



Measuring the success of your mental health strategy

Your mental health strategy is the plan of action that will help you create a safe and healthy workplace. There is no one-size-fits-all approach and every organization is different. But using data to measure success is the key to creating solid workplace mental health strategies. Decide early on how you will quantify your objectives. These quantified objectives will be your key performance indicators (KPIs).

For each priority and specific objective you set, assess the data to determine if you're getting your desired outcomes. This will help you to see if the programs and solutions you've put in place are working.

How to measure success:

- Use data to measure progress.
- Track KPIs (see the table below)
 - Note: Most organizations track metrics quarterly.
- Decide which actions have been effective and which haven't.
- Use data analytics and insights to decide next steps.

Be sure to collect both **quantitative** (objective) and **qualitative** (subjective) data to ensure unbiased service delivery and programs. Then link the mental health KPIs to your business performance goals.

Remember, it takes time to see results. Your actions may not yield immediate financial results. It can take three or more years to achieve positive return on investment (ROI).¹

Financial ROI is only part of the story. It's also important to focus on the value on investment (VOI). A culture of wellness can have a positive effect on employee retention, satisfaction and engagement. It can also help you to attract talent.

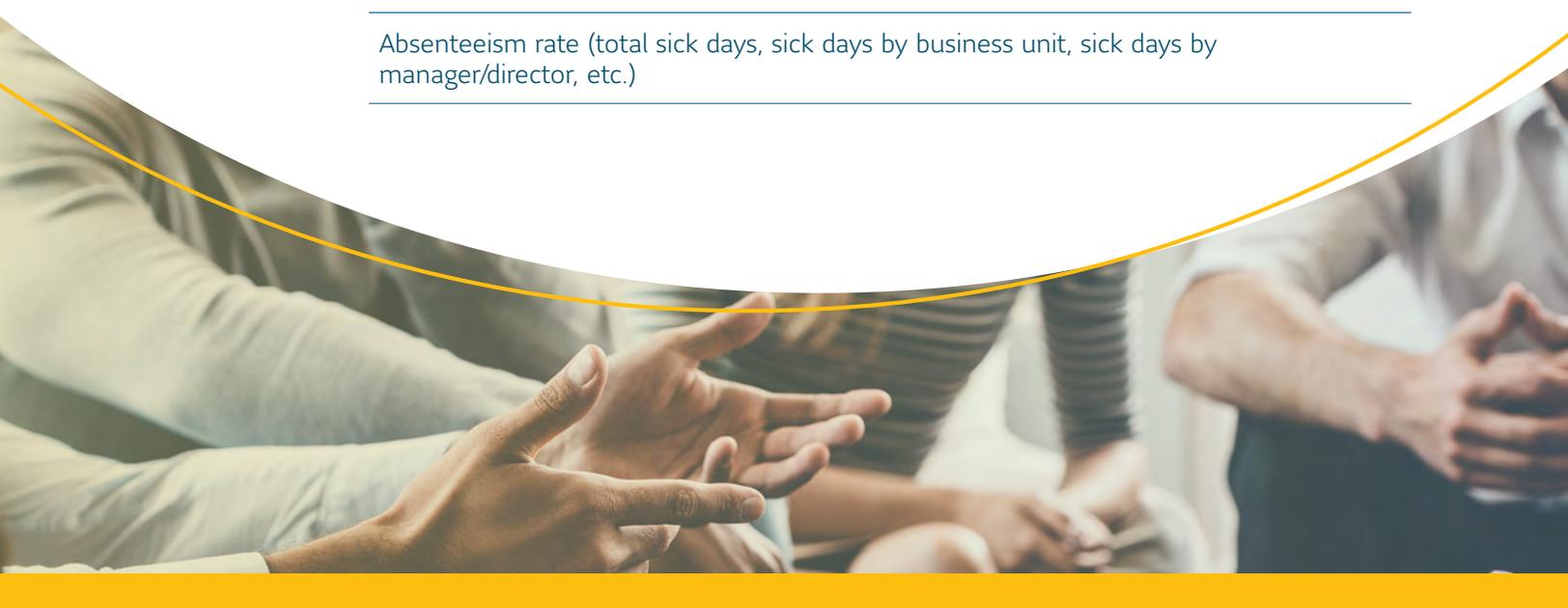
From the 2020 Sanofi Healthcare survey, we saw that:

- Eighty-six (86%) percent of those surveyed agreed that workplace health and wellness is an important factor when deciding on a job offer or staying with an organization; 29% strongly agreed.²

Employee engagement surveys and workplace mental health assessments are examples of methods you can use to gauge your wellness culture. You can also use the data gathered to set some specific KPIs.

Below are some examples of KPIs.

Category	Key performance indicators
Employee/ workplace factors	Survey/assessment results related to mental health (Sun Life Workplace Mental Health Risk assessment, pulse checks)
	Progress made aligning to the National standard for Psychological Health and Safety in the workplace. For example, progress in adopting elements of the standard, such as:
	<ul style="list-style-type: none">• identifying the senior leadership sponsor who will own the strategy, and• finalized Vision Statement, etc.
	Employee engagement survey results
	Percentage of leaders who completed mental health training
	Percentage of employees who completed mental health training
	Percentage or number of incident reports or complaints that reflect workplace culture. For example, respectful workplace incidents, grievances, employee conflict.
	Number of mental health events or sessions scheduled. Examples include:
	<ul style="list-style-type: none">• Mental Health Week• World Mental Health Day• Psychology Month• Pink Shirt Day• Orange Shirt Day• Pride• Black History Month• International Women's Day
	Participation in mental health events or sessions
	Number of hits on mental health internal website(s)
	Employee turnover rates (can be helpful to calculate by business unit)
	Metrics on diversity and inclusion
	Absenteeism rate (total sick days, sick days by business unit, sick days by manager/director, etc.)



Category	Key performance indicators
Benefits	Total drug costs related to mental health
	Leaves of absence and the reasons
	Utilization rates for mental health benefits (psychology benefits)
	Total costs for mental health services (Extended Health Care)
	Percentage of total costs related to the use of mental health services
	Employee Assistance Program (EAP)/Employee and Family Assistance Program (EFAP) utilization rate
	Total EAP/EFAP costs
	Percentage of mental health related diagnoses
Disability (short and long-term)	Average claim duration (days) for mental health related claims
	Number of new mental health related claims accepted
	Relapse rate
	Reoccurrence rate

Tips:

- A focus on mental health is an ongoing effort, not a one-time occurrence. Efforts to ensure anti-stigma, diversity and inclusion should be ongoing. Schedule a number of events throughout the year. Use national campaigns as a springboard (see table above for specific examples). These are all good opportunities to promote social connection and its importance to wellbeing.
- Consider looking at your disability claims, absenteeism and turnover rates by category, such as work unit or job function. We know that certain types of work have a disproportionate rate of employees on disability leave. For example, jobs where employees have little control, or are highly demanding or stressful.
- Do research on how similar workplaces in your industry are approaching mental health. For example, the Mental Health Commission of Canada has specific information and recommendations for the healthcare sector. We also use industry benchmarking in our reports. Refer to our [Designed for Health](#) bright paper for some specific industry trends.

Sources:

¹ Deloitte. (2019). *The ROI in workplace mental health programs: Good for people, good for business - A blueprint for workplace mental health programs*. Deloitte Insights

² The Sanofi Canada Healthcare survey (2020), Sanofi Canada

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