INTEGRATING PSYCHOLOGICAL INJURY MANAGEMENT INTO YOUR SAFETY & WELLNESS PROGRAM – A Case Study

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TOMORROW IS THE MANDATORY MEETING ON EMPLOYEE HEALTH AND WELL-BEING.

THE MEETING STARTS AT 6 A.M., SO IT WILL INTERFERE WITH YOUR SLEEP AND NOT YOUR WORK.

DOESN'T THAT SEND A MESSAGE THAT WORK IS MORE IMPORTANT THAN HEALTH?

I HOPE SO. THAT'S THE THEME OF THE MEETING.

HEALTHY EMPLOYEES ARE UNPRODUCTIVE.

THEY'RE ALWAYS EXERCISING OR EATING FRUIT WHEN THEY SHOULD BE WORKING.

WE PREFER EMPLOYEES WHO WORK HARD AND DIE BEFORE THEIR PENSIONS START PAYING OUT.

SUDDENLY I FEEL SICK. RIGHT ON SCHEDULE!

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By having a workplace wellness program in place you will be investing in human capital not just human labour. This will ultimately add to your triple bottom line whilst creating a positive organisational reputation.
Work ethic in Australia – recent findings

A recent study performed by The Australia Institute identified that 50% of Australians were suffering from time pressure, with overwork preventing employees from being healthy and spending time with their families.

• 61% of Australians working overtime were prevented from spending enough time with their families.
• 58% of those working overtime said work had stopped them exercising.
• 35% reported being too busy to eat healthy.
• 20% were unable to walk or cycle to work because of job commitments.

In addition to the lifestyle effects, the study also found that:
• 27% of employees were too busy to go to the Doctors even though they were sick.
• 44% admitted to avoiding Doctor appointments due to lack of time.
Occupational Health Injury Statistics in Australia – 09/10

640,700 people experienced a work-related injury or illness in 2009-10*

Of those:

• 90% (578,500) were employees in the job where they experienced the injury or illness;
• 10% (62,200) were owner managers;
• 28% (180,000) were working under shift arrangements; and
• 82% (522,400) had received occupational health and safety training in the job prior to their work-related injury or illness occurring.

* Aust Bureau Statistics - 6324.0 - Work-Related Injuries, Australia, 2009-10

Although not the most common type of workplace injury claim, mental health issues do impact workplaces. On average, every full-time employee with untreated depression costs an organisation $9,665 per year.

Each employee with depression will, on average, take three to four days off work per month which is equivalent to over six million days lost each year in Australia (Beyond Blue 2010)
Cost of Workplace Stress Claims

- Stress claims cost twice as much as other claims and are second in cost only to fractured vertebral columns.

- Stress related claims have increased by nearly 60% since 2000

- Stress claims are now the third most common disease resulting in serious claims after disorders of spinal vertebrae and MSD.

- *Workplace stress is a concern for both employees and employers, with national and international statistics showing the prevalence has grown steadily over recent years.*
Health statistics – Mental Health

• One out of every five Australians [about 20%] will experience some form of mental illness each year. Three out of every ten [about 3 %] will be seriously affected.

• Depression and anxiety are the most prevalent mental disorders experienced by Australians. Depression alone is predicted to be one of the world’s largest health problems by 2020.

• Mental illness costs Australian workplaces billions of dollars in lost productivity and absenteeism, often because people with conditions like depression and bipolar disorder are forced to hide their illness to avoid stigma and discrimination.

Each year, undiagnosed depression in the workplace costs $4.3 billion in lost productivity and this excludes Workcover/insurance claims, part-time or casual employees, retrenchment, recruitment and training.
The days of employee health and wellbeing being considered purely a personal responsibility have passed. The health of our workforce directly impacts productivity and therefore the bottom line.

- Workplace stress is costing the Australian economy $14.81 billion a year or 3.2 days per worker per year. (Medibank Private 2008)

- In addition, productivity loss due to physical inactivity equates to 1.8 working days per person, per year with a total economic cost of $13 million. (KPMG Econtech 2008)

- The results of our national health assessments at KPMG found we match the Australian health average which means we are at risk of losing $7.3 million or 5 days productivity per person, per year.

- Exit interview results are also important indicator if people are leaving because of a perceived lack of work life balance or wellbeing

**THE CONSEQUENCES ARE COSTLY & POTENTIALLY A REPUTATIONAL RISK**
Integrating Psychological Wellness Strategies into your OHS Program

• Don’t reinvent the wheel – if you already have an OHS Program in place then link your Psychological wellness strategy into this by:

  • Identify psychological hazards, assess the risks to your organisation & implement controls
  • Writing a preventative policy or procedure which identifies how your organisation will manage psychological illnesses and resources
  • Link this procedure to your OHSMS documentation and EAP program
  • Ensure that your incident reporting and investigation guidelines include training in investigation of psychological injuries
  • Include awareness training for your managers in your OHS training plan
  • Ensure that performance review training includes signs and symptoms of occupational stress
Poor Physical Health Impacts Mental Health

- There is no doubt that poor physical health impacts on the state of our psychological health, amongst other things
- Therefore it is imperative to identify that status of the health of your employees to be successful in implementing intervention strategies – just like you would with other OHS risks in your business.

**Organisational Intervention Strategies**

Intervention strategies should be structured under a 3 tiered approach

1. Primary
2. Secondary
3. Tertiary
Primary Interventions

*Primary interventions aim to prevent workplace stress by addressing organisational culture, structures, systems and practices, such as:*

- Policy and procedure development (e.g., OHS, no bullying policy)
- Conduct employee opinion and culture surveys, and focus groups (to identify pertinent issues)
- Personnel selection and recruitment strategies (e.g., try to best match skills and personality to the job)
- Identify hazards and risk factors, control the risks
- Flexible work options
- Open and honest performance review processes
- Clear and realistic goal setting
- Opportunities to enhance demand and control of one’s work
Secondary & Tertiary Interventions

Secondary interventions are more focused at an individual level, and aim to educate and equip employees with various skills:

- Stress management, work-life balance training, etc.,
- Skills training / workshops (e.g., time management, assertiveness and conflict resolution skills)
- Links to external specialists and treatment options – Beyond blue, COPE etc

Tertiary interventions are focused on treatment and resolution:

- RTW management
- Employee Assistance Program (e.g., counselling & coaching)
- Occupational Rehabilitation (e.g., RTW)
- Mediation / conflict resolution services
- Psychological counselling / therapy
- Investigation / resolution procedures
- Mental Health First aid
Case Study of managing psychological risks at KPMG Australia

KPMG Australia are a professional services firm employing 4,800+ people nationally

Employment

• We employ 400+ new graduates every year (Generation Y)
• We actively seek to engage lateral hires (Usually Generation X or Baby Boomers)
• Our Partnership of over 400+ are involved in all funding and program decisions within the Firm
• We have won awards for flexible employment options and have a strong commitment to developing women in leadership roles

Occupations

• We employ auditors, risk managers, accountants, legal and other business professionals who are primarily client facing or working on client projects
• We also have a large work force who are non client facing and offer support services
How Healthy Are Your People – Various measurements tools are readily available – We used....

• Health risk assessments – on line program measuring holistic health data
• WorkSafe work health checks
• Partner Health assessment aggregate data
• EAP utilisation rates and reasons for assistance
• Employee survey’s

• Turn over rates
• Absenteeism
• Workers compensation & Injury statistics
• Resilience Survey – using the DASS21
• Life Optimism Questionnaire
• Global people survey’s

Interesting Results were obtained which were consistent with research data on the average health of the Australian Population.

KPMG had high risks in areas of stress/ mental illness, physical inactivity, poor diet & nutrition and other modifiable lifestyle diseases
### KPMG Wellness Matrix Evaluation

<table>
<thead>
<tr>
<th>Behavioural Risk Factors</th>
<th>Diet</th>
<th>Fitness</th>
<th>Smoking</th>
<th>Stress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cholesterol level</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Blood Pressure</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Waist/hip ratio</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Body Mass Index</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Formal Exercise</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alcohol intake</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Food Variety</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Saturated fat intake</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Smoking</td>
<td></td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Stress coping levels</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Sleep quality</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Readiness for change</td>
<td></td>
<td>x</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Regular Health Screening</td>
<td></td>
<td>x</td>
<td></td>
<td>x</td>
</tr>
</tbody>
</table>

**Colour Key**

- **Acceptable**
- **Of concern**
- **At risk**

**Not as bad as I had hoped – no red areas but still considerable areas of concern which all impact on mental health**
Results Obtained by Completion of the DASS21 Survey on Stress, Anxiety and Depression following Resilience Workshops.

**Depression Scores - DASS21 Results**

- Normal: 52%
- Mild: 19%
- Moderate: 15%
- Severe: 11%
- Extremely: 3%

**Anxiety Scores - DASS21 Results**

- Normal: 52%
- Mild: 10%
- Moderate: 16%
- Severe: 9%
- Extremely: 13%
High percentage of employees who identified they are “stressed”
Data Analysis by Category – Workplace Stress

• 45% of KPMG respondents fall within the concerning to high risk category for stress

Of this 38% results indicate a strong bias towards our female population who are not coping well with stress

• This is a major area of concern as the links between stress, anxiety and depression is significant but most importantly identifiable and reversible.

Stress over long periods can lead to social, work and health problems. Strong links exist between these conditions and lost productivity and claim costs.

We used this information as a major driver of the importance of implementing our psychological awareness program.
The Program – Define the essential elements

• Through feedback from internal focus groups and research, Wellbeing was recognised as more than just the absence of ill health. Wellbeing needed to encompass 5 essential elements including:
  • Financial wellbeing
  • Physical health
  • Emotional health & wellbeing
  • Workplace safety (Early Intervention)
  • Community / relationships / Career

This ideal was based on wellbeing research of Tom Roth – USA expert on achieving wellbeing (Gallop)

To be successful we also had to consider how to motivate the individual, the effects a poor work life balance has on family and social relationships and the importance of a fulfilling career
KPMG’s Emotional Health Preventative Intervention Strategy

- Embedded into our “KPMG A Healthy YOU” Safety & Wellness Program and linked to our strategic
- Focus group identified key operational risk areas and assisted in the development of the interventions
- Mental Health Awareness Policy developed and made public on the intranet and linked to our OHS management system documentation
- Mental health first aid training program and resources launched – fully endorsed by a senior partner
- Resilience and Optimism skills training program incorporated into our Business school under the “developing self” program. – delivered as part of our EAP contract
- Health Coaching program

KPMG have expanded our existing Employee Assistance Program (EAP) to include:

- Training linked to our MHFA program
- Employee assistance
- Manager assistance
- Financial assistance
- Resilience coaching program
- Optimism workshops
Speaking of mental health…more than ever before it’s an area of concern

• Mental health has been a difficult topic to discuss in the workplace but with societal attitudes changing we have an opportunity to make a difference for the benefit of our people

• Each mental health compensation case costs around $330k per year for three years.

• Given the research data of our industry group, KPMG are in a high risk category for our people to develop mental illness

• We took the initiative to be proactive and implement our mental health first aid program to compliment our other strategies

• This is what we are doing in this space…
We’re reducing risk in our workplace through a practical program of mental health first aid

‘Mental Health First Aid’ is an award winning training program providing practical skills to support someone who is in a mental health crisis or developing a mental disorder.

What does it involve?

• a 12-hour course helping people understand the indicators of mental health issues and how to provide support
• like physical first aid programs, participants are accredited as first aiders in mental health. These skills can be applied within the workplace, home or community setting.
• topics covered include – depression, anxiety, suicide, psychosis, drug misuse and aggression
• We link this training with our performance review process and “things to watch out for”

A significant number of the PPC team are now accredited and available as a first point of contact across the firm and this course is now being targeted at the leadership level.

1 in 3 Australians will experience a mental health issue
Building resilient employees

- Resilience is a skill which is developed – not inherently born with it
- When people understand what resilience is and how to think optimistically it transpires in all that they do.
- We already had a comprehensive EAP program in place but it was under utilised so
- EAP providers were asked to assist us in increasing utilisation rates by offering resilience training via skills building workshops which are followed by 3 confidential 1:1 resilience coaching sessions for all participants.

**Improvement in Anxiety perception before and after training**

<table>
<thead>
<tr>
<th>Severity</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal</td>
<td>4%</td>
<td>56%</td>
</tr>
<tr>
<td>Mild</td>
<td>10%</td>
<td>23%</td>
</tr>
<tr>
<td>Moderate</td>
<td>9%</td>
<td>16%</td>
</tr>
<tr>
<td>Severe</td>
<td>4%</td>
<td>9%</td>
</tr>
<tr>
<td>Extremely</td>
<td>8%</td>
<td>13%</td>
</tr>
</tbody>
</table>

**Improvement in Stress perception before and after training**

<table>
<thead>
<tr>
<th>Severity</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal</td>
<td>3%</td>
<td>34%</td>
</tr>
<tr>
<td>Mild</td>
<td>11%</td>
<td>26%</td>
</tr>
<tr>
<td>Moderate</td>
<td>7%</td>
<td>20%</td>
</tr>
<tr>
<td>Severe</td>
<td>1%</td>
<td>19%</td>
</tr>
<tr>
<td>Extremely</td>
<td>1%</td>
<td>6%</td>
</tr>
</tbody>
</table>
## EAP Return on Investment

### 1. Cost without an EAP

<table>
<thead>
<tr>
<th>Description</th>
<th>Enter # of employees</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees in your company</td>
<td></td>
<td>5000</td>
</tr>
<tr>
<td>Number of troubled employees (assumes 10% of employees are distressed)</td>
<td></td>
<td>0.1</td>
</tr>
<tr>
<td>Average annual wage of employees (including benefits)</td>
<td></td>
<td>$65,000</td>
</tr>
<tr>
<td>Annual wages to troubled employees</td>
<td></td>
<td>$32,500,000</td>
</tr>
<tr>
<td>Cost of reduced productivity without an EAP (assume 20% productivity loss)</td>
<td></td>
<td>0.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$6,500,000</td>
</tr>
</tbody>
</table>

### 2. Cost with EAP

<table>
<thead>
<tr>
<th>Description</th>
<th>Enter # of employees</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of troubled employees who contact EAP (using a utilization estimate of 6.0%)*</td>
<td>0.06</td>
<td>300</td>
</tr>
<tr>
<td>Number of troubled employees who contact EAP and reach goal (assumes 65%)</td>
<td></td>
<td>0.65</td>
</tr>
<tr>
<td>Savings in reduction of lost productivity by returning distressed staff to full productivity (assumes 20% productivity loss)(^1)</td>
<td></td>
<td>0.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$2,535,000</td>
</tr>
<tr>
<td>Annual EAP cost (3 session assessment and referral model)**</td>
<td></td>
<td>$90,000</td>
</tr>
<tr>
<td>Cost of reduced productivity with an EAP(^2)</td>
<td></td>
<td>$4,055,000</td>
</tr>
</tbody>
</table>

### 3. Savings with an EAP

| Description                                                                 |                      | $2,445,000       |
|                                                                              |                      |                  |
Case Study Example – More than just EAP

Senior Executive who suffered a mental health issue & has poor physical health

- Workcover insurer estimates a stress related claim will cost $130,000 pa
- Costs of treating a person with a heart condition (non symptomatic) $15,000

KPMG Early Intervention

- Health Assessment – stress assessment and physical $980
- Health Coaching – once a month for 12 months $2200
- Gym membership & personal training 12 months $1500
- EAP Counselling services $800
- Occupational Rehabilitation $900
- Dietician $500

**Total Investment** $6880

Dollar savings (not including sick leave & productivity) $8,120

Many additional significant benefits other than monetary to both the employee and the employer
The lessons learnt from developing our psychological wellness program so far include........

- Measure your return on investment and results of the program frequently
- Remaining flexible in your approach - what we first thought to be effective may not work
- Capitalise on our existing partnerships to provide cost effective programs and resources – EAP providers
- Encourage engagement and measuring of performance and participation and base your programs on relevant research and statistics - keep it real and support your business case and goals
- Identifying internal champions who act as advocates in promoting the benefits of your program nationally – preferably at the senior level
- Explore different ideas – e.g.: lunchtime seminars may be a thing of the past due to increasing job demands
- Consider multiple channels to reach all audiences including new media – facebook, share point, SMS
- Regularly assess the program to ensure success and growth
- Obtain buy-in and support from your leadership group – lead by example
Reap the benefits of investing in your HUMAN CAPITAL

• Research indicates unconditionally, that investing in your employees wellbeing will provide an organisation with positive financial and productivity benefits

• Ensure the wellbeing program has a multi-faceted approach and relevant to the health of your workplace and risks and also includes:
  • buy in from the leadership group
  • Accessibility for all
  • Meets best practice
  • Uses a range of media
  • Is measured regularly & reported against and
  • Is FUN!!

A strategically implemented wellbeing program will enable you to invest in Human Capital not simply human labour
The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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