication
- d) Health and Wellness Information/Resources
- e) Managerial Support

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The Response

Develop prioritized strategy focused on:

- Assisting employees with needed tools to build resiliency and improve wellness
- Improving communication of health and wellness information and resources
- Providing support and training for managers and employees (e.g., reasonable accommodations)

Obtain buy-in from upper management and key stakeholders including:

- Supervisors
- Management
- HR
- Employee & Labor Relations
- Union
- Resource Allocation Specialists

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Internal Resources

We believe a healthy, engaged and high performing workforce is our competitive advantage. Well-being (or lack thereof) impacts business. Wellness programs help employees be well, so they can bring their best selves to all areas of life.

Healthy employees → Engaged and productive → High performance → Competitive advantage

Our four program goals are to:

- STAY WELL:** Keep healthy employees healthy.
- GET WELL:** Improve employee health.
- MANAGE WELL:** Ensure employees with chronic health conditions don't get sicker.
- SAVE WELL:** Ensure wellness programs result in savings to CenturyLink and employees.

Well Connected

Well Connected is designed to help you address a range of health issues in your personal and professional life. The four pillars of wellness: Physical, Emotional, Financial and Social work together to help you live a balanced and happy life. The Well Connected program provides access to a number of resources and activities to support your overall health and performance.

EMERGENCY: If you have a medical emergency or mental health crisis, please call 911 or the National Suicide Prevention Helpline at 1-800-273-8255. Register online through RALLY.

Current Events: On-site Clinics, Lunch & Learn, Health & Wellness Expo, Career Fair, Open House

Additional Links: Employee Assistance, Financial Screening, Stay on Track, RALLY, Mental Screening Form, Fitness Resources, Well Connected Programs, Flu Shot Program, Job Aid, EAP, Weight Management, Ask Microconnect

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Resiliency and Support Programs

- Be Active**
 - Active & Fit
 - Fitness Reimbursement
 - Rally
- Be Resilient**
 - EAP
 - Internal Content:
 - Intranet and Benefits Newsletters
 - Resiliency Articles
 - Assessments
 - Videos
 - Webinars
- Get Well Connected**
 - On-site Clinics at 2 Major Locations
 - Preventive Screenings
 - Real Appeal: Weight Loss Assistance Program

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Additional Resources: External

Leveraged external resource partners to improve behavioral health and reduce quantity and duration of claims

Partners:

- Sedgwick:** Short-Term Disability and Leaves of Absence Administrator
- The Standard:** Long-Term Disability and Workplace Possibilities ProgramSM

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Communications Best Practices

- Get to know the employee's individual situation
- Provide behavioral health resource information
- Provide relevant contact formation

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Manager Support


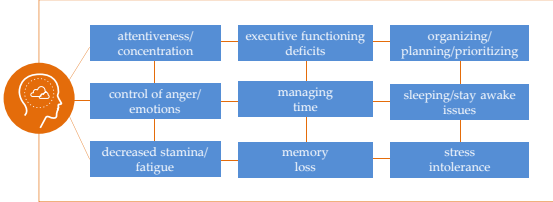
Sample educational content for supervisors/managers now includes how to:

- Respond to employees and support them
- Identify options – temporary or permanent
- Distinguish between performance issues and disability
- Connect with HR or other resources to help support them in providing reasonable accommodations to employees




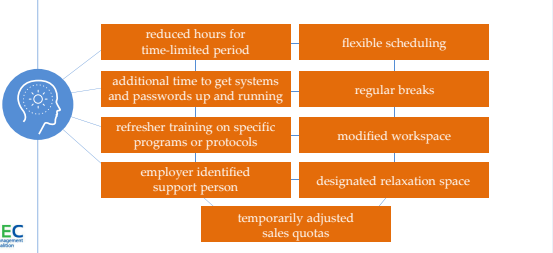
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Common Workplace Behavioral Health Issues



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Common Workplace Accommodations Requests



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Questions to Consider When Reviewing Requests

What limitations is the employee experiencing?

- How do these limitations affect the employee and the employee's job performance?
- What specific job tasks are problematic as a result of these limitations?

What reasonable accommodations are available to reduce or eliminate these problems?

- Are all possible resources being used to determine possible reasonable accommodations?
- Has the employee been consulted regarding possible reasonable accommodations?




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Questions to Consider When Reviewing Requests (cont.)

Do supervisory personnel and employees need training?

Once the reasonable accommodations are in place:

- Would it be useful to meet with the employee to evaluate the effectiveness of the reasonable accommodations and to determine whether additional reasonable accommodations are needed?




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POLLING QUESTION 4

What percentage of people diagnosed with a behavioral health condition recover?

- a) Less than 10%
- b) About 20%
- c) About 40%
- d) 60% or more



Tuesday Concurrent Session A1

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Behavioral Success Story #1

Occupation	Condition	Interventions	Outcome	Employee Feedback
Manager	Acute stress disorder. Limited concentration, issues with emotional regulation and memory.	Reviewed job duties, provided telephonic case management, support and encouragement towards RTW. Provided community resources to include information on local support groups and education on local and available mental health providers. Employer allowed employee to work no more than 4 hours per day for first week back and no more than 6 hours per day for second week back. Employer provided written recap of important events during leave and prioritization expectations upon RTW.	Employee returned to work 2 weeks earlier than anticipated. Remained at work. Benefit savings: \$3188	"Just want to let you know I appreciate all the help that you gave me in the transition back to work. Things are going well and thank you again for all your help."

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Behavioral Success Story #2

Occupation	Condition	Interventions	Outcome	Employee Feedback
Support Technician	Major depressive disorder. Limited ability to perform complex tasks, extreme fatigue, indecisiveness.	Reviewed job duties, provided support and encouragement towards RTW. Provided referral to EAP provider, psychoeducation regarding diagnosis and community resources to include childcare options. Aided with RTW planning. Employer allowed employee to shadow peer for first week back.	Employee returned to work 2 weeks earlier than anticipated. Remained at work. Benefit savings: \$652	"I appreciate everything you did for me. Thank you for your support."

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Behavioral Success Story #3

Occupation	Condition	Interventions	Outcome	Employee Feedback
Account Executive	Bi-polar disorder. Limited focus, impaired reasoning, issues with adjustment to medication.	Reviewed job duties, provided telephonic case management, support and encouragement towards RTW. Employer provided approval for employee to work at an alternative location at no more than 4 hours per day for first 2 weeks back. Employer also allowed employee time to become reoriented to the computer systems. Employer temporarily adjusted quota expectations to allow for sales ramp up period.	Employee returned to work part time for 2 weeks and then full time at his regular work location. Remained at work.	"I truly appreciate your help and support to get back to work. Your encouragement has been invaluable."


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Additional Accommodation Ideas and Resources

Products


Alternative Lighting	Noise Abatement	Sound Absorption and Sound Proof Panels
Ergo Devices	Cubicle Doors, Shields, and Shades	Environmental Sound Machines/ Tinnitus Maskers/White Noise Machines
Anti-fatigue Matting	Noise Canceling Headsets	Desk Organizers
Focus Enhancement	Desk Organizers	Sun Boxes and Lights
Apps for Concentration	Simulated Skylights and Windows	Sun Simulating Desk Lamps
Full Spectrum or Natural Lighting Products	Desk Pedal Exercisers	Timers and Watches
Apps for Miscellaneous Mental Health/Control of Anger and Emotions	Smart Watches	Wall Calendars and Planners
	Electronic Organizers	



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Additional Accommodation Ideas and Resources (cont.)



<h3>Services</h3> <ul style="list-style-type: none"> Job Coaches Counseling/Therapy Disability Awareness/Etiquette Training Employee Assistance Program 	<h3>Strategies</h3> <table border="0"> <tr> <td>Behavior Modification Techniques</td> <td>Positive Feedback</td> <td>Task Flow Chart</td> </tr> <tr> <td>Color Coded System</td> <td>Reassignment</td> <td>Task Separation</td> </tr> <tr> <td>Communicate Another Way</td> <td>Recorded Directives, Messages, Materials</td> <td>Telework/Work from Home/Working Remotely</td> </tr> <tr> <td>Complying with Behavior and Conduct Rules</td> <td>Reminders</td> <td>Uninterrupted Work Time</td> </tr> <tr> <td>Flexible Schedule</td> <td>Supervisory Methods</td> <td>Verbal Cues</td> </tr> <tr> <td>Job Restructuring</td> <td>Support Animal</td> <td>Worksite Redesign/ Modified Workspace</td> </tr> <tr> <td>Modified Break Schedule</td> <td>Support Person</td> <td>Written Instructions</td> </tr> </table>	Behavior Modification Techniques	Positive Feedback	Task Flow Chart	Color Coded System	Reassignment	Task Separation	Communicate Another Way	Recorded Directives, Messages, Materials	Telework/Work from Home/Working Remotely	Complying with Behavior and Conduct Rules	Reminders	Uninterrupted Work Time	Flexible Schedule	Supervisory Methods	Verbal Cues	Job Restructuring	Support Animal	Worksite Redesign/ Modified Workspace	Modified Break Schedule	Support Person	Written Instructions
Behavior Modification Techniques	Positive Feedback	Task Flow Chart																				
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Modified Break Schedule	Support Person	Written Instructions																				



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Results


<h3>STD</h3> <ul style="list-style-type: none"> • 2018 new claim incidence decreased 10% from 2017 • 2018 new claim incidence for behavioral health conditions decreased 24% from 2017 • 2018 average durations for behavioral health claims decreased 7% from 2017 	<h3>LTD</h3> <ul style="list-style-type: none"> • 2018 new claim incidence decreased 28% from 2017 • 2018 new claim incidence for behavioral health claims decreased 48% from 2017
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Keys to Success

- **Create a team and partner with internal stakeholders** from various parts of your organization:
 - Supervisors, Management, HR, Union, Employee & Labor Relations, Resource Allocation Specialists, Environmental Health and Safety, Facilities, etc.
- **Be open, be transparent**, be willing to “keep the ball rolling.”
- **Leverage your external resources**
- **Tailor accommodations** to each individual’s limitations and restrictions




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Questions





The Employee Resiliency Initiative: A Guide to Improving Behavioral Health

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Contact Us

 <p>Dan Jolivet The Standard Dan.Jolivet@standard.com</p>	 <p>Tamara Parker CenturyLink Tamara.Parker@centurylink.com</p>	 <p>Andrea Weiner The Standard Andrea.Weiner@standard.com</p>
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