



**SAMHSA's Resource Center to Promote  
A D S  
Acceptance, Dignity and Social Inclusion  
Associated with Mental Health**

# Promoting Acceptance and Social Inclusion for People with Mental Health Problems in the Workplace

**January 27, 2009**



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES  
Substance Abuse and Mental Health Services Administration  
Center for Mental Health Services  
[www.samhsa.gov](http://www.samhsa.gov)

[www.promoteacceptance.samhsa.gov](http://www.promoteacceptance.samhsa.gov)



## Contact Us

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11420 Rockville Pike  
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E-mail:

**[promoteacceptance@samhsa.hhs.gov](mailto:promoteacceptance@samhsa.hhs.gov)**

The Moderator for this call is **Michelle Hicks**.



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## Disclaimer

***The views expressed in this training event do not necessarily represent the views, policies, and positions of the Center for Mental Health Services, Substance Abuse and Mental Health Services Administration, or the U.S. Department of Health and Human Services.***





## Questions?

At the end of the speaker presentations, you will be able to ask questions. You may submit your question by pressing '\*1' on your telephone keypad. You will enter a queue and be allowed to ask your question in the order in which it was received. On hearing the conference operator announce your name, you may proceed with your question.



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# Speakers

## **Beth Loy, Ph.D., Principal Consultant, Job Accommodation Network**

Dr. Loy is a Principal Consultant with the Job Accommodation Network (JAN). In this capacity, she leads JAN's external evaluation process and internal continuous improvement process, providing leadership to JAN's teams of service delivery and information systems. This includes JAN's outreach and education, training programs, and Website development. Beth is a national researcher and speaker in the disability field and has a Ph.D. in Resource Economics with a specialization in social policy. At JAN, she provides research, writing, and statistics support regarding accommodation benefits and costs and the economic impact of the Americans with Disabilities Act (ADA).

Beth presents several national trainings throughout the United States and she also works as an adjunct assistant professor for West Virginia University. Beth also teaches graduate and doctorate level introductory courses on statistics, advanced statistics, and research methods for West Virginia University.





# Speakers

## Clare Miller, Director, Partnership for Workplace Mental Health

Clare Miller serves as the Director of the Partnership for Workplace Mental Health, a program of the American Psychiatric Foundation which advances effective employer approaches to mental health by combining the knowledge and experience of the American Psychiatric Association and its employer partners. Learn more at [www.workplacementalhealth.org](http://www.workplacementalhealth.org).

Prior to joining the Partnership, Clare was Manager of the Center for Prevention and Health Services at the National Business Group on Health (formerly the Washington Business Group on Health), a membership group representing large employers. Before that, Clare was Director for Public Policy at Mental Health America (formerly the National Mental Health Association), a national advocacy organization focused on improving the lives of people with mental illnesses.

Clare received a Bachelor of Arts degree from Salisbury University in Maryland.



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# Speakers

## **Nicole M. Clevenger, Consultant and Trainer, Ohio Supported Employment Coordinating Center of Excellence**

Nicole M. Clevenger, BFA, is a Consultant and Trainer for the Ohio Supported Employment Coordinating Center of Excellence (Ohio SE CCOE). Currently, she assists mental health centers in evidence-based Supported Employment implementation through on-site training, consultation, and fidelity reviews. Nicole is also working on an Ohio Department of Mental Health (ODMH) sponsored collaborative initiative with peer centers/Consumer-Operated services in Ohio to help increase employment for people living with severe mental illness. Through her work at the CCOE, Nicole has written several articles and assisted in production of an audio resource describing her personal back-to-work story.

In addition, Nicole serves on the Ohio Supported Employment Advisory Committee as well as the Johnson & Johnson-Dartmouth Community Mental Health Program Advisory Board. She received her bachelor's degree in Fine Art from Lake Erie College, with a concentration in visual arts.





## More information

**For more information, contact:**

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[www.workplacementalhealth.org](http://www.workplacementalhealth.org)



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A service provided by the Office of Disability  
Employment Policy, U.S. Department of Labor

## Practical Approaches for Employees with Mental Health Conditions

Beth Loy, Ph.D. – Principal Consultant

25 Years  
Enhancing Workplace Productivity

# Using JAN



## JAN Overview: Start with JAN

- Accommodation and ADA Consultation
- Technical Assistance Documents
- Process and Guidance
- Benefit/Cost Research
- Policy Development



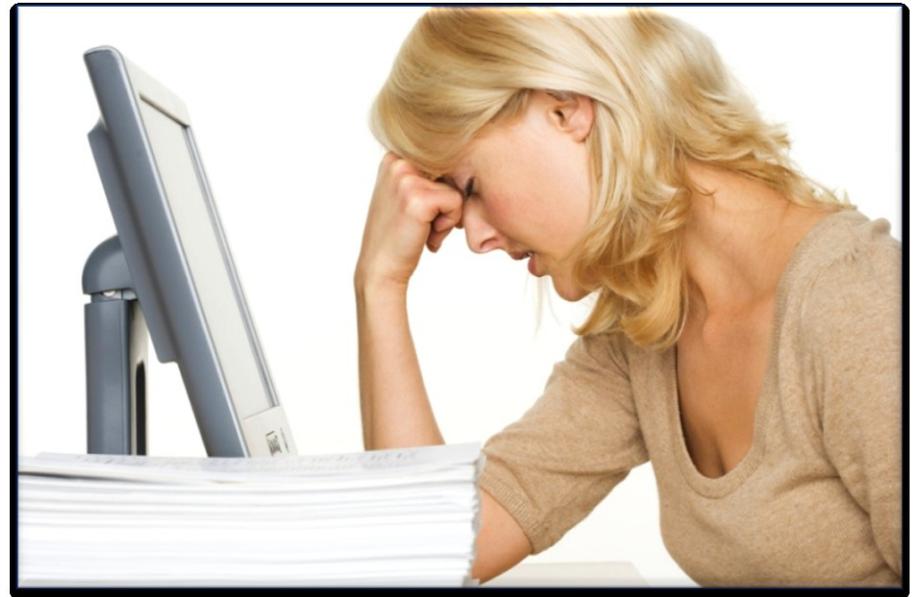
## Presentation Overview

- Introduction
- Accommodating Individuals
- Employing Individuals
- Questions
- Wrap-up



## Stigma/Social Exclusion

- For many people with mental health impairments, the stigma can be worse than the illness.
- Stigma gives rise to:
  - isolation
  - rejection
  - fear
  - dismissive attitudes
  - discouragement
  - discrimination



## Stigma/Social Exclusion

- Stigma can stop people from self-identifying because they are afraid of how they may be perceived and treated.
- Mental health problems are at times revealed in the workplace during a crisis.
- Open communication and informed attitudes are the best tools any manager can have.



## Supporting Social Inclusion



# Mental Health



- People with mental health problems may have difficulties coping with the demands of life.
- Persons of any age, religion, or race, or any level of income or education can experience mental health problems.
- Mental health conditions are common – they affect approximately 57.7 million Americans in a given year. That is about one in four adults (NAMI, 2007).

# MH Challenges

- May be distracted
- More difficult to concentrate
- Memory may be impacted
- May need time off
- Fatigue
- Difficulty managing social interactions
- May be angry or emotional
- Organizational skills may be challenged



## Improving Concentration

- Reduce distractions
- Plan for uninterrupted work time
- Designate private space or use enclosures
- Use white noise or music
- Install full spectrum lighting
- Work from home part-time
- Provide frequent breaks
- Divide large assignments



## Improving Memory

- Record meetings
- Provide written minutes
- Use written instructions
- Allow additional training time
- Provide refresher memos
- Use checklists



# Accommodations



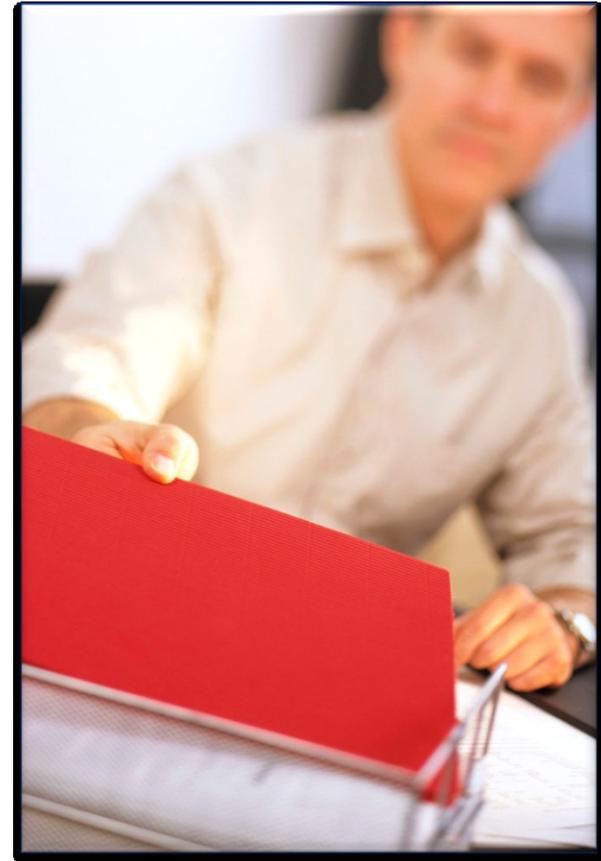
## Productivity, Performance, & Absenteeism

- Implement job restructuring
  - Reallocate or eliminate marginal job functions
  - Prioritize essential job duties
- Provide time off
  - Modify attendance policy
  - Implement flexible start
  - Provide work from home



## Organization & Meeting Deadlines

- Use to-do lists
- Use calendars and organizers
- Provide supervisory reminders
- Use color files
- Implement mini assignments

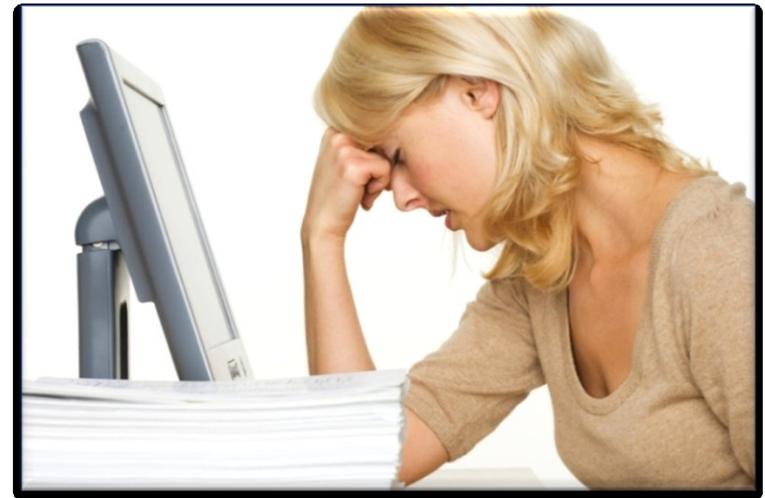


# Accommodations



## Fatigue, Stamina, & Anxiety

- Create flexible schedule
- Provide positive reinforcement
- Communicate in alternative ways: E-mail, written, face-to-face, private
- Set clear expectations
- Review disciplinary policy
- Allow telework
- Implement ergonomics



# Accommodations



## Attendance

- Allow flexible leave
- Have flexible start time
- Work from home part-time
- Allow employee to make up time



## Handling Stress & Emotions

- Provide praise and reinforcement
- Offer counseling and EAP
- Allow contacts to support persons
- Allow presence of a support animal
- Provide break time
- Train on stress management techniques



# Accommodations



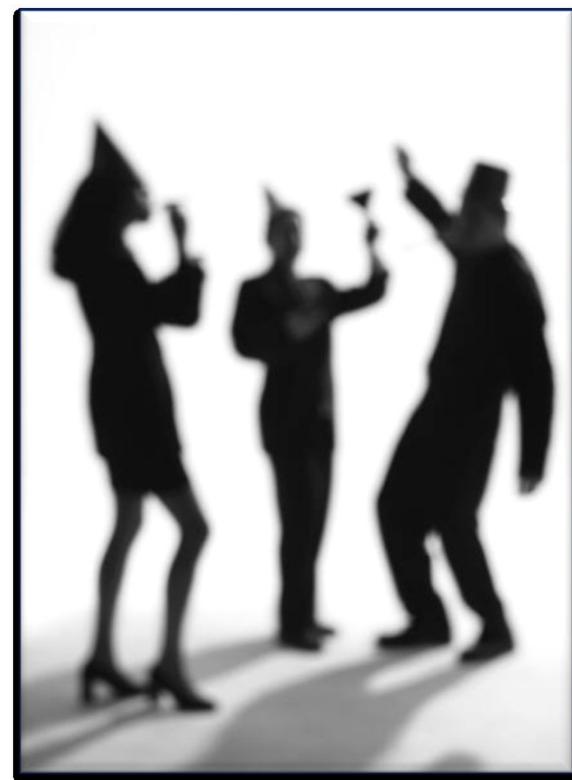
## Other Tips

- Understand change is stressful
- Maintain open communication
- Schedule weekly or monthly meetings
- Review expectations



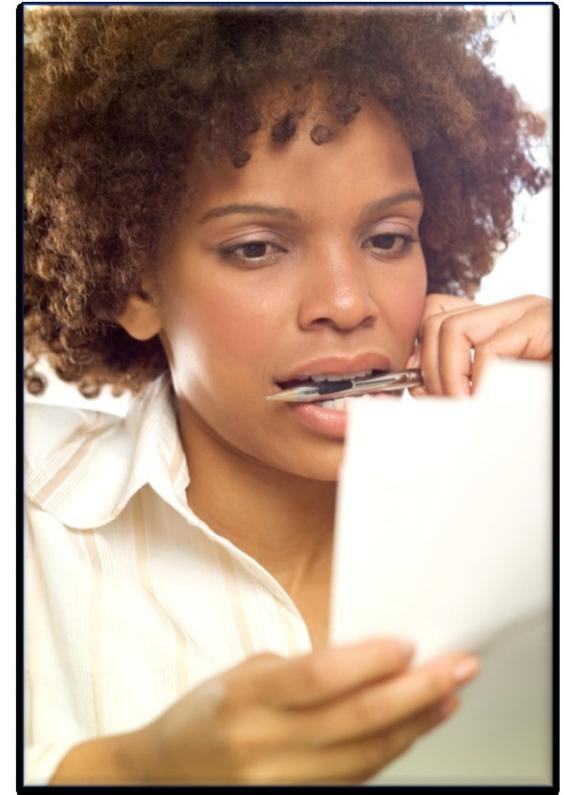
## Working with Co-Workers

- Educate all employees of their right to accommodation
- Do not mandate social function attendance
- Move non-work related conversations OUT of work areas
- Open lines of communication
- Provide mentor



## Proactive Procedures

- Offer praise and reinforcement
- Monitor accommodations for effectiveness
- Put work agreements in writing
- Have long/short term goals
- Have clear expectations
- Have clear consequences
- Implement open door policy



# Your Resource



## Contact JAN



**(800) 526-7234 (V)**

**(877) 781-9403 (TTY)**

**<http://www.jan.wvu.edu>**

**[jan@jan.wvu.edu](mailto:jan@jan.wvu.edu)**

**Please call,**

**e-mail, or**

**visit us on the Web!**





*Improving Workplace Mental Health: the  
Partnership for Workplace Mental Health*

***Clare Miller, Director***

**January 27, 2009**

# Partnership for Workplace Mental Health

## What's the Partnership?

An American Psychiatric Foundation educational program in collaboration with employers and the American Psychiatric Association.

## Mission

To advance effective employer approaches to mental health.

[www.WorkplaceMentalHealth.org](http://www.WorkplaceMentalHealth.org)

The screenshot shows the website's homepage with a navigation menu at the top containing links for About Us, News & Events, Employer Resources, Employee Resources, Home, Contact Us, Search, www.psych.org, and www.psychfoundation.org. The main content area features a 'Welcome' message, a 'What's New' section with articles on psychiatric disability and mental illness costs, and a 'Partners' section with the American Psychiatric Association logo. A 'Quick Links' sidebar on the right lists resources like the Anxiety Toolkit and Depression Toolkit. A 'Mental HealthWorks' newsletter preview is also visible at the bottom right.

# The Bottom Line for Businesses: Treatment Works & Saves \$

- A Harris Poll found that 80% of those treated for a mental illness reported “high levels of efficacy and satisfaction.”
- A Fortune 500 company (Abbott Labs) achieved a 1.7:1 return on investment by conducting a depression screening program.
- Open Access to Treatment Saves Employers \$
  - Open access to mental health results in lower psychiatric disability claims and productivity losses compared to restrictive plans.
- Treatment is Cost Effective for Employers
  - Nearly 86% of employees who were treated for depression with antidepressant medications reported that their work performance improved.
  - When aggressive care management intervention was instituted at IBM for behavioral health issues, outpatient costs went down by \$400,000 in 2002 and by \$500,000 in 2003.

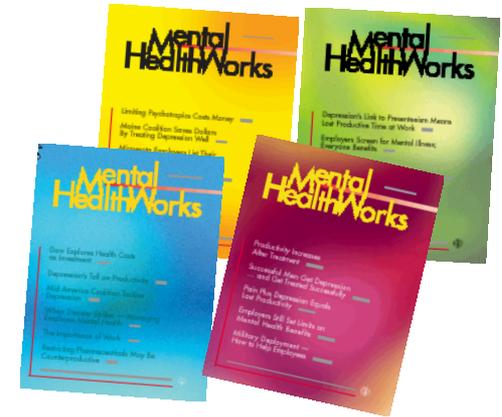
# Partners

- American Psychiatric Association
- American Academy of Organizational and Occupational Psychiatry
- AstraZeneca Pharmaceuticals LP
- Caterpillar
- Centers for Disease Control and Prevention
- Center for Mental Health Services
- Coca-Cola Company
- Constellation Energy Group
- Cisco Systems, Inc.
- Cyberonics
- Delta Air Lines
- Depression and Bipolar Support Alliance
- Disability Management Employer Coalition
- Dow Chemical
- DuPont
- Employee Assistance Professionals Association
- GlaxoSmithKline
- Goldman Sachs
- Hughes Electronics Corporation
- IBP Corp
- Johnson & Johnson
- JPMorgan Chase
- Merrill Lynch
- Meritain Health
- Mid-America Coalition on Health Care
- National Association of Manufacturers
- New York Mercantile Exchange
- PPG Industries, Inc.
- Screening for Mental Health
- Society for Human Resource Management
- 3M
- Unum Provident Corporation
- U.S. Chamber of Commerce

# Mental HealthWorks

## Free quarterly newsletter

- Corporate approaches to mental health
- Concise summaries of research
- Current and back issues available online



## Latest issue features:

- Urschel Laboratories Successfully Leads Employees Through Transition to a Tobacco-Free Campus
- Psychotherapy - Defined, Described, Discussed
- U.S. and Canadian Leaders Talk Mental Health and Productivity
- Dealing with Marijuana In the Workplace

# Information for Employers

- Business case for quality mental health
- Tool kits for employers on depression and anxiety
- Promotion of tools to help employers choose health plans
- Depression cost calculator
- Alcohol cost calculator

The screenshot shows the website for the Partnership for Workplace Mental Health, a program of the American Psychiatric Association. The page features a navigation menu with links for About Us, News & Events, Employer Resources, and Employee Resources. The main content area includes a welcome message, a section titled 'What's New' with articles on psychiatric disability, HR executives' views on mental illness, and a public opinion study on depression. A 'Quick Links' sidebar offers tools for anxiety and depression, and a 'Partners' section features the American Psychiatric Association logo. A 'Mental Health Works' newsletter preview is also visible.

[www.workplacementalhealth.org](http://www.workplacementalhealth.org)

# Employer Innovations Online

**Partnership for Workplace Mental Health™**  
A program of the American Psychiatric Foundation

**Employer Innovations**  
Research on Workplace Programs, Practices & Policies (coming soon)  
Share Your Story

**Employer Innovations**  
Facilitating Practical Applications at the Workplace

**PURPOSE:** The Partnership for Workplace Mental Health encourages peer-to-peer dialogue about mental health issues by providing a variety of tools and resources. This searchable database summarizes programs, practices, and policies that employers are using to identify and manage mental health related areas that impact work performance and connects decision-makers to research on outcomes of such approaches.

**GOALS:**

- Help employers replicate innovative approaches to mental health, tailoring them to their own needs.
- Make information available to employers, policy makers, educators and researchers to facilitate the establishment of benchmarks and best practices in behavioral health management in all workplaces.
- Encourage use of consistent metrics in evaluating workplace mental health outcomes and participation in research and publication.

**SEARCH CATEGORIES:**  
You may search by employer name: [\[click here\]](#)  
or  
**SEARCH BY SELECTING ONE OR MORE OF THE FOLLOWING CATEGORIES:**  
(Hit **Shift** or **Control** while selecting to choose more than one item from lists)

**Type of Program:** Community Partnership, Disability/Case Management, Disease Management, Employee Assistance Program

**Number of Employees:**  <1,000  1,000 - 4,999  5,000 - 9,999  >10,000

**Type of** Accommodation and Food Services

Internet 100%

# Employer Innovations Online

- A web-based, searchable database that profiles employers' innovative programs and practices for addressing mental health at the workplace.
- Actual practices of leading companies in key areas including:
  - Employee Assistance Programs
  - Disability/Case Management
  - Integration/Partnerships
  - Mental Health Plans/benefit design
  - Pharmacy Benefits
- Why/How Employer Addressed Mental Health.
- Results – outcomes on employee health and ROI.



# Employer Case Example:

*Highsmith<sup>®</sup>*

# Highsmith Inc.

- Distributor of library furniture and supplies
- Fort Atkinson, Wisconsin (rural area)
- Number of employees: 300

## Motivation

- Staggering 53% increase in health insurance premiums.

# Highsmith, Inc.: Approach

- Examined its culture and instituted new programs.
- Makes mental health implicit and explicit in its programs.
- Didn't let size limit possibilities.

# Highsmith Inc.: Interventions

- Comprehensive menu of health promotion and disease prevention activities and programs.
  - Mental health screenings
  - Domestic abuse outreach and education
  - Stress reduction and time management programs
- Learning and development through classes that span job and career development, personal well-being, self-care, physical well-being, and work-life enrichment.
- An EAP that pays special attention to mental health issues.
- Orientation session for new employees that includes “First-Aid Kit for the Mind,” a session about signs of mental illnesses, stress, and substance abuse, and tips for maintaining healthy fitness.

# Highsmith Inc.: Interventions (continued)

- Annual health screening that includes a meeting with an EAP counselor to talk about personal well-being and learn more about the tools and resources to balance work and life.
- An intranet section that links employees to quality health information on a variety of topics including depression, anxiety, relationships and domestic abuse.
- Another section, *Leader's Edge*, provides information for line managers.

# Highsmith Inc.: Results

- Despite double-digit increasing in the market, Highsmith's premiums have held steady. Just 3.1% in 2003.
- Increased productivity.
- Extremely low turnover.
  - From 1999-2002, turnover in Madison-Milwaukee corridor averaged 22%. Highsmith's averaged 8%.
- Employee loyalty.
  - Tested in 2002 when a workforce reduction affected 31 employees. A month later, the EAP conducted a resiliency survey which found that "faith and trust in management" remained solid.
  - 13 years average length of service.



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& DEPT. OF PSYCHIATRY, SCHOOL OF MEDICINE



Center for Evidence-Based Practices

[www.centerforebp.case.edu](http://www.centerforebp.case.edu)

# Evidence-based Supported Employment: Transforming Lives, Enhancing the Workforce

Nicole Clevenger, BFA

Consultant and Trainer

Ohio Supported Employment Coordinating Center Of Excellence

# Outline

1. Personal experiences in recovery and in evidence-based Supported Employment
2. Other success stories
3. Strategies to assess employers during job search
4. Interview strategies
5. Strategies for success upon employment
6. Questions

# My Story

- The “before” period
- The diagnosis
- Paradigm shift
  - The illness paradigm
  - Identity
- Recovery
  - Hope for something better
  - Support for my goals
  - Event + response = outcome
- Employment: the final puzzle piece

# Common Themes of Other Success Stories

- Hope and/or faith play an important role
  - David's story
- Informed choices reduce risk and anxiety in decision-making
  - Harvey's story
- Strong support network and helping relationships in place
  - Judy's story
- Positive attitude was critical
  - Mike's story
- Persistence to achieve long-term goals
  - Anthony's story

# Assessing Employers—Before the Interview

- Insurance
  - Mental and physical wellness are equal
  - No. of yearly outpatient MH visits and percent covered
  - Prescription coverage and available plans
- Wellness programs
  - Substance abuse screening and treatment
  - Smoking Cessation supports etc.
- Other employee supports
  - Childcare
  - Employee assistance programs

# Assessing Employers—Before the Interview

- Informational interview
  - Look for diversity
  - Assess environment for any needed accommodations
- Call HR department
  - Do benefits consults include MH benefits?
  - Ask about any partnerships with community providers
  - Review policies on flexible scheduling (if necessary)
- Visit website
- Read any other existing literature
- Discuss disclosure specifics with employment specialist, if any

# Strategies for Success—During the Interview

- Ask questions—you have equal power
- Assess what the employer needs and hiring challenges
- Be prepared to answer the tough questions
  - e.g. “What’s wrong with you?”
- Know which questions are illegal and potential responses
  - e.g. “Are you married?”
- Establish common ground with employer
- Accent the value for the employer of hiring you
- Reduce the employer perception of risk
- Be able to explain any gaps in work history

# “I got the job!!”—Planning Ahead for Success

- Practice your travel route at least one time
- Give co-workers a chance to get to know you—be patient
- Be patient with yourself.
  - It takes TIME to grow roots in a job
- Keep a sense of humor
- Identify supports, mentors at the job

# “I got the job!!”—Planning Ahead for Success

- Do not be afraid to ask for extra feedback
- Be assertive about asking questions until you understand things
- Have a plan for early detection and response to relapse or worsening symptoms
  - WRAP
  - Follow-along planning with employment specialist, if any
- Keep your perspective—it’s not ALL mental illness

# Resources

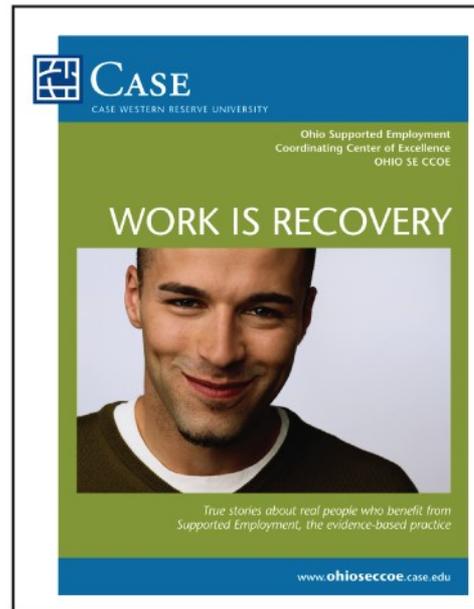
- [www.ohioseccoe.case.edu](http://www.ohioseccoe.case.edu)
- Becker, Deborah R., and Drake, Robert E. (2003) *A working Life for People with Severe Mental Illness*. New York: Oxford University Press.
- Bissonnette, Denise. (1994) *Beyond Traditional Job Development: The Art of Creating Opportunity*. Chatsworth, CA: Milt Wright & Associates.
- Bissonnette, Denise. (1999) *30 Ways to Shine as a New Employee*. Chatsworth, CA: Milt Wright & Associates.

# Print & Audio Products

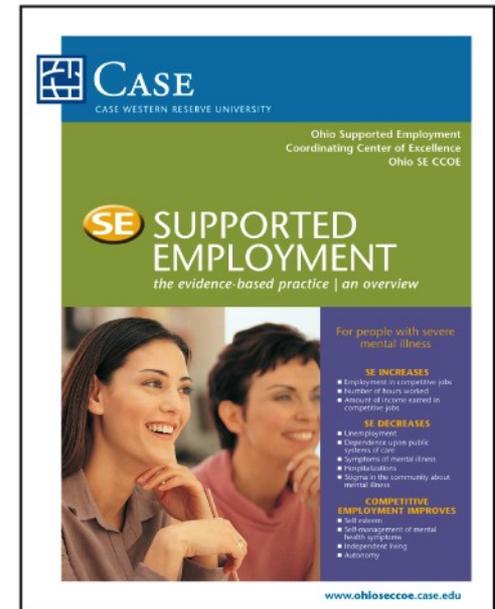
Audio CD  
& free mp3 downloads



Booklet



Booklet



[www.ohioseccoe.case.edu/publications](http://www.ohioseccoe.case.edu/publications)

# Free News & eConsults

## Supported Employment *Online* Perspectives from the CCOE



[www.ohioseccoe.case.edu/news](http://www.ohioseccoe.case.edu/news)

*Employer,  
employee  
team-up  
with  
onsite job  
coaching*



# Our Mailing List

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for free:

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Information  
Service  
innovation

- eNews
- eConsults
- Podcasts
- Training events
- Message boards
- Implementation resources



# About Us

## MISSION

The Ohio Supported Employment Coordinating Center of Excellence (Ohio SE CCOE) is a program of the Center for Evidence-Based Practices (EBP) at Case Western Reserve University. The Center is a technical-assistance organization that promotes knowledge development and the implementation of evidence-based practices for the treatment and recovery of people diagnosed with severe mental illness or co-occurring severe mental illness and substance use disorders. The Center for EBPs—and the Ohio SE CCOE—provides the following services:

- Service-systems consulting
- Program/organizational consulting
- Clinical consulting
- Training and education
- Evaluation (fidelity and outcomes)
- Research

## CO-DIRECTORS

- Lenore A. Kola, Ph.D., Associate Professor of Social Work, Mandel School of Applied Social Sciences, Case
- Robert J. Ronis, M.D., MPH, Douglas Danford Bond Professor and Chairman, Department of Psychiatry, Case School of Medicine

## PUBLIC-ACADEMIC PARTNERSHIP

The Center for EBPs at Case Western Reserve University is a partnership between the Mandel School of Applied Social Sciences and Department of Psychiatry at the Case School of Medicine. The Center collaborates with and is supported by the following:

- Ohio Department of Mental Health
- Ohio Department of Alcohol and Drug Addiction Services
- Ohio Department of Rehabilitation Services Commission
- Ohio Department of Health

## CONTACT US

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patrick.boyle@case.edu



## Resources

Workplaces That Thrive: A Resource for Creating Mental Health Friendly Work Environments

[http://www.promoteacceptance.samhsa.gov/publications/business\\_resource.aspx](http://www.promoteacceptance.samhsa.gov/publications/business_resource.aspx)

Self-disclosure and Its Impact on Individuals Who Receive Mental Health Services

<http://mentalhealth.samhsa.gov/publications/allpubs/SMA08-4337/>

A Mentally Healthy Workforce: It's Good for Business

<http://www.workplacementalhealth.org/pdf/POPartnershipBrochure05.pdf>

Recovery at Work: A Guide to Implementing Effective Employment Services for People with Psychiatric Disabilities

<http://www1.nmha.org/pbedu/adult/EmploymentManual.pdf>



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[www.promoteacceptance.samhsa.gov](http://www.promoteacceptance.samhsa.gov)



## Resources

Shaping Mental Health Services Toward Recovery: Supported Employment, <http://mentalhealth.samhsa.gov/cmhs/CommunitySupport/toolkits/employment/>

Substance Use Disorder and Serious Psychological Distress, by Employment Status, <http://www.oas.samhsa.gov/2k6/employDual/employDual.pdf>

The Center for Reintegration, <http://www.reintegration.com>

Job Accommodation Network, <http://janweb.wvu.edu>

Partnership for Workplace Mental Health: <http://www.workplacementalhealth.org/>

Ohio Supported Employment Coordinating Center of Excellence, [www.ohioseccoe.case.edu/](http://www.ohioseccoe.case.edu/)





# Survey

We value your suggestions. Within 24 hours of this teleconference, you will receive an e-mail request to participate in a short, anonymous online survey about today's training material. Survey results will be used to determine what resources and topic areas need to be addressed by future training events. The survey will take approximately five minutes to complete.

Survey participation requests will be sent to all registered event participants who provided e-mail addresses at the time of their registration. Each request message will contain a Web link to our survey tool. Please call **1-800-540-0320** if you have any difficulties filling out the survey online. Thank you for your feedback and cooperation.

Written comments may be sent to the Substance Abuse and Mental Health Services Administration (SAMHSA) ADS Center via e-mail at [promoteacceptance@samhsa.hhs.gov](mailto:promoteacceptance@samhsa.hhs.gov).

