Why Measurement Matters in Workplace Mental Health & Wellbeing and What to Measure
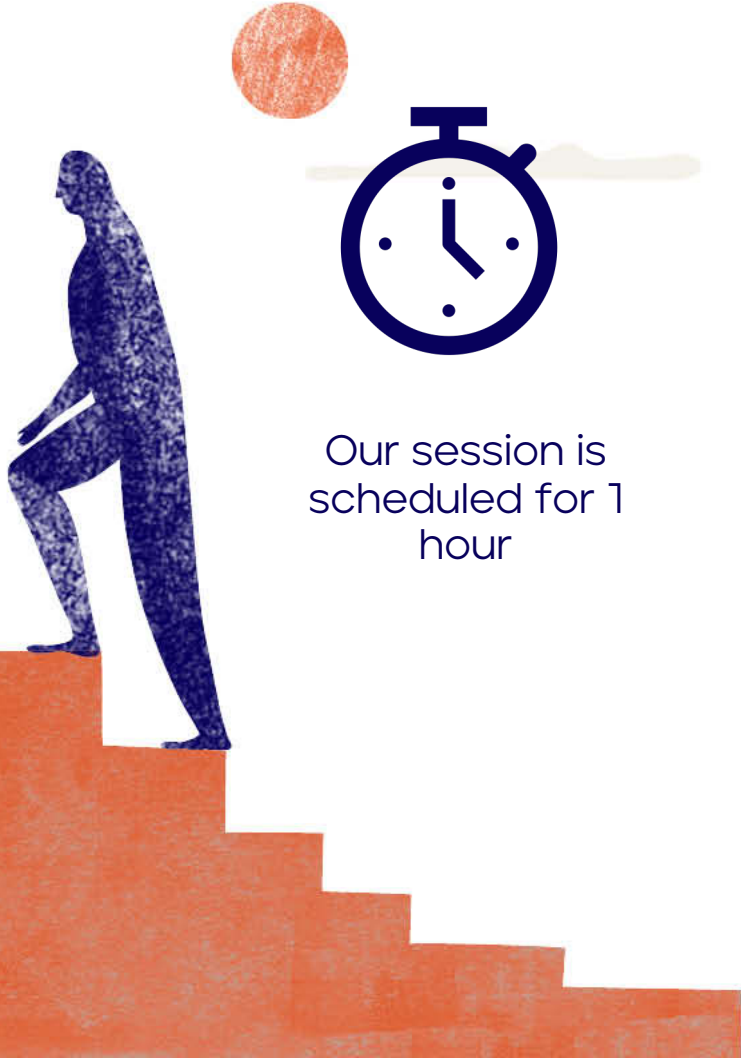
Presented by:

Dr Carolyn Lorian, PhD, SilverCloud Health
Elizabeth Hampson, Deloitte
Jacy Okrah, Vita Health Group
Dr Jorge Palacios, MD, PhD, SilverCloud Health

February 2022

Welcome!

Our session is scheduled for 1 hour
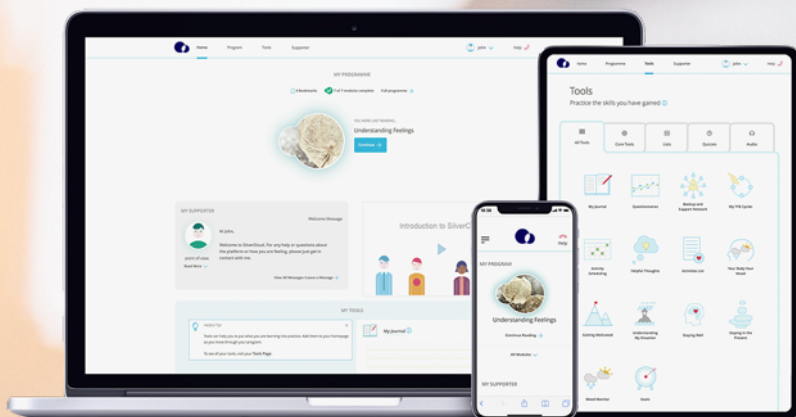
Please remain muted to reduce background noise.

Please ask questions using the messaging function.

The webinar will be recorded and sent out after the event

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make a difference

Effective mental healthcare for *all*

Helping people improve their mental health & wellbeing through technology

20+
Digital programmes, from wellbeing to clinical

800k+
users - and counting

500+
Customer organisations

94%
user satisfaction rate

85%
show improvement in mental health & wellbeing

18+
Years of research

*SilverCloud's results are sustainable with a 50% further decrease in symptoms scores at 12 months

SilverCloud

Introductions

SilverCloud

Dr Carolyn Lorian
Head of Clinical Transformation
SilverCloud Health

Elizabeth Hampson
Director, Health and Life
Sciences Consulting
Deloitte

Jacy Okrah
Corporate Psychological
Therapies Service Deputy
Clinical Lead
Vita Health Group

Dr Jorge Palacios
Senior Digital Health Scientist
SilverCloud Health

MW
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Agenda

- The measurement challenge & why it matters

- Measuring workplace mental health & wellbeing: Key considerations

- Case study from Vita Health Group

- A look into the future - The importance of evidence-based practice & leveraging big data

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Mental Health & Wellbeing in the Workplace

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1 in 3
people say return-to-office negatively impacted their mental health.[1]
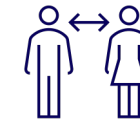
1 in 4
of UK workers are actively planning to change employers in the next few months.[2]

90%
of employees said that COVID-19 had contributed to increasing their stress level.[3]

1 in 6
Employees feel supported by their Employer (despite 96% of orgs report taking steps to increase mental health resources). [4]

92%
Organisations have a wellbeing strategy (v. 30% in 2016)[5]

77%
Organisations that provide in-person mental health support away from the workplace (v. 59% in 2016)[5]

73%
Organisations that already provide or plan to introduce a dedicated app to support employee's mental wellbeing (v. 32% in 2016)[5]

1 McKinsey.com: https://www.mckinsey.com/industries/healthcare-systems-and-services/our-insights/returning-to-work-keys-to-a-psychologically-safer-workplace
2 The Guardian: https://www.theguardian.com/money/2021/nov/01/the-great-resignation-almost-one-in-four-workers-planning-job-change
3 SilverCloud Covid survey
4 McKinsey.com: https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diverse-employees-are-struggling-the-most-during-covid-19-heres-how-companies-can-respond
5 REBA / AXA. Health Employee Wellbeing Research Report 2021 & 2016

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Does your organisation currently measure workplace wellbeing?

a) Yes

b) No

c) Not sure

What is your organisation's biggest challenge to measuring workplace wellbeing *effectiveness?*

a) It's too early in our strategy to measure results/strategy has changed

b) Lack of time and/or resources available to analyse data

c) Limited data availability

d) Poor/incomplete data quality

e) Difficulty integrating data from various sources

f) We don't have clear KPIs linked to our wellbeing strategy to measure against

g) We don't have any challenges!

Our current measurement landscape

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96%
Organisations use management info to gauge effectiveness of wellbeing initiatives[1]

Metric	Value
Question(s) related to wellbeing initiatives in survey	72
Employee engagement	63
Wellbeing programme participation rates	62
Data from wellbeing benefit product partner(s)	61
Employee absence rates	61
Employee levels of satisfaction with their work experience	57
Causes of employee absence	55
Company-specific workforce demographics	26
Cost of insurance risk	26
Physical health assessments	26
Employee performance levels	25
Mental health assessments	21
ROI	15

20%
Organisations use KPIs to measure and report on the impact of workplace mental health strategies[2]
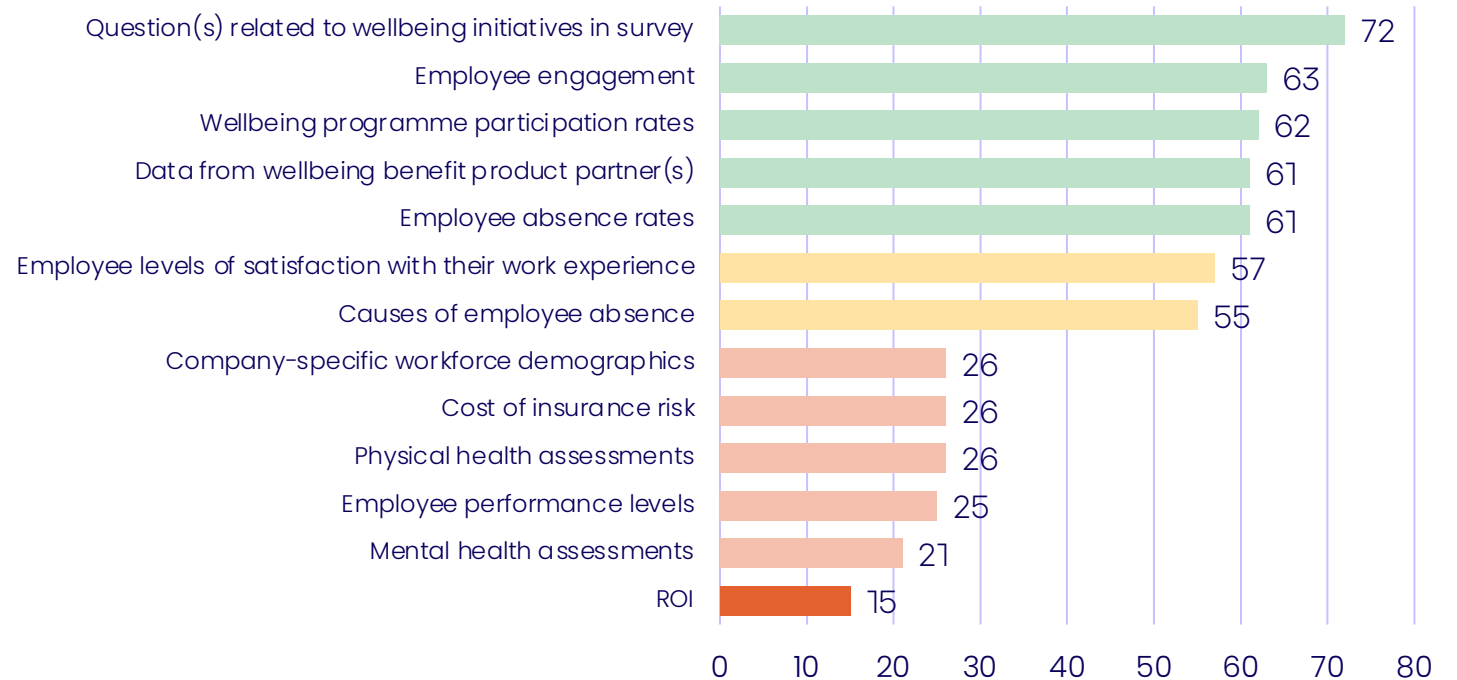
96%
Organisations say they face barriers in measuring the impact of wellbeing[1]

Common barriers
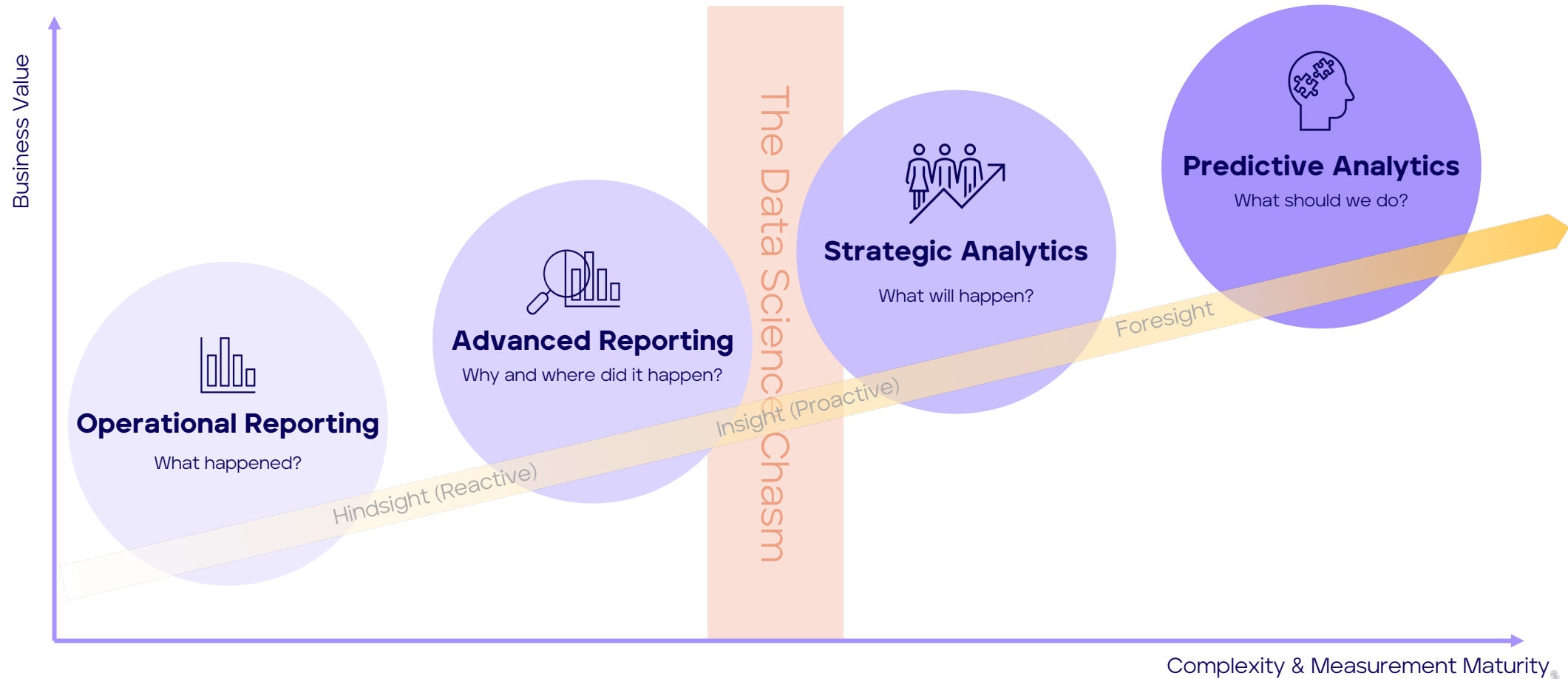
No clear wellbeing strategy/KPIs to measure against	Too early in our strategy to measure results/strategy has changed	Lack of time available to analyze effectiveness	Limited data availability	Poor data quality/ incomplete

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The measurement challenge

Business Value

Operational Reporting
What happened?

Advanced Reporting
Why and where did it happen?

The Data Science Chasm

Strategic Analytics
What will happen?

Predictive Analytics
What should we do?

Hindsight (Reactive)

Insight (Proactive)

Foresight

Complexity & Measurement Maturity

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How would you describe your organisation's approach to measurement?

a) Operational reporting (what happened?)

b) Advanced reporting (why & where did it happen?)

c) Strategic analytics (what will happen?)

d) Predictive analytics (what should we do?)

e) We don't have one as we don't currently measure wellbeing

Why measurement matters

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1 **Assess Mental Health & Wellbeing across the Org**

How 'well' is the workforce? What is our wellbeing baseline? Who do we target?

2 **Understand the 'Why' of Mental Health & Wellbeing**

What is impacting our workforce? What do we target/prioritise? What intervention will be most suitable for our workforce needs?

3 **Evaluate impact and effectiveness of Mental Health & Wellbeing initiatives**

How effective are our efforts? What is the ROI/VOI? What do we continue to invest in?

Potential Sources

Wellbeing Self-report
Awareness/Attitudes/Behaviours/Symptoms

HR & MI Data

Utilisation metrics

Health provider data

Voice of the workforce
(quantitative + qualitative)

Big data

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Building an integrated measurement strategy

Vision & Ambition

- How do we define wellbeing?
- What do we want to know about wellbeing in our business?
- What are the objectives of our measurement strategy?
- What KPIs can we use to measure effectiveness?

Design & plan

- What metrics/data are required and from what sources?
- Who are our stakeholders and how will we align them?
- What is our project plan/approach to project management?
- What are our outputs?

Collect & Explore
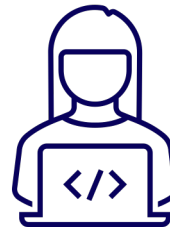
- How do we build trust & openness and ensure compliance with GDPR?
- Timing/frequency of data collection approaches?
- How do we balance quantitative vs. qualitative data gathering techniques?
- What is our approach to scanning vs. deep-diving?

Analysis & Insight

- What analysis techniques will we use?
- Who will conduct analyses?
- What support do we need (internal vs. external)?
- Who else needs to be involved to make sense of the data and inform insights?

Take Action

- What are the key priorities identified?
- What actions need to be taken?
- How do we communicate our results and to whom?
- What are our learnings? How do we improve on our measurement approach?

Measuring workplace mental health & wellbeing: Key considerations

Elizabeth Hampson
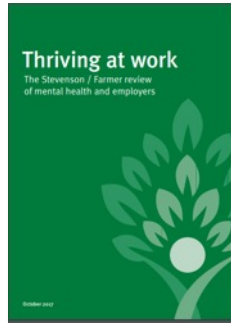Director, Health and Life Sciences Consulting
Deloitte

Deloitte.

Why:
Assess the workforce and create a case for change and investment
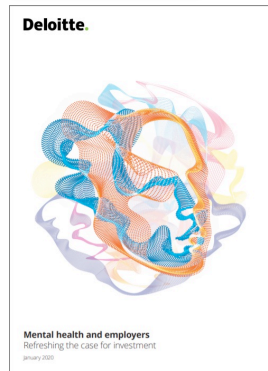
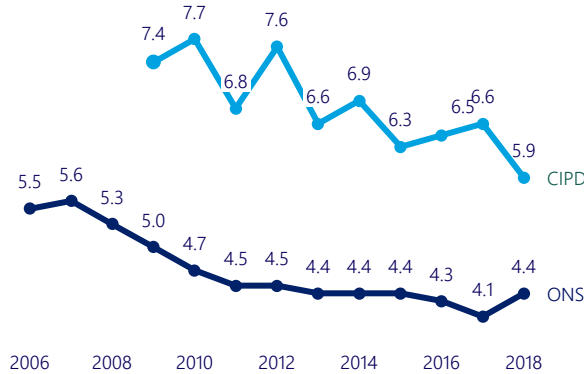**Deloitte.**

2017

2018

2019

2020

Our 2020 case for investment showed a cost to UK business of £42bn - £45bn; COVID will have increased these costs

Absence costs
£7bn

Sickness absence rates have fallen slightly.

Average number of days lost due to sickness per worker

7.4 7.7 6.8 7.6 6.6 6.9 6.3 6.5 6.6 5.9 CIPD

5.5 5.6 5.3 5.0 4.7 4.5 4.5 4.4 4.4 4.4 4.3 4.1 4.4 ONS

2006 2008 2010 2012 2014 2016 2018

+

Presenteeism costs
£27bn - £29bn

Presenteeism has risen.

Absenteeism vs Presenteeism
Average Cost per Year per employee

1,000
Presenteeism
909

384
299 Absenteeism
192

2006 2008 2010 2012 2014 2016 2018 2020

+
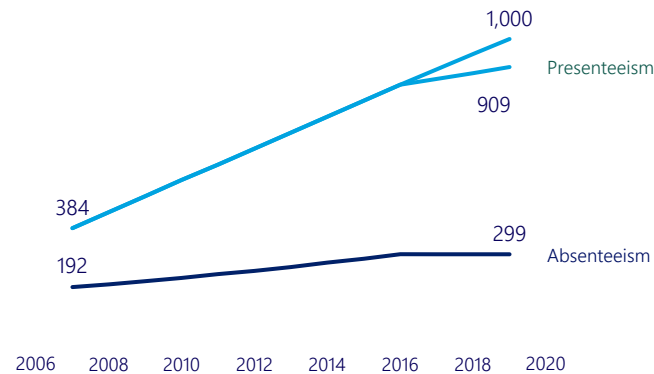
Staff turnover costs
£9bn

Small increase in turnover costs due to poor mental health.

Median rate of labour turnover (%)

16.5%

10.0%

2004 2016

Source: Deloitte deloitte-uk-mental-health-and-employers
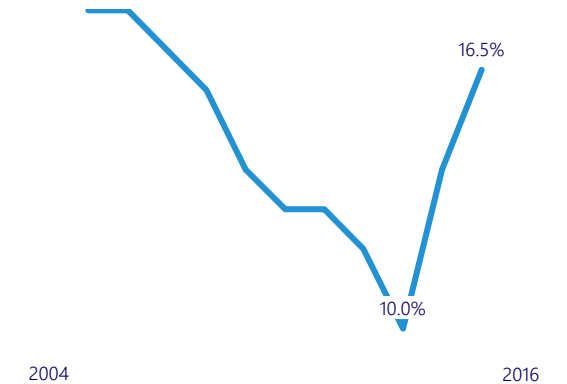
Evaluate:
ROI of workplace mental health interventions is £5 for every £1 invested

Deloitte.

£26.6$_{bn}$ –
£29.3$_{bn}$

£6.8$_{bn}$

£8.6$_{bn}$

Decision to absent   Decision to present

Employee leaves

Young people are disproportionately affected by poor mental health and wellbeing

Leave

In need of help

In need of help

In need of help

Mental health awareness / organisational culture

Proactive mental health support

The employee is now struggling and makes a choice about their relationship with work

Reactive mental health support

Employee stays

Stay and struggle

Thriving

Thriving

Thriving

An employee is in good health

A health, life or work event impacts the employee

Average ROI: 5:1

Average ROI: 3:1

Stay and thrive

Average ROI: 6:1

Employers should focus on awareness raising and training activities for better employee outcomes

Key:

Employee stages

Employer stages

Source: Deloitte deloitte-uk-mental-health-and-employers
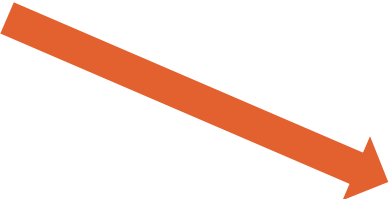
Evaluate:

Understand the interventions that have the best impacts for individuals and provide the best returns for employers

Deloitte.

Which interventions provide the highest returns for employers?
1. The **stage at which the** intervention is offered
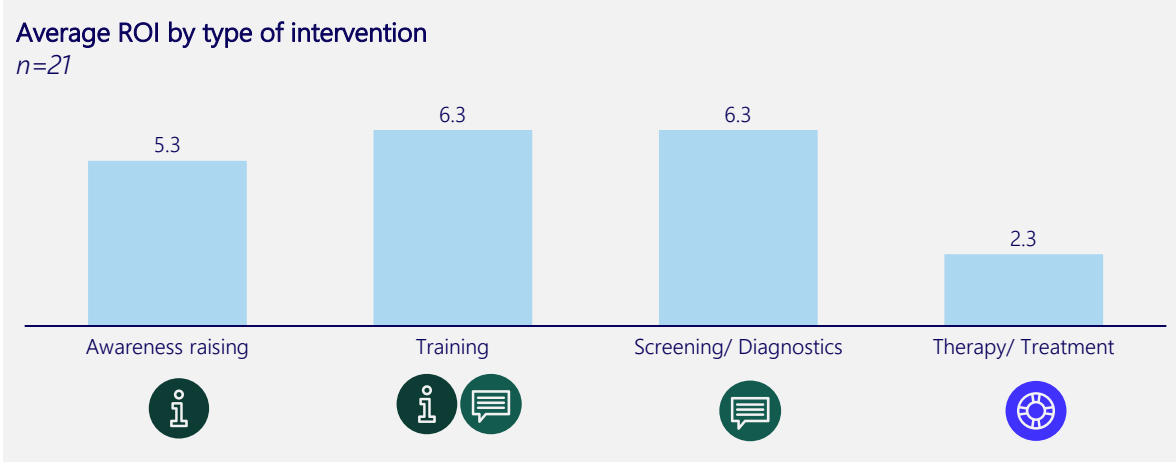2. The **type of intervention** offered
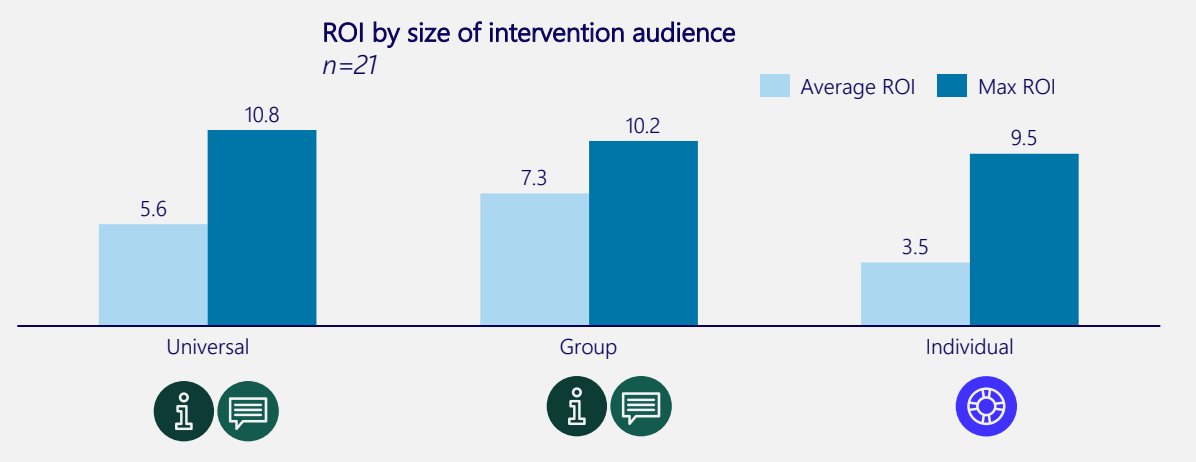3. The **size of the recipient group**

Average ROI: **6:1** — Mental health awareness / organisational culture

Average ROI: **5:1** — Proactive mental health support e.g. workshops, coaching

Average ROI: **3:1** — Reactive mental health support e.g. therapy

ROI by size of intervention audience
n=21

Average ROI | Max ROI

	Universal	Group	Individual
Average ROI	5.6	7.3	3.5
Max ROI	10.8	10.2	9.5

Average ROI by type of intervention
n=21

Awareness raising	Training	Screening/ Diagnostics	Therapy/ Treatment
5.3	6.3	6.3	2.3

From our research, universal and targeted group interventions produce the greatest return on investment.

Reactive interventions, once an employee is in need of concentrated individual support, while valuable, provide the lowest overall return on investment.
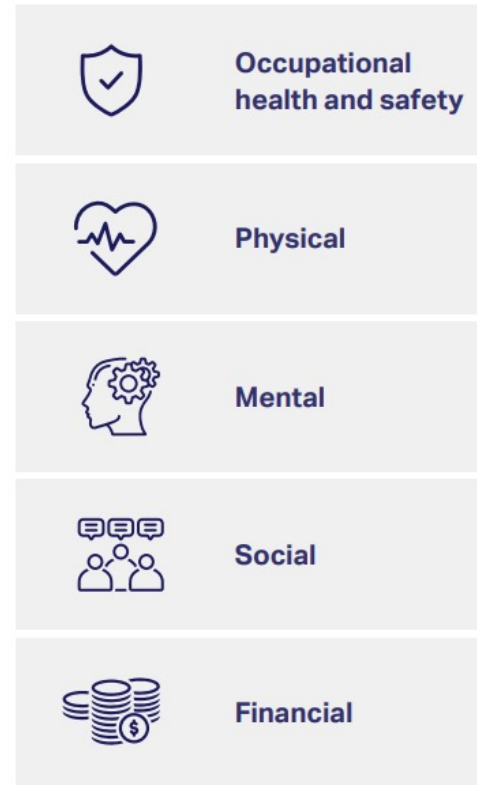
What:
Our recent work in Employee Health & Wellbeing

Deloitte.

Employers are well-positioned to foster five dimensions of human health... consider more than Mental Health datapoints

Healthy people, healthy business
Embedding a culture of employee health and wellbeing

Deloitte.

- Occupational health and safety
- Physical
- Mental
- Social
- Financial

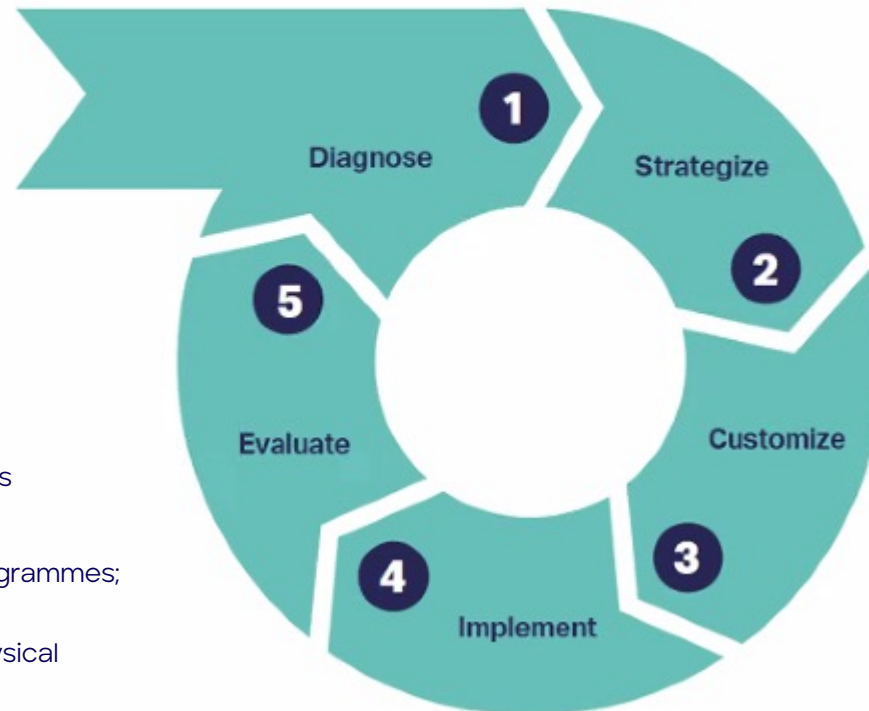|	Examples of quantitative indicators	Examples of qualitative indicators
Occupational / Safety	• Accident, injury and mortality rates • Absence rate • Compensation claims • Environmental quality results • Pandemic or emergency readiness	• Feelings of safety, distress • Level of alertness and fatigue • Confidence in workplace protections
Physical	• Absenteeism and presenteeism (e.g. productivity levels) • Access to quality healthcare • Level of physical activity • Prevalence of chronic disease and MSK • Symptoms and comorbidities	• Feeling of empowerment to be healthy • Access to healthier choices e.g. food options, exercise, etc. • Intention action gap to make healthier choices • Energy and comfort levels
Mental	• Absenteeism and presenteeism (e.g. productivity levels) • Usage of EAP / digital health • Prevalence of mental health illness • # of workers with flexible arrangements • Feelings of psychological safety (ability to speak up)	• Feelings of self and confidence • Happiness and overall life satisfaction • Stress and anxiety levels, burnout • Engagement at work levels • Use of leisure time
Social	• Aspects of psychological safety • Level of participation in non-work-related activities e.g. volunteering, after work events, social groups	• Level of isolation and feeling supported • Quality and nature of interactions and interpersonal relationships • Perceptions of connectedness to community
Financial	• Usage of employee loans, level of financial security • Planned vs. actual pension and retirement	• Feelings of financial security and optimism in the future
Other	• Employee turnover (and reasons)	• Employee engagement surveys and attitudes

Key considerations for measurement

Deloitte.

Core steps for organizations to progress along the health and wellbeing journey

Build the baseline on the issue:

- HR and management information
- Self-reported surveys on experience and behaviours
- Excessive workloads, utilisation;
- Worker attitudes on wellbeing e.g. lack of autonomy, leadership communications
- Healthcare usage; disease prevalence

- ROI – outcomes tracking and realised costs
- Employee perceptions of support
- Outcome success overall and by core programmes; by employee group
- Impact on other areas health & safety, physical health, engagement etc

1 Diagnose
2 Strategize
3 Customize
4 Implement
5 Evaluate

- Benchmark internally (across regions/ teams etc.) and if possible externally to identify red flags/ gaps
- Balance of GDPR, trust and openness – may be different across ages, employee demographics
- Data / aggregate on what good looks like for different employee groups
- Understand the drivers and strategize action to reduce them

- Learn the range of preferences for support e.g. digital versus in person changes by age-group
- Ensure support is appropriate for and accessible for young people; key workers; at risk groups
- Consider whether increasing financial literacy and providing financial support it appropriate for the organisation

- Listen for perceptions of the programme
- Understand your target employee population, is it reaching them
- Watch for unintended consequences
- Regular KPI tracking

Case Study from Vita Health Group

Jacy Okrah
Corporate Psychological Therapies Service
Deputy Clinical Lead
Vita Health Group

Who we are and what we do

Musculoskeletal

Mental Health

Preventative Health Solutions
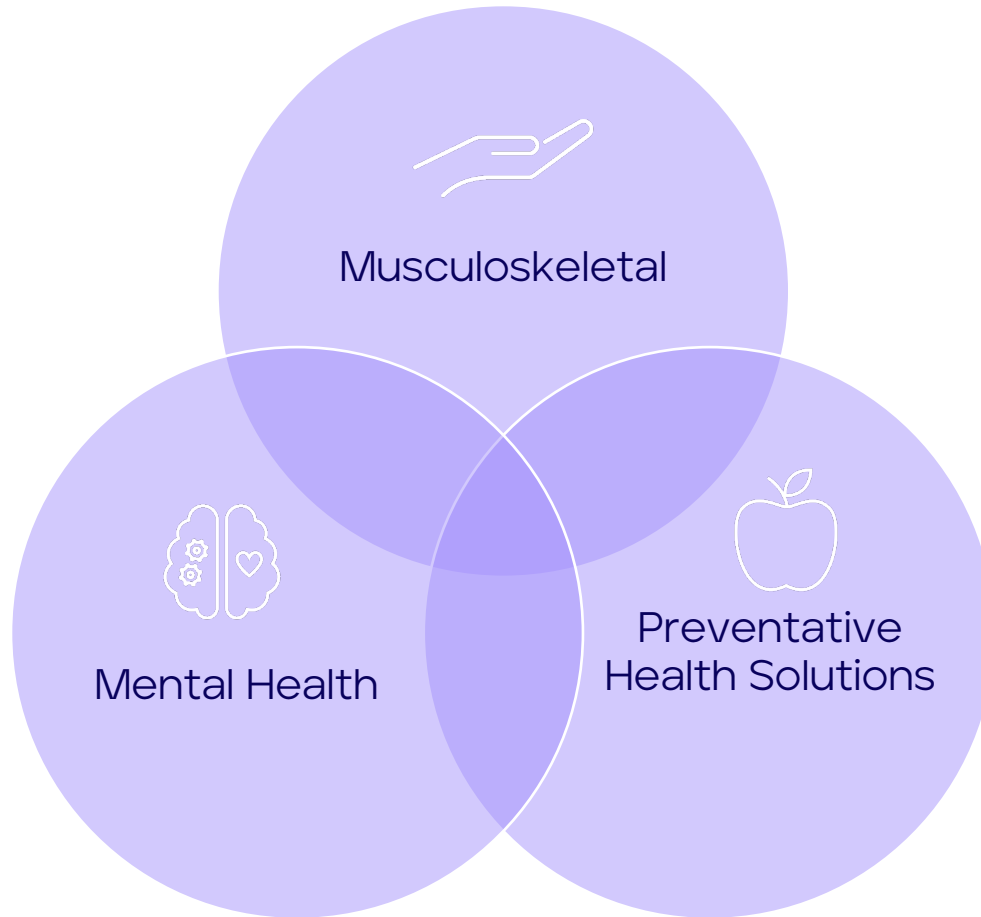
- Leading private UK healthcare provider.

- Dedicated to **making people better**, by providing **integrated physical and mental health** services to employers/insurers, the NHS and private patients.

- Framework of our Psychological Therapy Service –

  - ✓ stepped care model
  - ✓ evidence-based treatment
  - ✓ in line with NICE guidance

- USP is a **partnership approach to supporting employees** in the workplace;

  - ✓ insights at an appropriate anonymized level
  - ✓ proactive management of wellbeing

How we work with an occupational focus

What we measure

- Work Status

- Demographics (incl work department)

- Triggers and if it is related to work (HSE standards on stress)

- Diagnosis

- MDS (including impact on work and social)

- Quality assurance/feedback about services provided eg. NPS/survey

Insights Provided

- Address the mental health problem and the wider impact on everyday life including work
- Provide a brief management plan
- Risks (corporate risk, risk to self and others and from others)
- Quarterly reports: Trends in referrals
  - Utilization of service: assessments vs treatment engagement
  - Work status – return to work
  - Triggers: if work related or personal
  - Recovery vs onward referrals
- Additional Occupational focus support e.g.,
  - Reasonable workplace adjustments
  - Return to work
  - Training on Trauma
  - Mental Health awareness training for managers, employees (Mental Health Advocates)
  - Psycho-educational resources, video bites
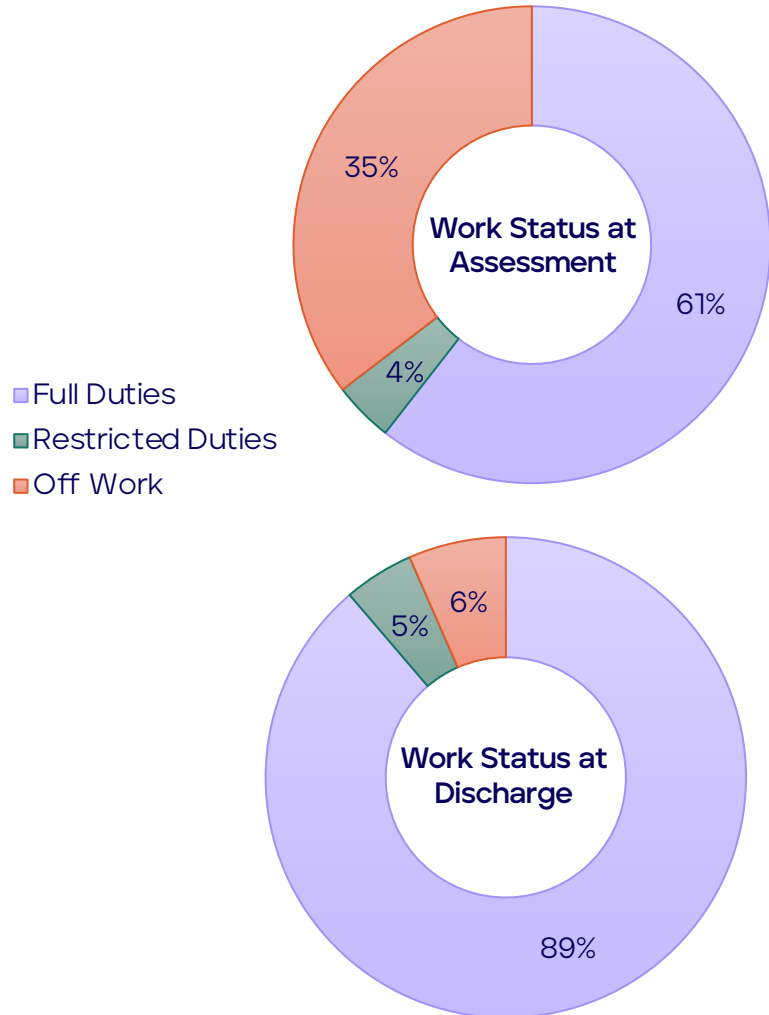
Benefits and challenges

Benefits

- Increased **accessibility**

- **Promotes mental health** in the workplace and **reduces stigma**

- Improved **mental health and retention** of the employee

- **Shared insights aids proactivity** in addressing issues (e.g. with onset of COVID and we worked with one of our largest customer to facilitate training for parents in supporting their own mental health and that of their children)

- **In collaboration with work**, work duties may be reduced, and additional measures put in place
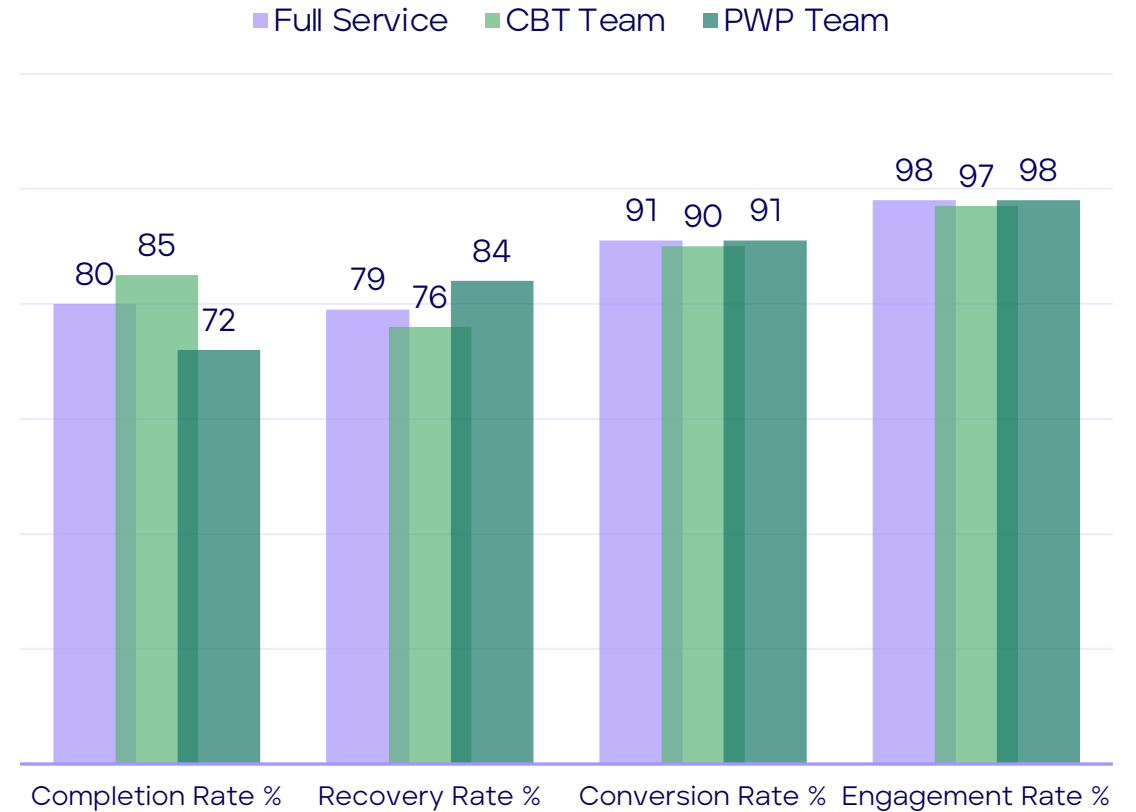
Challenges

- Similar to NHS sometimes people are **resistant to engaging with therapy** as they feel it is **part of the system/process (PIP)**

- Customer management
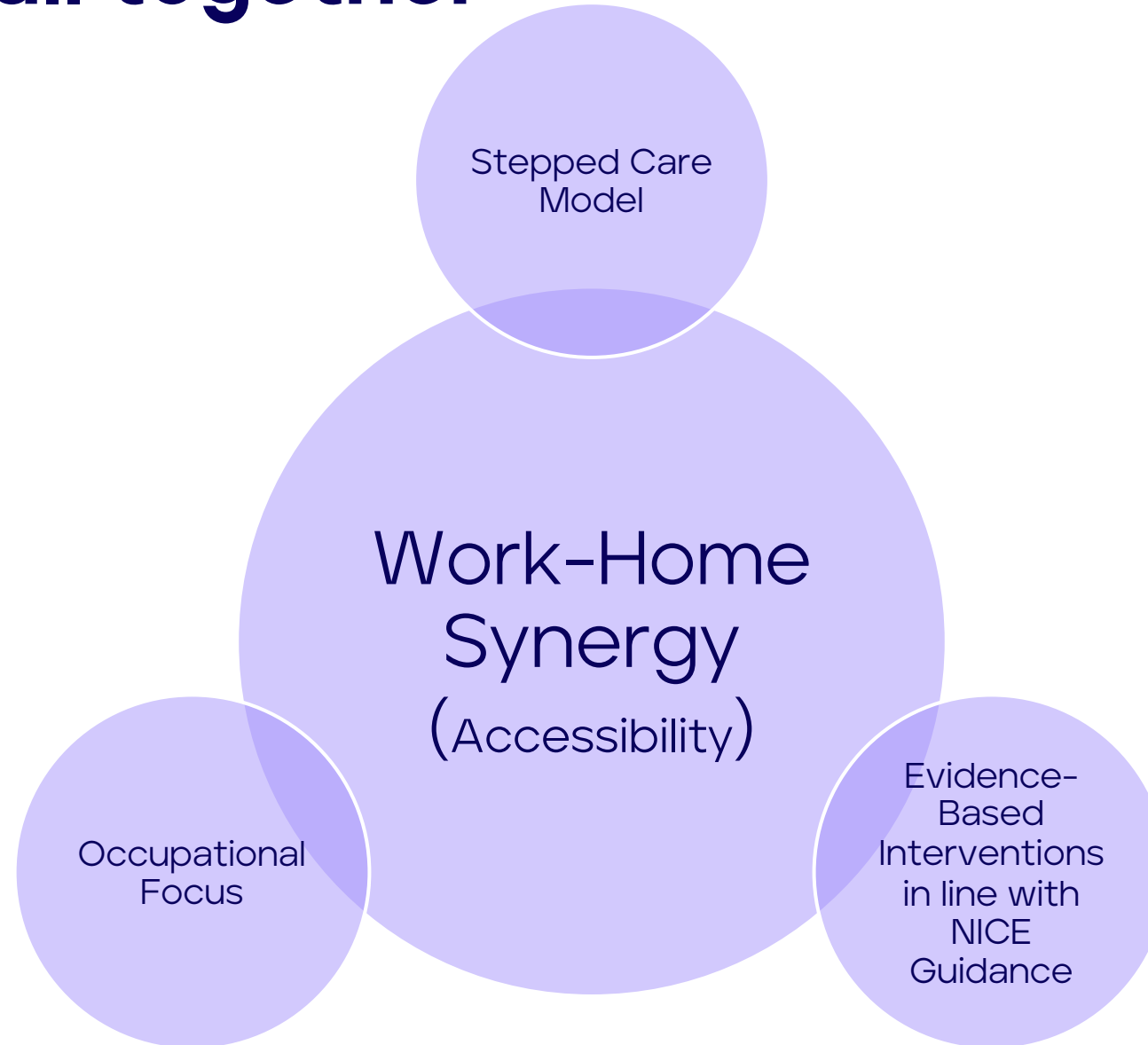
Our Key Performance Indicators

Return to work

KPIs

Work Status at Assessment
- 61% Full Duties
- 35% Off Work
- 4% Restricted Duties

Legend:
- Full Duties
- Restricted Duties
- Off Work

Work Status at Discharge
- 89% Full Duties
- 5% Restricted Duties
- 6% Off Work

KPIs chart:
- Full Service
- CBT Team
- PWP Team

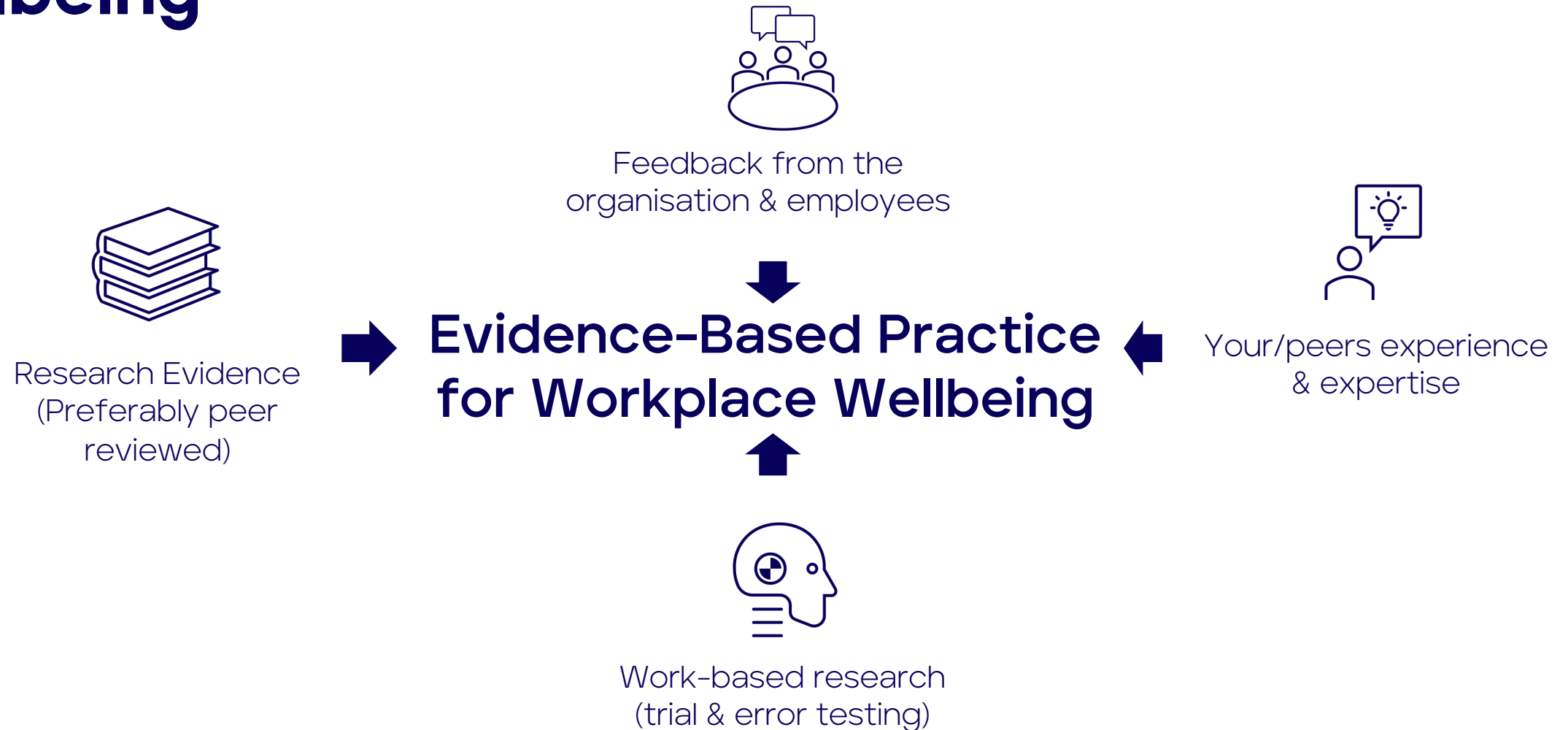|	Completion Rate %	Recovery Rate %	Conversion Rate %	Engagement Rate %
Full Service	80	79	91	98
CBT Team	85	76	90	97
PWP Team	72	84	91	98

Bringing it all together

A look into the future – The importance of evidence-based practice & leveraging big data

Dr Jorge Palacios, MD, PhD
Senior Digital Health Scientist
SilverCloud Health

Evidence-based practice for Workplace Wellbeing

Feedback from the organisation & employees

Research Evidence (Preferably peer reviewed)

Evidence-Based Practice for Workplace Wellbeing

Your/peers experience & expertise

Work-based research (trial & error testing)

Considerations when evaluating which solutions to invest in

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Is there direct evidence supporting the actual product?

Has this evidence been published in a peer-reviewed journal (vs. sponsored research/whitepapers)?

Has a robust clinical trial, such as an RCT, been conducted to generate the evidence?

Are the study participants representative of the real world end-user for the product?

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Research matters.

80,000+
Participants across all our real-world studies

20+
active research projects

SilverCloud

50+
peer-reviewed research papers

20+
Years of research heritage

50+
Presentations at international academic conferences

Leveraging big data: Finding the signal amidst the noise

SilverCloud

SilverCloud collects millions of unique interactions from hundreds of thousands of users

Some data is related to clinical symptoms

Some data is related to usage and engagement with the programmes

Some data relates to supporter messaging and feedback
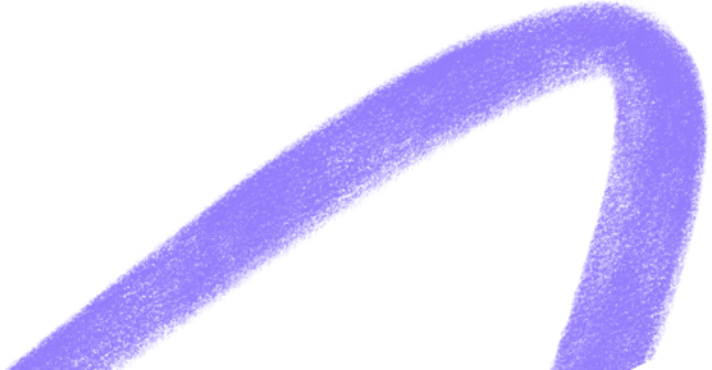
How do you put it all together to tell a story?

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Leveraging big data through strong collaborations

Project Talia – AI for Improved Mental Health

Key takeaways

- Measuring workplace wellbeing is critical to building an insights-driven wellbeing strategy and building the ongoing case for investment

- Partnering with health providers is a valuable avenue in uncovering workforce insights

- Evidence-based practice is not just for health practitioners - it ensures we focus on what matters when deciding on courses of action for the organisation

- Big data is the next big thing in measuring mental health and wellbeing – watch this space!

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Thank You!

Q & A

We're happy to answer your questions

...and eager to hear your thoughts/insights!

✉ ukcustomersuccess@silvercloudhealth.com

SilverCloud