



**Learn how workplace
mental health risk
assessments can generate
opportunities**

ENGINEERING AND CONSTRUCTION COMPANY



Developing and implementing a successful workplace mental health strategy

Every organization is unique and requires a tailored approach to workplace mental health that addresses their specific needs. Regardless of industry or company size, employee well-being is essential to creating a healthy workplace environment.

There are many effective actions that organizations can take to promote mental health in the workplace. We recommend you read this success story of an employer who developed and improved their mental health strategy. You can learn from their experience and apply similar actions to your own workplaces.



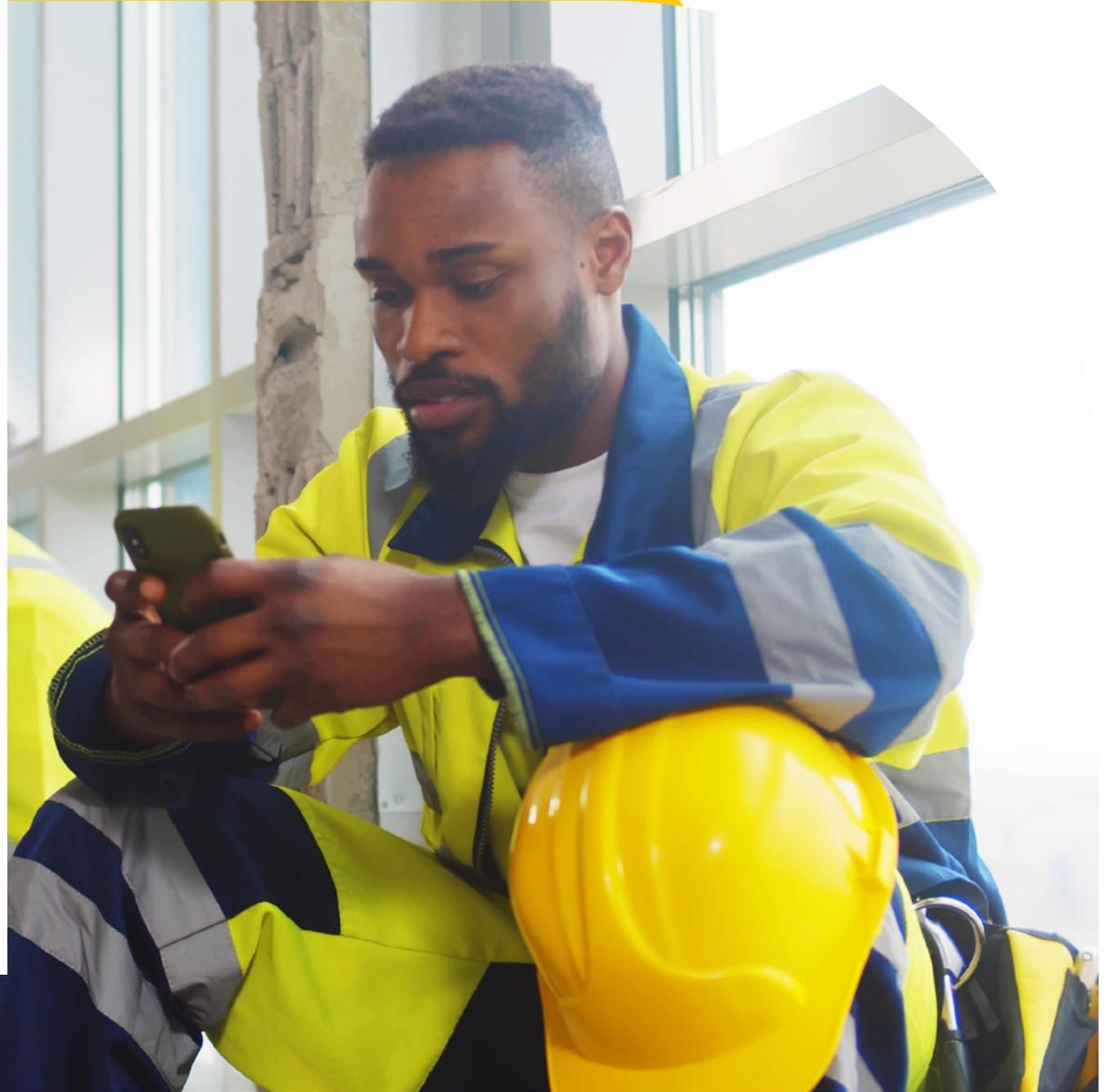
Essential components of a healthy organization

A mentally healthy workforce is key to a company's success. In this case study, you'll learn more tactics for success to improve workplace mental health.

Here are 3 critical components of organizational success:

- **Leadership commitment** to changing workplace culture
- **Organizational assessment** to better understand your needs and risks.
- **Tailored mental health strategy**

The case study below showcases what's possible. It highlights Sun Life's commitment to bringing our tested best practices to you in supporting the health of your employees.





About Sun Life's Workplace Mental Health Risk Assessment

A key support that we offer organizations is assessing the mental health risks that their employees face.

Our **Workplace Mental Health Risk Assessment** aligns with the 13 Psychological Risk Factors of the **National Standard of Canada for Psychological Health and Safety in the Workplace**. The assessment was created in collaboration with Dr. Arla Day, a world-renowned researcher in Organizational Psychology.

- The assessment is thorough. It relies on both qualitative and quantitative measures. Quantitative responses are based on organizational data, such as turnover, short-term disability, Employee Assistance Program use and casual absences.
- Comprised of 150 carefully designed questions, it provides a detailed view into your organization's strengths and opportunities for improvement.

Following the assessment, you are provided with a comprehensive report and debrief. This includes recommendations for next steps. From there, our team is available to help you develop the best strategy for your organization.

Case study – Engineering and construction company

Learn how workplace mental health risk assessments can generate opportunities



The employer

An international engineering and construction company, with about 1,500 employees across Canada.



The opportunity

The company had a long-established goal to provide employees with the tools to thrive under four wellness pillars: mental, physical, financial and social.

However, with newly appointed senior management, the company wanted to renew their employee well-being mandate. In particular, the leaders were well aware of the rise in mental health issues among Canadians. They wanted to be proactive to ensure they were supporting their employees.



The approach

The company enlisted the help of the Sun Life Integrated Health Solutions (IHS) team. The Sun Life team suggested facilitating an organizational health risk assessment, using Sun Life's **Workplace Mental Health Risk Assessment**. This would help identify opportunities and priorities for the company's mental health culture, policies and practices. It would also ensure alignment with the National Standard of Canada for Psychological Health and Safety in the Workplace

The company leaders completed the risk assessment process in early 2018. This process led to significant learning and an innovative approach. However, rather than have the leadership team alone identify opportunities, they decided to run a second assessment – this time with a group of employees representing all departments and groups within the organization.

The assessment with employees validated many leadership perspectives about the organization's culture, policies, and practices. But it also provided insights into gaps, such as mental health knowledge for managers and employees.

Based on the assessment, the company developed their mental health strategy. They also established a mental health taskforce of management and employees to implement and report on mental health actions.





The actions

Key initiatives to put the strategy into action included:

- **Manager mental health training across all levels.** The company took a phased approach to training to ensure engagement would be sustained. It started with senior leaders and front line managers. Due to restrictions and challenges brought about by COVID-19, training continues to evolve. Manager and employee training is now online.
- **Increased the mental health practitioner benefit maximum.** The company increased the annual benefit maximum covered by its plan to \$5,000.
- **Expanded eligible services covered.** The company added a wider range of mental health practitioner types eligible for coverage. They also introduced coverage for virtual Cognitive Behavioural Therapy.
- **Encouraged active living.** The company launched a physical activity tracking app to help encourage active living.



The results

These actions have helped the company put itself in a stronger position to deal with the challenges of COVID-19. This includes:

- **Lower than average Short Term Disability (STD) mental health claims.** The company approved mental health claims that were 11% lower than the industry benchmark.
- **Low incidence of Long Term Disability (LTD) disability claims.** LTD incidence across all claim types has remained 50% below the industry benchmark.
- **Higher use of the employee and family assistance program (EFAP).** The company increased the use of its EFAP from 3% - 5% before the assessment process to 9% in 2019.





Take your next step towards improving workplace mental health. You don't have to do it alone!

The pandemic has made having a mental health strategy that much more critical. This case study shows how you can make a difference and improve workplace mental health with the right approach.

Get started with our free Mental Health Strategy Toolkit.



Use the Free tool kit now

It was created based on our:

- years of experience working with Clients to create healthier workplaces
- extensive testing within our own organization to find solutions that work

It's a great resource to help organizations get started, as well as to guide employers already on their journey.

Need more support? We're here to help.

- Connect with your Sun Life Group Benefits representative to discuss which **Integrated Health Solutions (IHS)** may be right for you.
- Or you can **Learn more** about these supports and others available to you.

This report provides you with general information only. It doesn't provide you with employment, legal, health, or financial advice. Consult with the appropriate professional advisor to meet your organization's needs.

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