



# Employee & Family Assistance



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**Homewood**  
Health | Santé



# Back to the Future - EFAP

## Evolution of EFAP – Pivotal Dates

- 1945
- 1975
- 1995

## Full Coverage

- Counselling
- Life Balance
- Health Services
- Career Support
- Crisis Management
- Manager & Organizational Support Services

## The Future

- Trends in Mental Health
- Technology
- Integration
- Longer Term Support



# In the Beginning



**FUN FACT:** Sam Walton opens his first variety store in Newport AR with a \$20K loan from his father in law

## Pick It Up



**9 cents**

## Put It Down



**\$4,625**



**\$1,025**



**Bob Marley, Diane Sawyer and Van Morrison are born!**

***In May, German forces surrender to the Allies***



# Post World War 2 -1970s

## Occupational Alcohol Programs



- Initiated & Staffed by Recovering Alcoholics with support of Medical Departments
- Large Industrial Firms
- Co-worker & Supervisor Referral for indication of alcohol symptoms
- Program staff gave support & counselling & referred to Alcoholics Anonymous
- Programs often kept secret for fear of damaging the company's public image
- Early 1970'S early EAP still with alcohol focus and supervisor referral for job performance with intervention being residential treatment



# Fast Forward





# Modernization



## Pick It Up



**36 cents**

## Put It Down



**\$39,300**



**\$4,225**

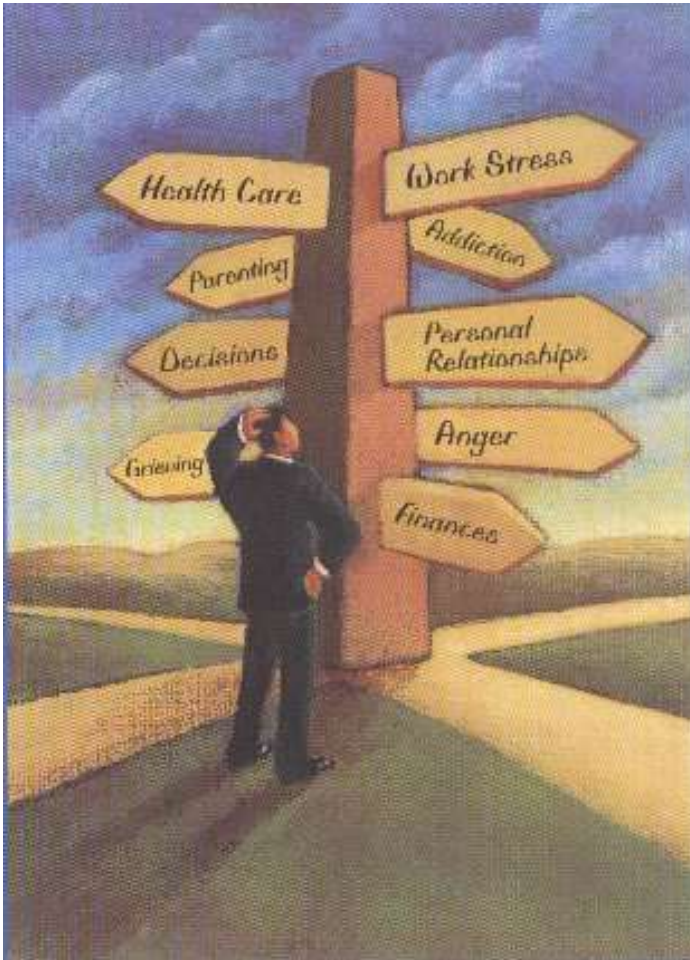


**Tobey Maguire, Kate Winslet &  
Tiger Woods are born!**

***Jack Nicholson stars in One Flew Over the Cuckoo's Nest!***



# The beginning of the Modern EAP



- Personal Concerns influencing job performance
- Self or Supervisor Referral
- For Personal Concerns
- Wide Range of Issues
- Shift from those with personal experience to professionally trained social workers, psychologists & counsellors
- Strong emphasis on face to face counselling
- Many providers



# EFAP Rapid Growth



## Pick It Up



\$1.15

## Put It Down



\$113,100



\$15,500

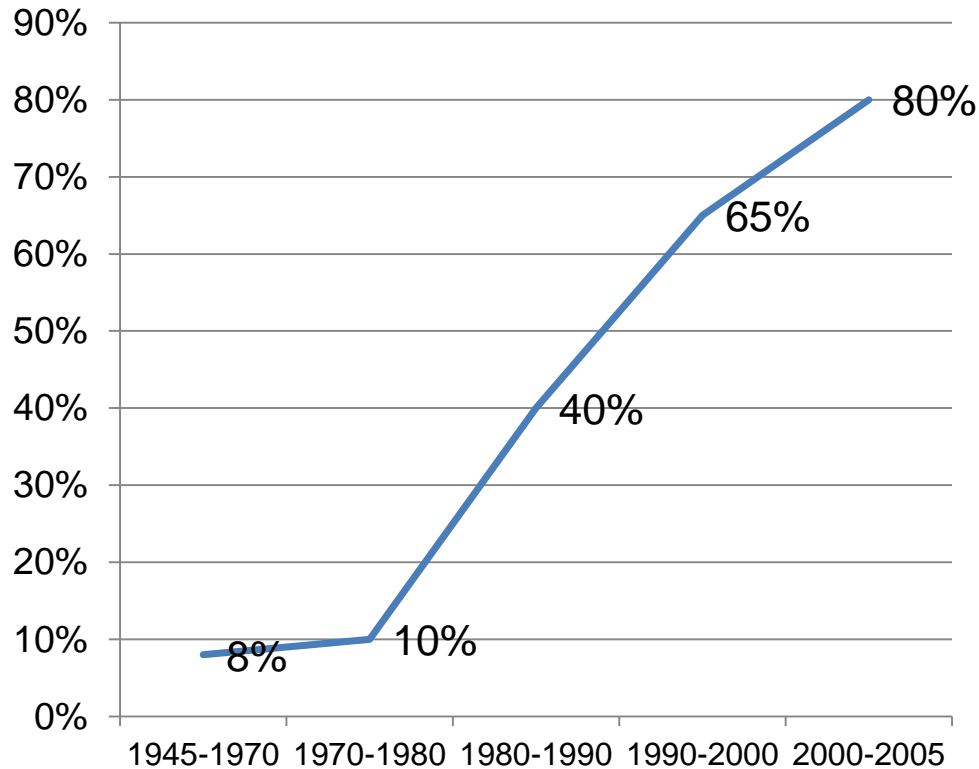


***Proportion of US Labour Force over 50 employees covered by EFAP goes from 55% in 1993 to 67% in 1995***





# Est. Canadian Employers > 300 with EFAP



## Mature Market

- Consolidation & Globalization
- Competitive Pricing
- Few Differentiators



# EFAP Services

## COUNSELLING

### FOR ALL OF LIFE'S CHALLENGES

Your EFAP helps you take practical and effective steps to improve well-being and be the best you can be. Within a supportive, confidential and caring environment you can receive counselling for any challenge.

### COUNSELLING



Marital · Family · Relationships  
Anxiety · Depression · Addictions · Stress  
Life transitions/change · Other personal issues

## ONLINE RESOURCES

### THE RIGHT INFORMATION AT THE RIGHT TIME

Access our Member website anytime for e-Learning, interactive tools, health and wellness assessments, and a library of health, life balance, and workplace articles.

## PLAN SMART

### LIFESTYLE AND SPECIALTY COUNSELLING

You can receive counselling and coaching for a variety of life balance and health issues, or get expert support to manage your career better.

### LIFE BALANCE



Childcare and Parenting  
Elder and Family Care  
Legal  
Financial

### HEALTH



Smoking Cessation  
Weight Management  
Nutrition

### CAREER



Career Planning  
Workplace Issues  
Pre-Retirement  
Shift Work



# Enhancing Relationships

## Interactive Quizzes, Exercises & Activities

Counselling

e-Podcasts

e-Courses

Articles



## Resource Kit

- **A two-part educational workbook** with information on how to enhance communication and a series of exercises designed to encourage you and your partner to re-engage with each other.
- **One of the most recognized relationship self-help books**, focused on improving relationship communication and resolving conflict.
- **Other tools** to support behaviour change in a fun and meaningful way!

## Customized Resources for Separation & Divorce



# Taking Control of Stress e-Course



## About stress

Let's begin with an explanation of what stress is.

Click 'Watch and Learn.'

[Watch and Learn](#)

[← Back](#)

[Next ▶](#)



## Lifestyle Strategies

Controlling your stress is more than just learning to relax. Controlling stress is about taking steps to balance the negative stress in your life with more positive experiences so that you can maintain a healthy mind and a healthy body. This means:

- 1: Stay connected
- 2: Think optimistically
3. Manage Your Feelings
4. Manage Your Time
5. Get Active

[Course Index](#)

[Next ▶](#)



## The Steps To Changing Your Thinking

1. Check if your thoughts are reasonable and positive.
2. Replace negative thoughts with positive ones.
3. Get some perspective.
4. Put new thoughts into action by creating a positive thought for yourself.

[Start Action Plan](#)

[← Back](#)

[Next ▶](#)





# Caring for Your Family



## **New Parent Support**

Provides individuals who have recently become or are about to become a new parent a support process designed to empower them with knowledge and skills.



## **Childcare and Parenting**

Provides support for parents who may be struggling with any number of parenting or family issues.



## **Elder and Family Care**

Providing support for employees caring for aging parents or loved ones.



# Taking Care of Business

## Financial Consultation

Expert consultation by phone on issues including:

- Financial goal setting and planning
- Creating a spending plan and strategies to stick with it
- Exploring debt resolution options
- Establishing or rebuilding credit
- Managing financial aspects of life transitions such as: illness/disability; job loss and workforce transitions; separation and divorce; retirement planning.

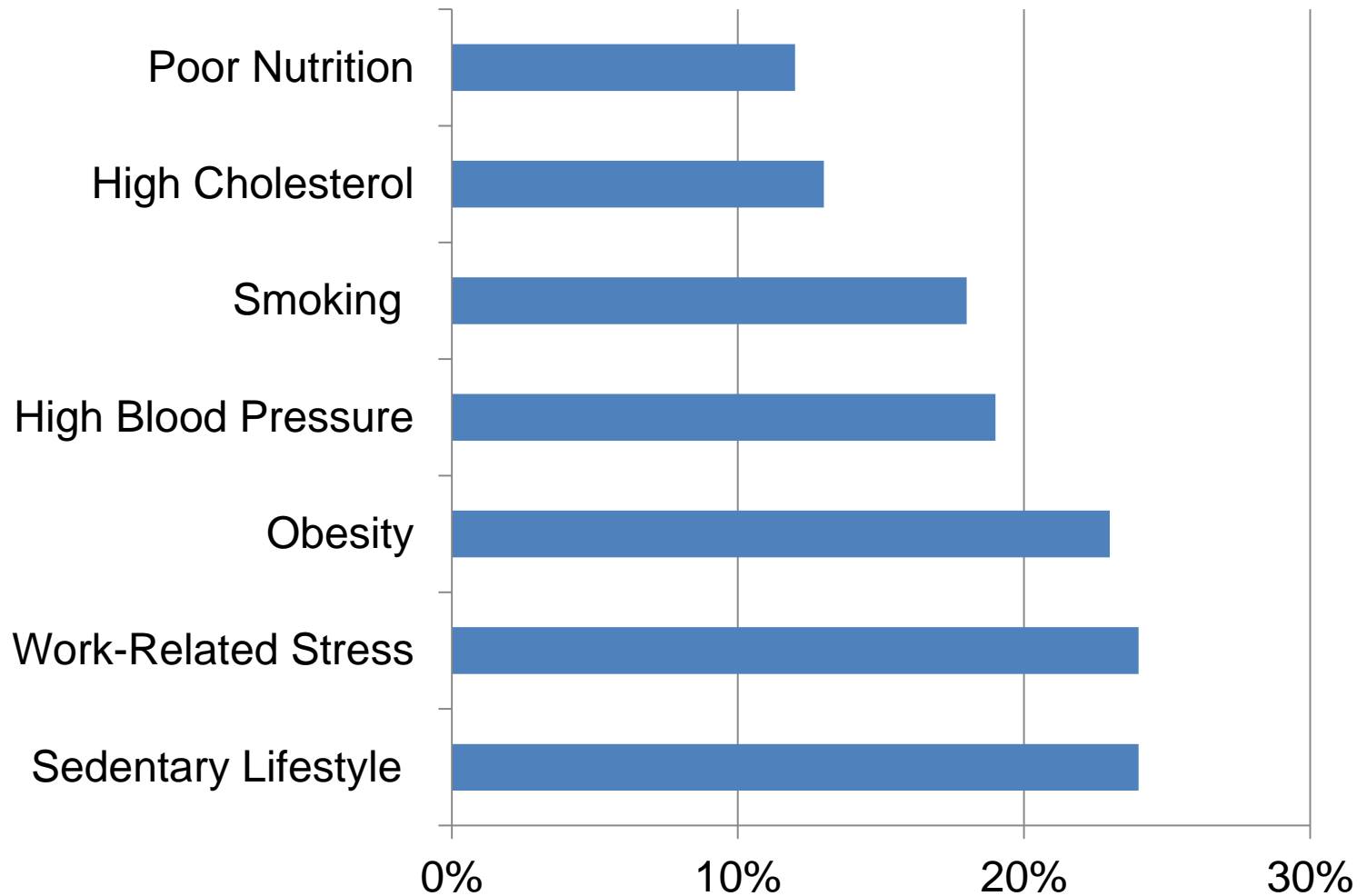


## Legal Advisory

- One-on-one advice/consultation with an expert over the phone
- Referral can be made to an attorney, & client may qualify for a preferential savings of up to 25%
- Consultation on a broad range of criminal and civil issue



# Employer Concerns



Source: Sun Life-Buffer National Wellness Survey 2013



# Taking Care of Your Health



## Smoking Cessation

- e-Course
- Planning, motivation & support to help employees achieve their goals
- Custom workbook based on readiness for change & previous attempts
- Coaching & on-going support

## Nutrition Counselling

- One-on-one telephonic sessions
- Registered Dietitians
- Personalized action plan
- Customized resource packages
- Food Guides & customized resources
- Diets and servings guidelines







# Making Healthy Changes

**12 Weeks to Weight Loss & Wellness....Works from the *INSIDE* Out**



- To last, wellness changes must occur at the core of an individual's attitude and belief system rather than just at the behavior level.
- What works for one individual may not work for another, so individuals define a process that works for them.



# Taking Care of Your Career



**Workplace Conflict Counselling**



**Pre-Retirement Planning**



**Career Counselling**



**Shift Worker Support**



# On-Line Health Management



## Health Records



### What is a personal health record?

A personal health record is a centralized information system that permits you to consolidate, store, and manage your personal health information within a secure and confidential environment. It also allows you to selectively share portions of your record with others, such as your physician or emergency caregivers, and to pro-actively manage your family's health information.

## Assessments

### Three Steps to a Healthier Life:

#### Assess



Assess your **Overall Health**.  
Complete the [Wellness Assessment](#)

#### Target



Target risk Factors with **Specific Assessments**

#### Track



Track your **Improvements Over Time**

- Assessments: Overall Health, Nutrition, Smoking, Sleep, Alcohol, Depression, Stress, Physical Activity
- Canadian Medical Association Content
- User ID & Password Protected
- Aggregate Reports – Impacting Disease States & Readiness for Change to help plan health & wellness activities



# On-Line Health Management

## Health Library

[Symptoms & Diseases](#)

[Medication](#)

[First Aid](#)

[Community Support](#)

## Personal Health

[Children's Health](#)

[Women's Health](#)

[Men's Health](#)

[Sexual Health](#)

[Mental Health](#)

## Condition Center

[Asthma](#)

[High Blood Cholesterol](#)

[High Blood Pressure](#)

[Type 1 Diabetes](#)

[Type 2 Diabetes](#)

## Health Tools

[Baby Due Date](#)

[Body Mass Index](#)

[Calories Burned/Day](#)

[Cost of Smoking](#)

## Health Library

Current and reliable health information to help you make informed decisions.

A quick reference guide providing you with brief information about symptoms and diseases, [medication](#) and [first aid](#).

## Community Support

[Help is available](#)

Find support services in your area.

## Health Tools

Determine your [pregnancy due date](#), [BMI](#), [calories burned](#) and [cost of smoking](#).

### Personal Health



[Children's Health](#)



[Women's Health](#)



[Men's Health](#)



[Sexual Health](#)



[Mental Health](#)

### Condition Center



[Asthma](#)

[Depression](#)

[High Blood Cholesterol](#)

[High Blood Pressure](#)

[Type 1 diabetes](#)

[Type 2 diabetes](#)



# On-Line Busy Family

**BusyFamily**<sup>TM</sup>  
Enhancing the well-being of families

[Home](#) | [Children and Teens](#) | [Self](#) | [Seniors](#) | [Contact Us](#)

[Français](#) September 28, 2009



## **BusyFamily for Children & Teens**

Parenting, child care, special needs services for children and teens and more...

enter ↗



## **BusyFamily for Seniors**

Aging, retirement residences, nursing homes, home care and community care for the elderly and more...

enter ↗

**Ask an Expert!**

Welcome to BusyFamily. Finding and choosing the right professional care for you or for a family member - your spouse, your parent, your child or grandchild - can be a major challenge. BusyFamily helps you meet that challenge - quickly, easily and confidentially.

BusyFamily gives you immediate access to the most complete, impartial and current information on personal and family care providers in Canada. We look forward to helping you learn about, plan for and find the best services to support your well-being and the well-being of your family.



# Easy Access

## Health Promotion, Behaviour Change/On-line Training

App Store > Health & Fitness > Human Solutions Canada Inc.

**e-AP**  
Human Solutions Canada Inc. >

Details Ratings and Reviews Related

Screenshots iPhone iPad

**Update**  
This app is designed for both iPhone and iPad

No Ratings  
Rated 4+  
© Homewood Human Solutions

**Screenshots:**

- Home page with Homewood Human Solutions logo.
- Note: This application is provided for information and educational purposes only. The results from using the application are not intended to constitute financial, legal/medical or professional advice.
- Main menu with options: Wellness Library, e-Services, Counselling and Help Options, About Us, Trending Now.
- Articles page: Parenting Practices That Build Strong Attachment And Connection. Text: "The relationship you have with your child is the foundation on which all of his or her other relationships will be built. Some of the parenting practices that can build a strong connection during these early, formative years, include: **Early bonding with your infant**. The days and weeks after birth are a sensitive period when mother and baby are biologically primed to be close to each other. If medical complications or other events prevent you from spending time with your infant after their birth, the process of bonding can still continue. Bonding immediately after birth simply gives..."
- Wellness Library page: Articles, Videos, Podcasts, Tools and Checklists. Text: "The Wellness Library is a gateway to articles, videos, jobaids, and tool members can access as part of our e-Services options. If you're a member, visit the Member and take advantage of all of your e-Services!"

**Description**  
e-AP is your personal mobile wellness solution!  
e-AP app mobilizes the resources of the Homewood Human Solutions™ Assistance Program for instant, anytime, anywhere access. The app can be used in English (e-AP) and in French (PA-e).  
Homewood Human Solutions™ e-AP app provides quick access to in-depth information on a wide variety of work, health, and wellness topics, interactive checklists and tools, video and audio podcasts, access to e...  
More ▾





**What percentage of organizations are not confident that they have the knowledge or support to effectively address their mental health needs?**



# Support for People Leaders

## Key Person Advice Line

### Just inTime Consultation & Coaching

- Workplace conflict
- Employee problems
- Unusual employee behaviour
- Providing assistance to employees
- Strategies for referrals (*no premium on mandatory referrals*)



## e-Courses

- Change Leadership
- Values-Based Leadership
- Supervision Fundamentals
- Respectful Workplace
- Managing Sensitive Issues



## Manager Orientations/Training

- In-Person
- On-Line



## Handbooks

## HR Tool Kit – With Approval

## Quarterly Newsletter



## Micro Site

### Critical Incidents and Crisis Management

- Coping With a Traumatic Event
- When Layoffs Happen—Dealing With Emotions

### Human Rights Issues

- Diversity In The Workplace

### Productivity and Supportive Leadership

- Characteristics Of Effective Teams
- Employer Strategies to Retain Employees
- Health-promoting Leadership Strategies



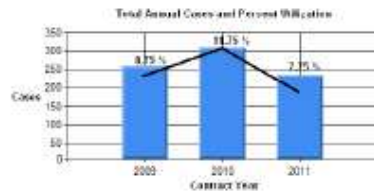


# Meaningful Reporting

Company Name  
Annual Statistical Report  
January 1, 2010 to December 31, 2010

## Year to Date Utilization Summary

Annual Case Utilization		11.75 %	
<b>Total New Utilization Cases</b>	<b>273.15</b>	<b>Hours</b>	<b>Percent</b>
Counseling Services	142.00	497.0	51.9
Substance Abuse Expert	80.00	260.00	29.2
Plan Smart Services	40.00	130.00	14.6
E-Services	11.15	14.00	4.1
<b>Employees Covered (Weighted)</b>	<b>2,325</b>		
Active Cases In Period	312.00		
Hours In Period	413.33		
Contracted Utilization	16.00 %		
Average Industry Utilization	12.60 %		
<b>Additional Services</b>			
<b>New Extra Value Services</b>	<b>18.00</b>	<b>Hours</b>	<b>Percent</b>
Customer Relations Activities	12	15.00	66.6
Organizational Wellness	6	12.00	33.3
<b>Fee for Service Cases</b>	<b>60.00</b>		
Crisis Management Services	10	65.00	16.6
Long-Term CBT	2	10.00	3.3
Psychological Assessments & Treatment Services	48	100.00	80.0

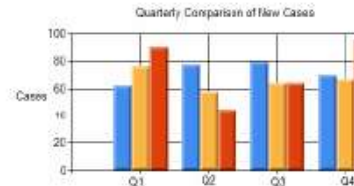


www.homesooddramasolutions.ca Apr 05, 2011

Company Name  
Annual Statistical Report  
January 1, 2010 to December 31, 2010

## Quarterly Comparison of New Cases

Annual Period	Service Utilization	Employees Covered	Q1	Q2	Q3	Q4	Total
January to December			Services	Services	Services	Services	Services
2011	9.39 %	2170	18.54	13.29	4.14	12.05	203.77
2010	10.71 %	2765	22.68	10.88	9.62	21.53	296.53
2009	8.70 %	2266	13.23	6.10	15.64	0.35	197.06



www.homesooddramasolutions.ca Apr 05, 2011

Company Name  
Annual Statistical Report  
January 1, 2010 to December 31, 2010

## Short Term Counseling

### Distribution of Counselling Problem Categories (Age Category 31 - 40)

	Family	Cases	Percent	Hours	Industry
Child Reaction to Parent Separation	7	2.23%	26.25	2.23%	
Child Substance Abuse	5	1.59%	18.75	1.59%	
Childcare	6	1.91%	22.50	1.91%	
Eldercare or Spousal Care	11	3.50%	41.25	3.50%	
Extended Family Relations	5	1.59%	18.75	1.59%	
Family Conflict	2	0.64%	7.50	0.64%	
Family Sexual Abuse	11	3.50%	41.25	3.50%	
Family Violence	15	4.78%	56.25	4.78%	
Parent Child Relations	12	3.82%	45.00	3.82%	
Other	5	1.59%	18.75	1.59%	
<b>Family Total</b>	<b>79</b>	<b>26.18%</b>	<b>298.25</b>	<b>26.18%</b>	

	Marital or Relationship	Cases	Percent	Hours	Industry
Couple	8	2.55%	30.00	2.55%	
Individual	12	3.82%	45.00	3.82%	
Separation or Divorce	16	5.10%	60.00	5.10%	
Sexuality	19	6.05%	71.25	6.05%	
Spousal Substance Abuse	20	6.37%	75.00	6.37%	
Violence Physical	14	4.46%	52.50	4.46%	
Violence Verbal or Psychological	3	0.96%	11.25	0.96%	
Other	15	4.78%	56.25	4.78%	
<b>Marital or Relationship Total</b>	<b>107</b>	<b>34.08%</b>	<b>401.25</b>	<b>34.08%</b>	

	Addictive Disorders	Cases	Percent	Hours	Industry
Alcohol Abuse or Dependency	16	5.10%	60.00	5.10%	
Illicit Substance Abuse or Dependency	12	3.82%	45.00	3.82%	
Poly Substance Abuse or Dependency	8	2.55%	30.00	2.55%	
Prescription Abuse or Dependency	20	6.37%	75.00	6.37%	
SAE Only	3	0.96%	11.25	0.96%	
Bridge Counselling	3	0.96%	11.25	0.96%	
Other	3	0.96%	11.25	0.96%	
<b>Addictive Disorders Total</b>	<b>86</b>	<b>20.70%</b>	<b>243.75</b>	<b>20.70%</b>	

Other Categories would follow

www.homesooddramasolutions.ca Apr 05, 2011



# Support for Hard Times

## Critical Incidents Events

- Outside range of normal experience
- Sudden delivery of bad news
- Unexpected
- Work related or personal
- Powerful reactions for employees and/or family members
- Can quickly reduce ability to function normally

## Examples

- Worksite Accident/Fatality
- Outside Workplace Accident/Fatality
- Serious Illness
- Employment Terminations
- Suicide
- Small Scale Events
- Large Scale Disasters
  - Cascading impact for organizations
  - Local, regional, national or international locations
  - Impacts large numbers of employees
  - Can impact greater public
  - Services may extend to populations outside workplace





# Critical Incidents



## Reactions

- Physical
- Emotional
- Cognitive
- Behavioral



## When to Call

- Normal work environment impacted
- Employees have strong reactions
- Work climate is unstable
- High risk due to safety sensitive work roles



# Psychological First Aid Approach

1. Contact and engagement
2. Safety and comfort
3. Stabilization
4. Evaluation of current needs and concerns
5. Practical assistance
6. Connection with support network
7. Information on coping
8. Link with support services





# Depression Care

Mental health and emotional health care that is innovative and comprehensive.



Delivered by Skilled, Specialized Counsellors  
Primarily Cognitive-Behavioural Therapy (CBT)

12-20 Sessions



# Fitness to Work (FTW)



## EVALUATION, TREATMENT, AND SUPPORT

Fitness-To-Work services focus on an employee's psychological fitness to be at work or to return to work from a leave. Objective assessment and evidence-based recommendations help you manage absenteeism and short-term disability claims and develop shared employer/employee goals for improving functioning and achieving a successful return to work. Fitness-To-Work services include recommendations for accommodation, short-term psychotherapy and case management (where required).



# Substance Abuse Expert Assessment



## PSYCHOLOGICAL ASSESSMENT, DIAGNOSIS AND RELAPSE PREVENTION FOR HEALTH AND SAFETY

Specialized assessment and support services aimed at determining the level of harmful use, abuse, and dependency related to the use of alcohol, prescription and illicit drugs. Homewood Human Solutions™ provides the certified expertise, and evidence-based recommendations for treatment, accommodation, and relapse prevention.

As part of our SAE services, we conduct a preliminary consultation with Human Resources or Occupational Health regarding the problematic situation and clarification of the employee's safety-sensitivity duties and any other workplace safety issues of concern. Full SAE testing and clinical interviewing, treatment recommendations, case management, and relapse prevention are available. In addition, we offer supervisory and management training to increase knowledge, recognition, and management skills related to workplace situations.



# Treatment Support



- Counselling
- Education
- Bridge Gap to Inpatient





# Best Practices



## Structured Relapse Prevention

Structured evidence-based intervention focusing on issues that put the individual client most at risk of relapse through initial intensive weekly counselling that then tapers to bi weekly and then monthly schedule of sessions over the first 90-120 days post inpatient treatment. Includes assessment of stage of change, factors putting the client most at risk of relapse, and approach tailored to address these factors.



# Optimal Results

## Return to Work Psychotherapy

- Delivered by a skilled, specialized Rehab Counsellor
- Primarily Cognitive-Behavioural Therapy (CBT)
- Goals are determined by issues in the assessment
- Number of sessions is based on assessment recommendations
- Focuses on stabilizing the symptoms that prevent the client from working



**30% better return to work readiness HHS Consistent Assessment & Specialized Treatment Approach Verses Single Treatment Providers**

## Workplace Interventions

- Conflict Management & Disrespectful Behaviour
- Fit to Position Evaluations
- Re-Integration Preparation
- Absenteeism & Presenteeism





# Moving Forward

2014





# Technology Taking Prominence

## Counselling



Telephonic



Video



E-mail



e-Chat (Real Time)

There is an AP for that!

E & M learning and Social Media

On-Line Support Communities

Faster Access



# EFAP Motivates Healthy Behaviours

- Behaviour is the cornerstone of effective wellness strategies
- Behaviour Side of Health Strategies are Weak
- Use of EFAP to Motivate Healthy Behaviours

**75%** of workplace productivity losses relate to employee lifestyle choices  
(Centre for Disease Control/Forbes)



# Lifestyle Changes Work

- Risk of developing type 2 diabetes can be reduced by 58% by moderate exercise.
- 80% of heart disease, stroke and type 2 diabetes can be avoided by avoiding tobacco, eating a healthy diet and exercising regularly
- 40% of most cancers can be avoided the same way

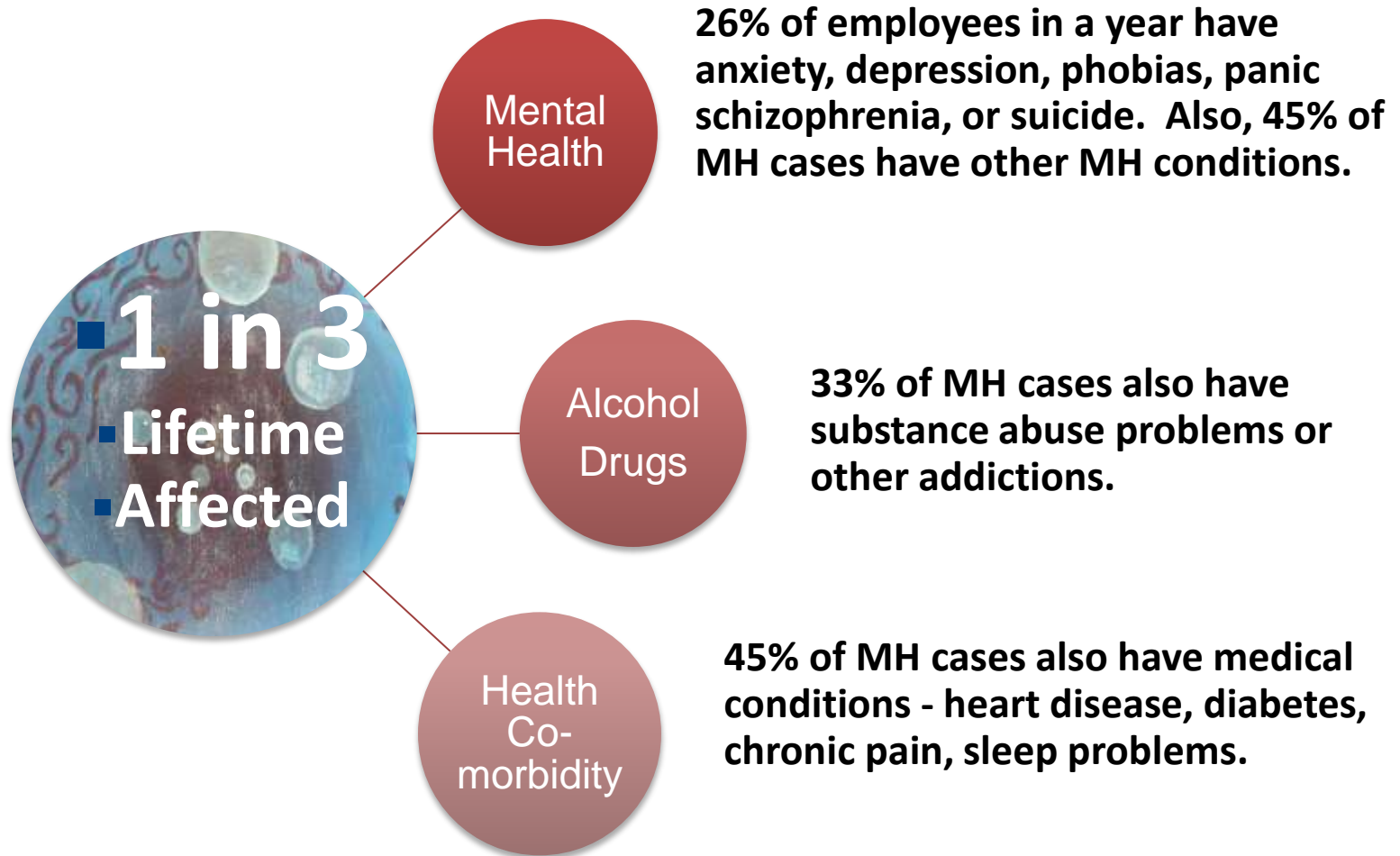


"My doctor told me to find an activity I like

Source: WHO



# Prevalence & Complexity





# Mental Health & Disability Complexity

Mental health comorbidity can create undiagnosed hidden effects that exacerbate the treatment course and costs associated with other kinds of disability claims that do not have a mental health primary diagnosis.

20% - 40% of all STD claims involve diagnosed comorbid or secondary mental health and/or addiction problems.

Some employers and disability insurers now screen ALL disability cases for possible mental health and addiction symptoms as a standard practice in disability management.

▪Source: Attridge & Wallace (2010) Able-Minded Report





# Treatment Works But Few Get It

## **Extensive Worldwide Research Support for:**

- Outpatient mental health counseling (CBT)
- Rx medication for more severe cases
- Workplace brief counseling - EAP
- Prevention approaches (especially for addictions)

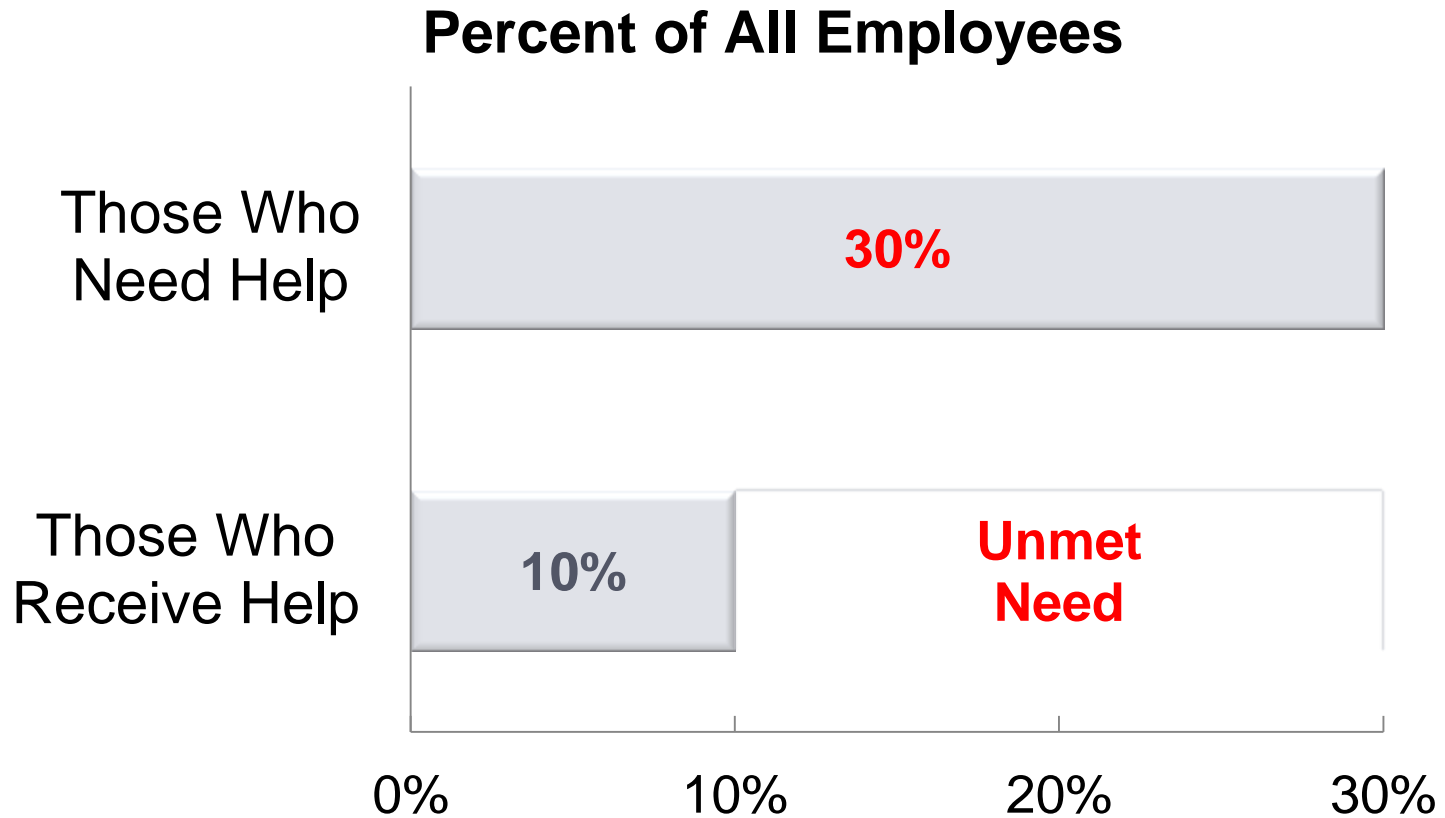
## **Yet, Most in Need of Care Do Not Get Treatment:**

- Social stigma
- Physician misdiagnosis (MDs are first place for care)
- Under treatment (use of Rx only)
- Not enough providers of mental health to meet need
- Relapse and chronic issues with many addictions

▪Source: Lipsey & Wilson (1993), NICE (2008), Raistrick et al. (2006), Seligman (1995), Wang et al. (2005)

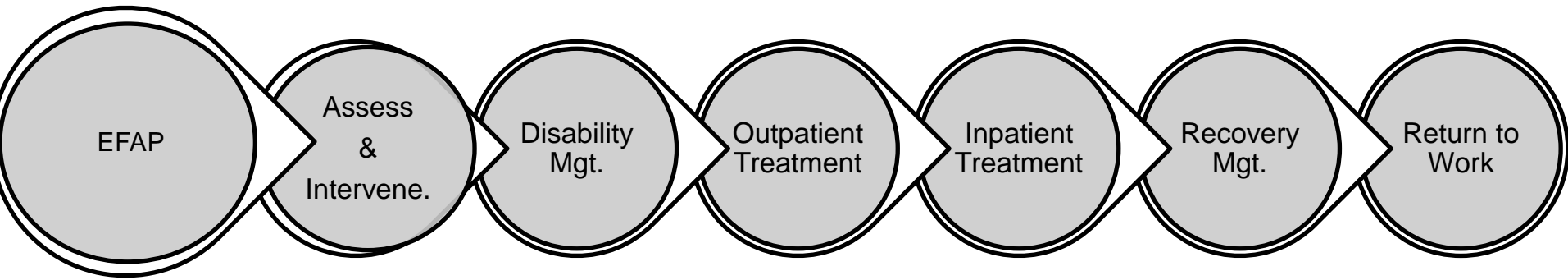


# Low Utilization of Benefits for Mental Health & Addictions





# Mental Health Program Continuum



Productive

Functioning

Unwell

Absent

Sick

Treatment

Recovery

Re-Integration



# The word is out...

partnersformentalhealth



**Bell**  
Let's Talk



Mental Health  
Commission  
of Canada

Commission de  
la santé mentale  
du Canada



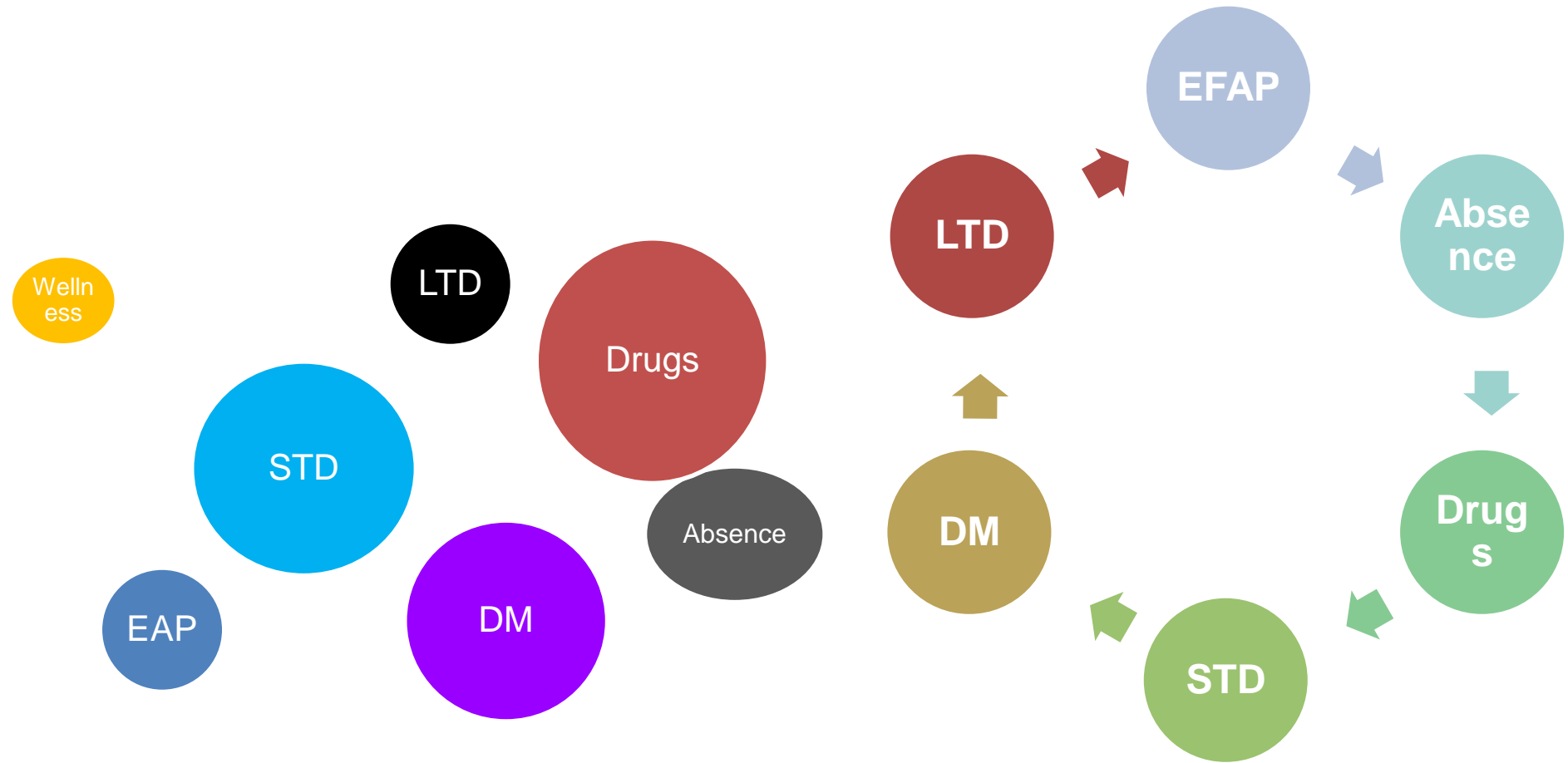
CANADIAN MENTAL  
HEALTH ASSOCIATION

ASSOCIATION CANADIENNE  
POUR LA SANTÉ MENTALE





# Integration – Individual & Aggregate





# Reduction in Silos





# Dynamic Integration

**Regular full and structured communication with all stakeholders**

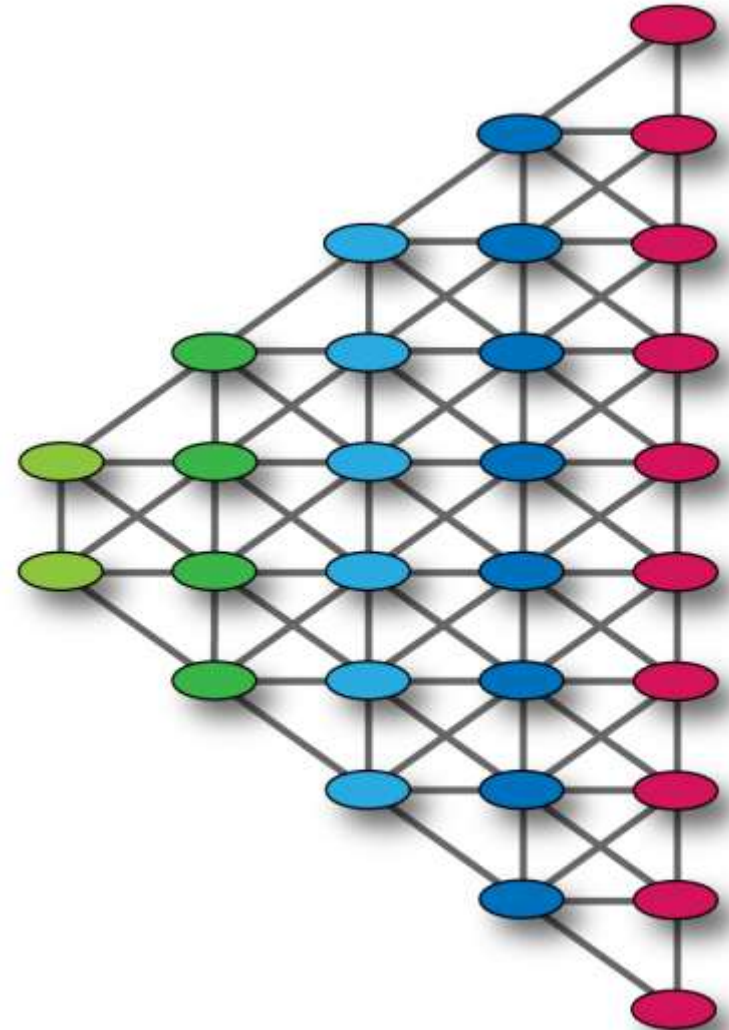
**Integrated data tracking/reporting**

**Robust ROI calculations**

**Alignment of insurance services to meet model goals**

**Strong trust, shared understanding of disciplines**

**Anticipating others needs/requirements**





# Meaningful Data & Outcome Measures

**Shift from Counsellors to Strategic Partners (strategies vs. programs)**

## **Sample Case Study**

**Group Size: 7500 Lives**

### **Goal of Project Improve on Lost Productivity**

- Presenteeism
- Absenteeism
- Accidents
- Support & Build Trust in Workplace
- Ensure effective collaboration between Medical, EFAP health support & counselling, HR and union representatives
- Increase Utilization under EFAP program

### **Results**

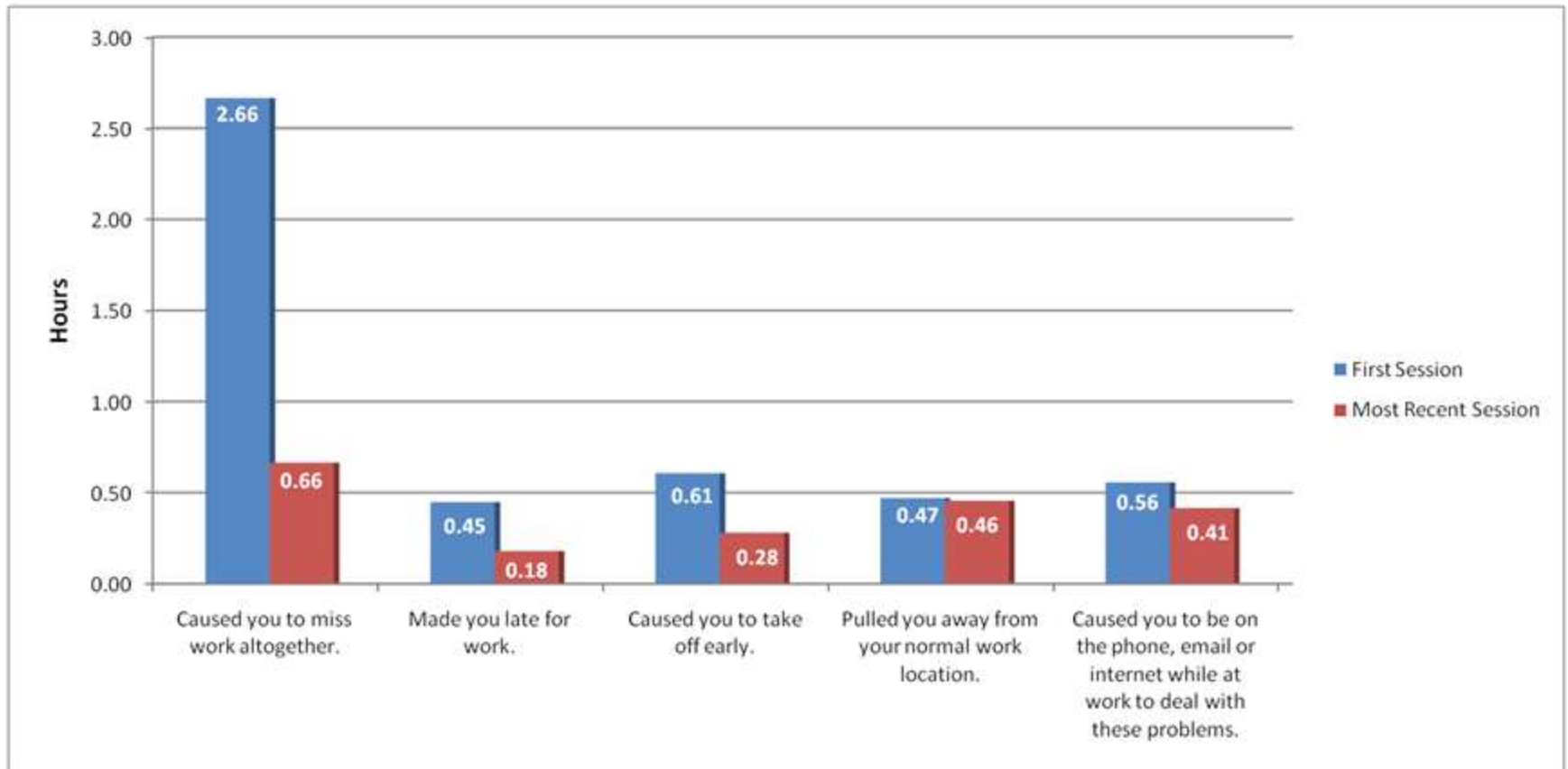
- ROI 201%
- EFAP utilization doubles
- Reduction in injury frequency
- Reduction in WCB claims of 83% over 2 years





# Return on Investment

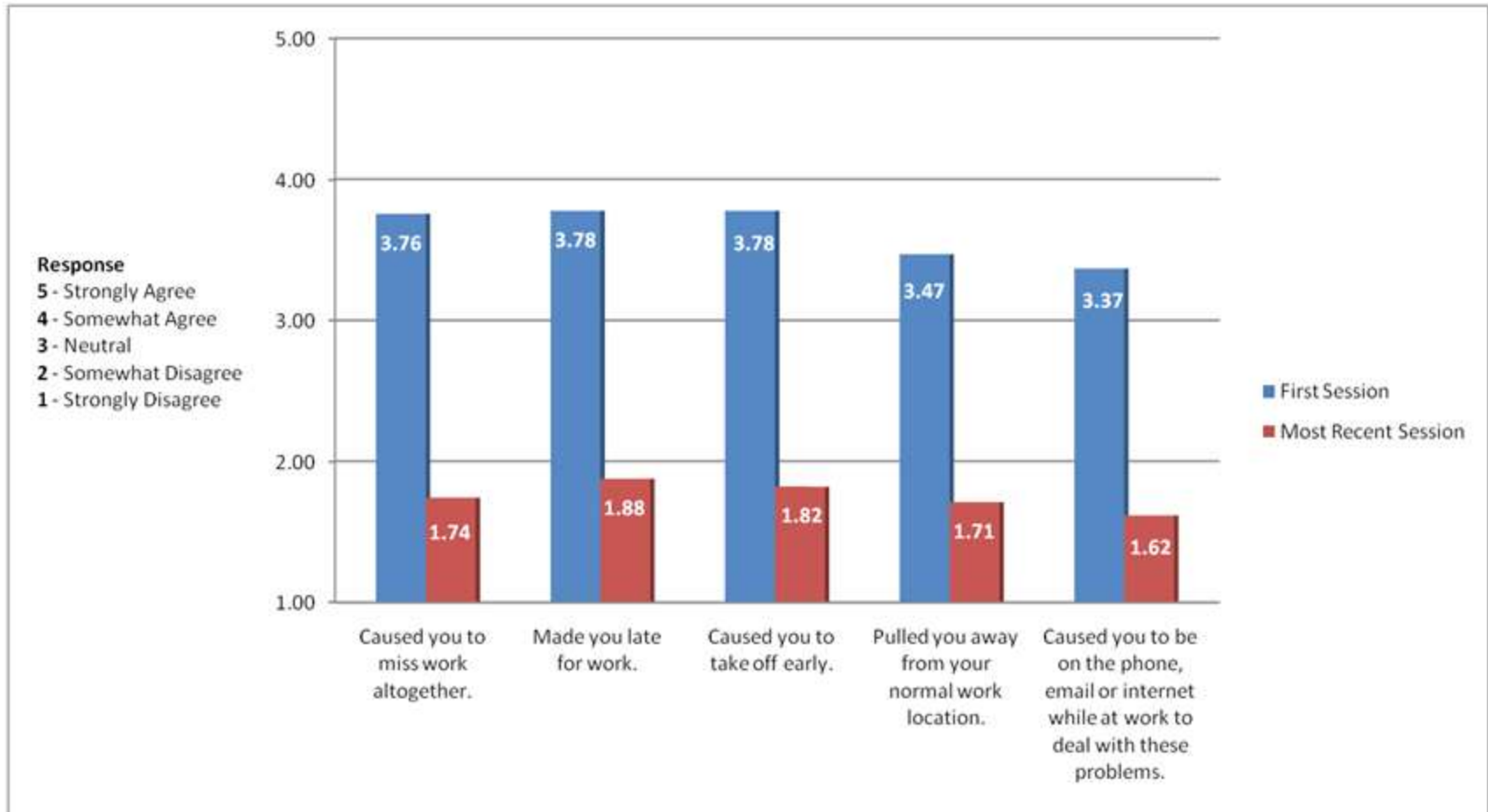
**Graph 1. Average Number of Hours of Absenteeism per Employee per Week**





# Return on Investment

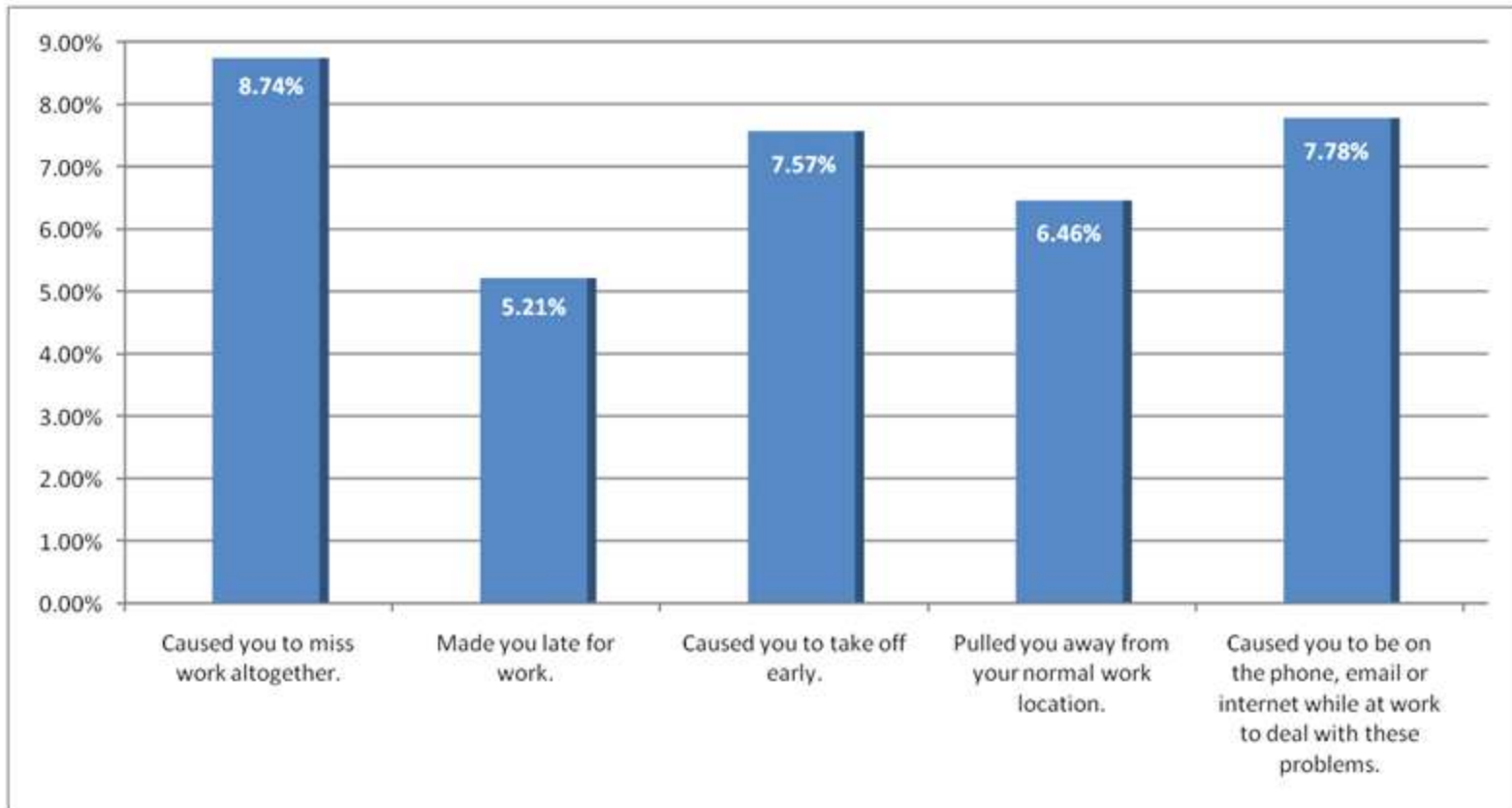
**Graph 2. Comparison of Presenteeism at First Session and Most Recent Session**





# Return on Investment

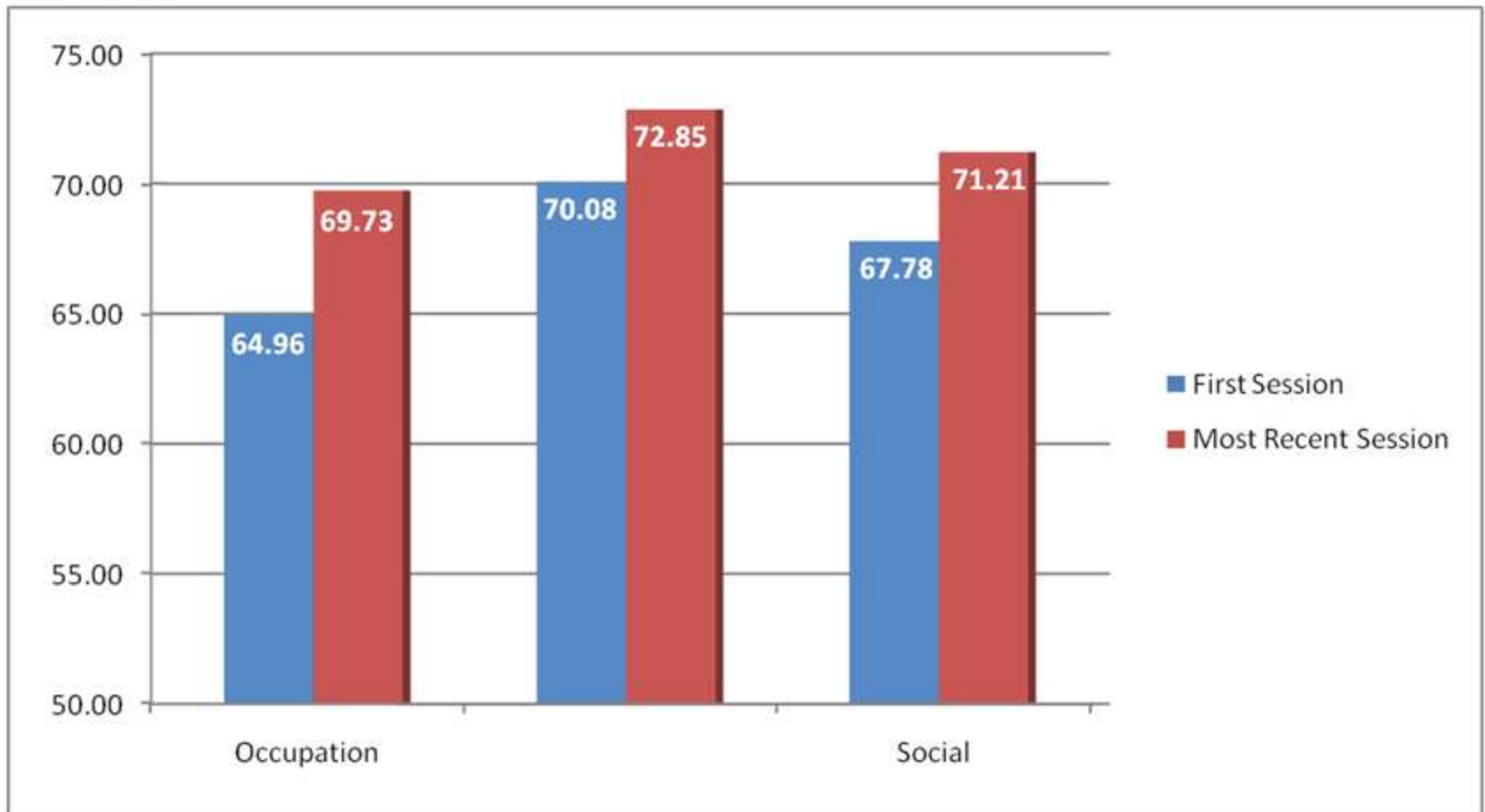
**Graph 3. Average Percentage Reduction in Presenteeism per Employee Between First and Most Recent Session**





# Return on Investment

**Graph 4. Comparison of Average GAF (Global Assessment of Functioning) Scores at First Session and Most Recent Session**



**500,000** CANADIANS  
MISSED WORK TODAY,  
DUE TO MENTAL HEALTH ISSUES

**\$51 BILLION**  
IS THE ANNUAL ECONOMIC COST OF  
MENTAL ILLNESS IN CANADA

**3X** GREATER CHANCE OF  
LOST PRODUCTIVITY  
FOR PEOPLE LIVING WITH DEPRESSION

**44%** OF WORKERS  
REPORTED  
**NEEDING HELP**

**MENTAL ILLNESS** > **HEART DISEASES**  
AS THE FASTEST GROWING CATEGORY  
OF DISABILITY COSTS

WITH MENTAL HEALTH ISSUES LIKE  
DEPRESSION, ANXIETY, SUBSTANCE  
ABUSE OR EXTREME STRESS

**1** IN **3** WORKPLACE  
DISABILITY CLAIMS  
ARE RELATED TO MENTAL ILLNESS

ONLY **23%** WOULD TALK  
ABOUT THEIR  
**MENTAL ILLNESS**  
WITH THEIR EMPLOYER