

# COVID-19 and Mental Health: IBM, Novo Nordisk and More

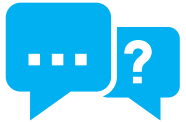
July 29, 2020 | 12:00 - 1:00 PM



# Webinar Procedures



All lines will be muted



Please submit all questions using the “Q&A” dialog box



Email Diane Engel at [dengel@nebgh.org](mailto:dengel@nebgh.org) with any issues during this webinar



**The recording and a PDF of the slides will be shared**



Q&A

You have no question.

What h

☐ Send Anonymously Send



## **Nadia El-Salanti**

Organisational Psychologist  
*Novo Nordisk Health & Safety*



## **Jonathan Gelfand**

Global Health and Well-being Promotion Manager  
*IBM Corporation*



## **Darcy Gruttadaro, JD**

Director, Center for Workplace Mental Health  
*American Psychiatric Association Foundation*



# **Leading from a distance – ensuring mental health during COVID-19**

Guidance and tools for managers who have people working remotely

Novo Nordisk Health & Safety





# Novo Nordisk at a glance

Founded in Denmark in 1923 with a focus on diabetes, we have become one of the world's leading healthcare companies.

Today, we are also using our capabilities to tackle unmet needs in serious metabolic diseases, such as obesity, and in rare blood and endocrine disorders.

PRODUCTS MARKETED IN  
170 COUNTRIES



DIABETES

COVID-19 and Mental Health in Novo Nordisk  
AFFILIATES IN COUNTRIES 80

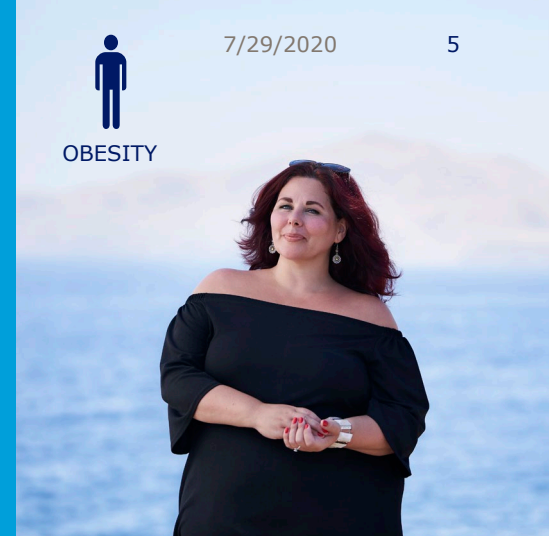


R&D CENTRES  
IN CHINA, DENMARK,  
INDIA, UK AND US



7/29/2020

5



EMPLOYS APPROXIMATELY  
42,700 PEOPLE

DKK 122  
BILLION  
TOTAL NET SALES

STRATEGIC  
PRODUCTION SITES  
IN BRAZIL, CHINA, DENMARK,  
FRANCE AND US



GROWTH  
DISORDERS



AMONG THE  
WORLD'S TEN LARGEST  
PHARMA COMPANIES  
MEASURED BY MARKET  
VALUE<sup>1</sup>



HAEMOPHILIA

SUPPLIER OF NEARLY  
HALF OF THE  
WORLD'S INSULIN

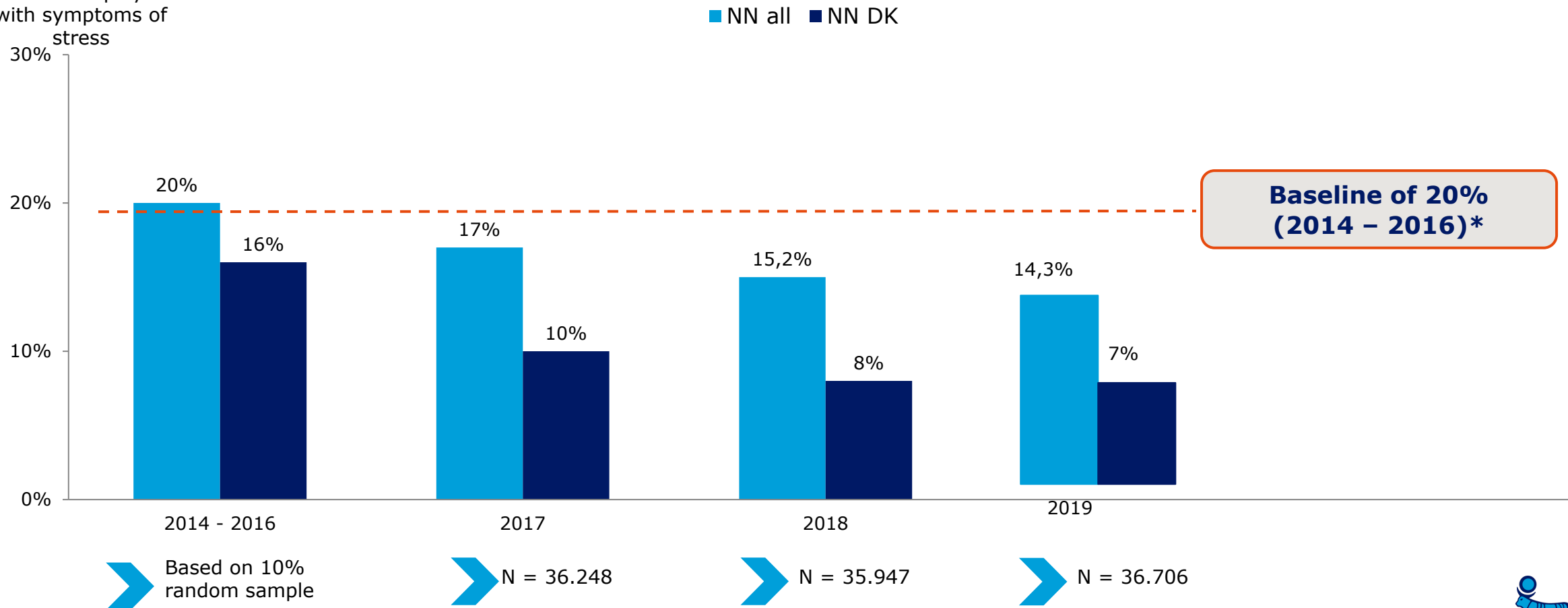
30million  
PEOPLE USE OUR  
DIABETES CARE  
PRODUCTS

- We believe that a well designed psychosocial work environment is requisite for performance as well as it is a significant protective factor for mental well-being
- We acknowledge the presence of work related stress as an occupational risk in Novo Nordisk
- We acknowledge that it is our responsibility as an employer to manage stress and psychosocial risks at our workplace
- We monitor and track progress

# Stress symptoms in NN from 2014 to 2019

## Statistically significant reductions

Share of employees  
with symptoms of  
stress



\* Baseline of 20% reporting 'quite much' or 'very much' based on the results of three consecutive years' surveys conducted in 2014, 2015 and 2016



# COVID-19 situation

## Lots have changed

### Emotionally:



- Uncertainty about the future (both near future and the global situation)
- Fear for contamination
- Loss of control
- Concerns

### Work-wise:



- New work space – distance between colleagues and leaders
- New working conditions – perhaps changed tasks, priorities or new tasks
- New ways of working – collaboration, alignment of expectations and coordination takes place virtually



# COVID-19 situation

## Lots have changed – but one thing is certain



Your employees need your leadership.

Perhaps even more now than before.

This presentation is about how you can practice good leadership and ensure mental well-being

- from the distance.

# Phases of work life during COVID-19

## 1) Times of crisis: Disruption of work arrangements



- Establishment of new working routines
- Getting acquainted with Teams and other tools for collaboration and leadership
- Dealing with the chock and concerns following the sudden change of everything

## 2) Times of crisis: Everybody is working from home



- Managers and employees are getting tired-out, some are more at-risk than others
- Priorities and working agreements could benefit from a brush-up
- Team coherence more important than ever

## 3) Preparing for return: Working from different locations – office/home

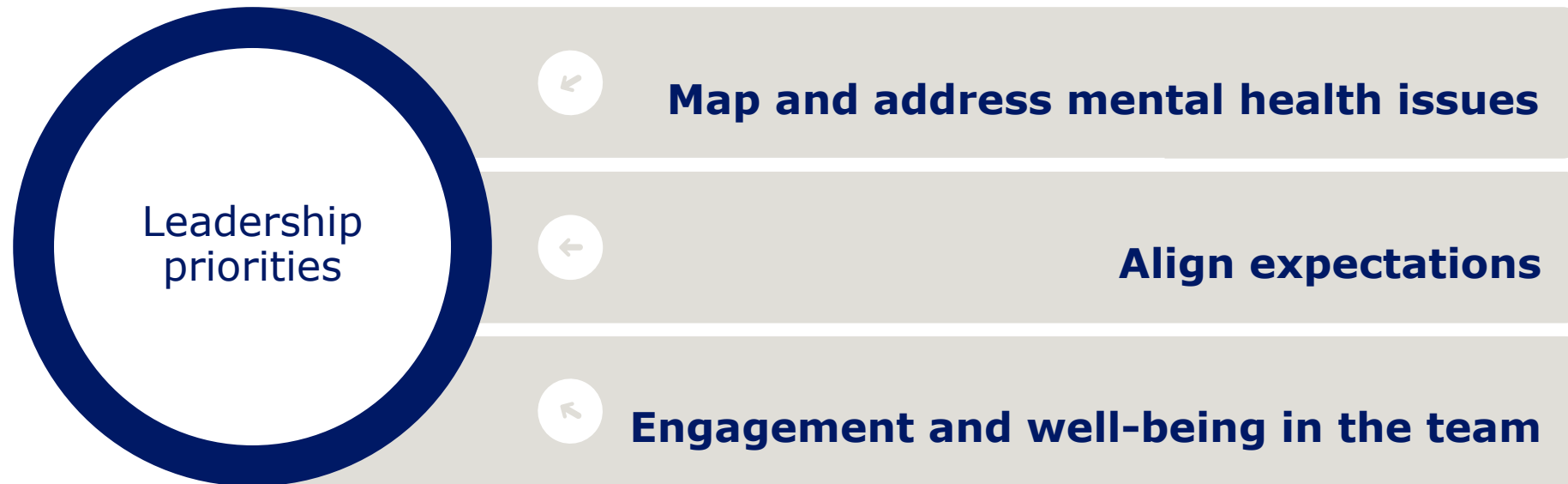


- Some will be happy to get more structure and social contact
- Some will feel that they are losing the gained flexibility and freedom
- Others are concerned about contamination risks

The task now is to find good ways for co-ordination and collaboration in this phase. And as always it is crucial with a good dialogue between employees and managers on what will work best for the team.

# Leading from the distance in Phase 2

3 leadership priorities with regards to mental wellbeing





## Tool

# Map and assess your employees' situation

## Demands and resources

Are there employees who have particularly difficult task with high priority, high risk, close deadlines or complex / difficult relations to stakeholders or collaboration partners? (Consider using the **mapping of tasks** tool below)

## Social situation

Based on what you know – are there employees living alone, having younger children that need home schooling or have other private conditions that makes their situation difficult?

## Prior history / underlying condition

Be aware of employees who have underlying health conditions or who previously had mental health issues (e.g. stress, depression, anxiety).

## General need for close follow-up

Do you have employees whom you generally need to follow closely to ensure direction and prioritisation?

→ **Conduct frequent 1:1's based on individual needs. Consider what further support is needed / available**

# Reading guide for the following resources on Aligning expectations from the distance

**Why is aligning expectations so important now?**

**The COVID-19 situation entails:**

- Re-prioritisation of tasks
- Simple tasks can become complex and difficult
- Solving tasks may take longer
- Less spontaneous professional sparring and in-formal discussions about tasks/issues

**Employees may need you to:**

- Prioritise to communicate well-defined expectations
- Support in structuring the tasks and on an on-going basis support that plans are carried through
- Actively ask how you may support the employee in solving the tasks under the current circumstances

Aligned expectations will support focused task accomplishments and ensure a healthy balance between demands and expectations



**Good to know:** Why aligning expectations is particularly important now

**Aligning expectations from the distance** - Make sure expectations are clear and understood

Leading from the distance calls for more detailed, clear and mutually agreed alignment of expectations than normally.

Therefore,

**Communicate your expectation to:**

- Quantity (priorities, deadlines, expected time the task should take)
- Quality (detailing, content and success criteria)
- Working method (individual or team work)

**Ask:**

- How the employees find the expectations (realistic, opportunities, obstacles)

**Note:** Remember to substantiate and explain your expectations. That will increase the feeling of purpose and will reduce frustrations. Consider whether verbal or written expectations are needed.



See supporting material



**Always** make sure expectations are clear and understood

**Mapping tasks during COVID-19**

To make sure you focus on the right thing, ask your employees to map and plot their tasks by using the below form. Subsequently discuss at your 1:1.

Degree to which accomplishment of tasks are affected by COVID-19	Urgency		
	High	Medium	Low
Not affected			
A little or somewhat affected			
Highly affected			

See supporting material



**Consider** using this tool to map tasks based on urgency and degree to which task performance is affected by COVID-19

[See supporting material](#)

# Mapping tasks during COVID-19

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Highly affected			



# What is important for engagement and well-being

## Influence

Ability to influence decisions and how tasks are resolved

## Social support

Good relationships where you care for each other and support each other

## Meaning

Experience of making a difference and that one's work adds value

## Recognition

You get recognition and feedback for your work

## Predictability

Opportunity to plan own work.  
Confidence about the future

## Balanced demands

Good balance between tasks that one masters and are challenged by

# Self-care as leaders

As a leader it is your job to mobilise a sort of surplus energy so you can provide the support that your employees need from you.

Make sure to prioritise your own refuelling, otherwise you may create unease. Your employees know you - and know if you are ok.

You know yourself best, and you know what it takes: a morning run, fixed routines, yoga or quiet thinking breaks with a good cup coffee.



I ensure my own surplus energy by:

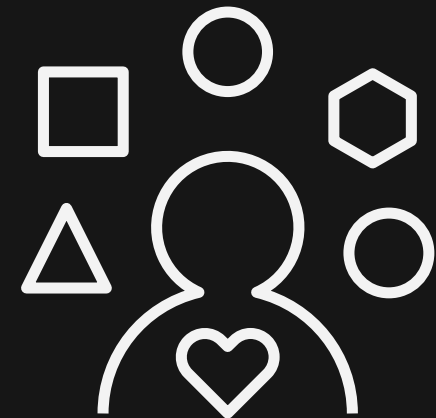
## HOW TO USE OXYGEN MASK ON PLANE



**End**



# Advancing Mental Wellbeing During and Post COVID-19 with a Holistic Strategy



*“How are you doing?”*

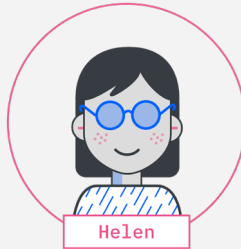


## Real conversations

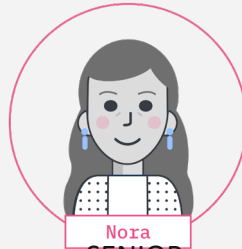
- + How are you doing?
- + Support from management
- + Ability to perform job
- + Support on mental & emotional well-being



EMPLOYEES



MANAGERS



SENIOR  
LEADERS

## How are you today?

We're checking in again to make sure you're ok.

COVID-19 is presenting each of us with challenges. We understand that some days/weeks may leave you feeling better than others, so we'd like to check-in every other week to see how you are doing. Your health and wellness are important. Please let us know how you are doing by answering these questions so we can work together to #EmergeStronger.

Share my feedback



## Support available for IBMers

Prioritization of your health and emotional well-being is important, especially in times like this as we all try to balance responsibilities at work and home. In most countries where IBM operates, we offer Employee Assistance Programs (EAP). EAPs are available to IBMers, their spouses and children and are free. Through EAP, IBMers can access confidential, professional support for behavioral health and to address issues such as: stress, trauma, depression, relationships, conflict, financial concerns and work-life balance.

Learn more





# Insights from our digital resilience program indicate heightened mental and emotional risks during COVID-19

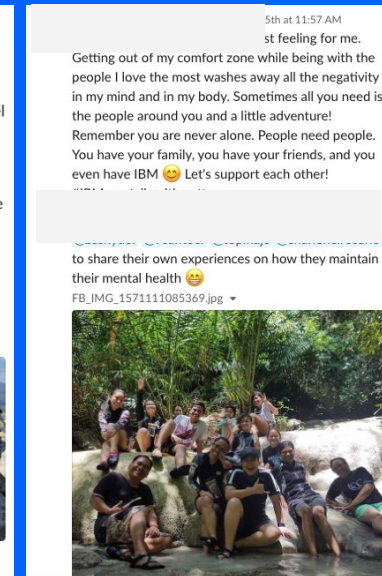
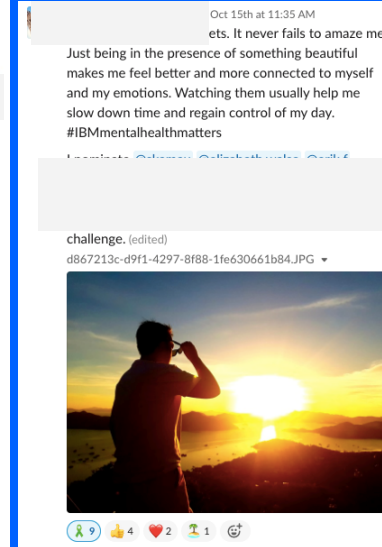
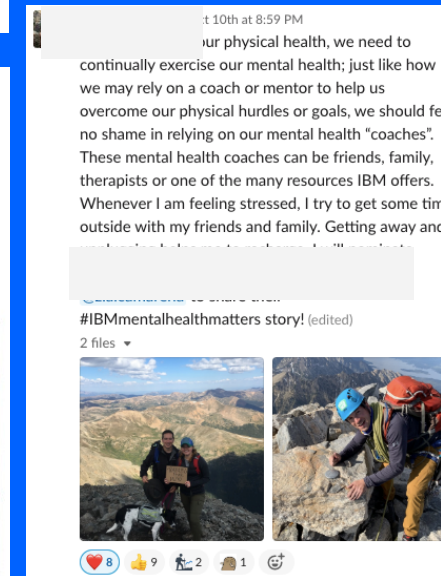
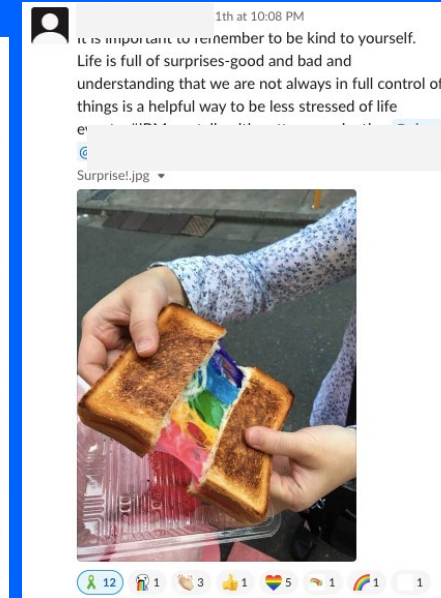
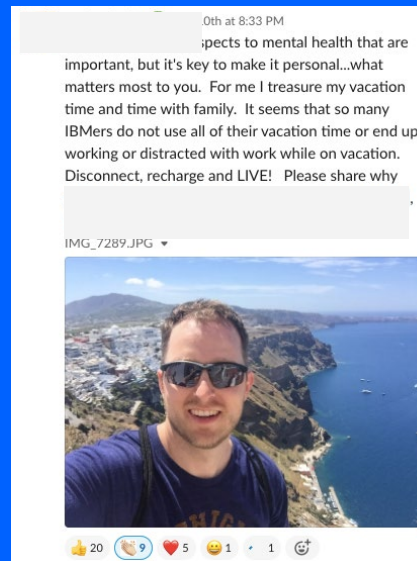
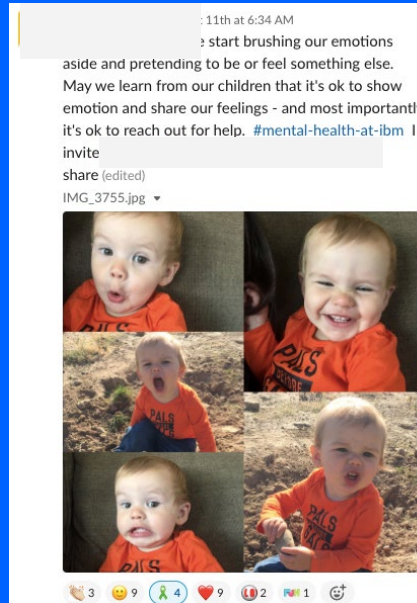
- + High and extreme stress increased from 16.9% in Q1 to 27.2% in Q2
- + New users show heightened risk for anxiety, burnout, depression and sleep issues

% of Users Over Risk Insight Threshold

IBM	Time 1	Time 2	% Change
Anxiety Insight	6.4%	8.2%	28.0%
Burnout Insight	4.1%	5.2%	26.3%
Depression Insight	7.6%	8.2%	7.4%
Eating Habits Insight	3.3%	3.0%	-7.2%
Pain Insight	4.1%	2.7%	-33.2%
Physical Activity Insight	4.6%	3.6%	-21.4%
Productivity Insight	4.8%	2.7%	-42.7%
Resilience Insight	12.0%	7.0%	-41.8%
Sleep Insight	4.4%	5.2%	18.4%
Stress Insight	4.4%	3.0%	-30.4%

## ADDRESSING STIGMA AND SHARING

- + Launched Channels and Blogs where IBMers to openly discuss mental health issues
- + Posts talked about a range of information including:
  - Personal experiences
  - Overcoming mental health issues
  - Sharing of practices that helped maintain mental health
  - Appreciation for the resources and support IBM provides



- + **Ask an IBMer Anything global conversations:**
  - + How are you taking care of your mental health in these Challenging Times
  - + Resilience
  - + Are you more stressed than Usual? Prioritizing YOU
- + **IBMer News , IBMer TV, Manager & Employee Essentials**
  - + 10 Tips from IBMers on Managing Mental Health
- + **MURAL collaborations and virtual sessions: mindfulness, yoga, stretching, exercise, nutrition, trivia, dance parties...**

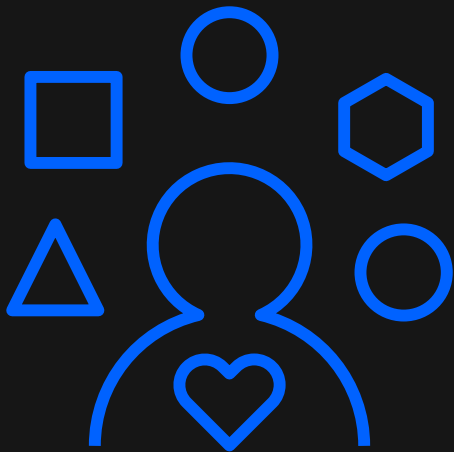


## We're asking and IBMers are sharing

- + 63% of IBMers surveyed indicated that incorporating physical activity during their day was a challenge
- + 88% told us they know how to access IBM resources to support their emotional and mental well-being

## Mental health priority topics

- + Dealing with Uncertainty
- + Taking care of mental health during the crisis
- + Financial health, sleep issues, contending with isolation, confinement
- + Conflict at Home
- + Parenting





# The IBM Work From Home Pledge During Times of COVID-19

I pledge to be Family Sensitive.

I pledge to support Flexibility for Personal Needs.

I pledge to support “Not Camera Ready” times.

I pledge to Be Kind.

I pledge to Set Boundaries and Prevent Video Fatigue.

I pledge to Take Care of Myself.

I pledge to Frequently Check In on people.

I pledge to Be Connected.



**“I believe. I belong. I matter.”**

**Nowhere does this concept matter more than the mental health of our workforce...**

**IBM is committed to creating an inclusive culture and workplace that:**

- **Allows all IBMers to help themselves and help each other;**
- **Is free from stigma around mental health;**
- **Offers a safe environment, free from bullying and harassment, where IBMers are respected and valued for being themselves;**
- **Supports those who may be struggling;**
- **Removes barriers to receiving necessary care; and,**
- **Inspires us to be better and thrive – individually and collectively.”**

## Executive Sponsor for IBM World Mental Health Day

**Juan Zufiria**

Senior Vice President, Global Technology Services

Watch Juan talk about why mental health matters and what he does to maintain his mental and physical health.



Let's hear it from our leaders



Dr. Lydia Campbell

IBM Chief Medical Officer, Director,  
Corporate Health & Safety

Video not playing? Watch it [here](#).



Carole Mendoza

Director, Global Health Benefits and  
Wellness Strategy

Video not playing? Watch it [here](#).



Luca Chiarito

General Manager, Digital Sales and  
Commercial

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Timothy Humphrey

Vice President, Chief Data Office, NC  
Senior State & RTP Senior Location  
Executive



Takreem El-Tohamy

General Manager, IBM Middle East &  
Africa

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Ross Manning

Partner, Canadian Energy Industry,  
Global Business Services

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Liming Chen

Chairman, IBM Greater China Group

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Kuniya Tsubota

Vice President, HR, IBM Middle East &  
Africa

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Bruno Despres

France Market HR Leader

Video not playing? Watch it [here](#).

# COVID-19 and Mental Health

Darcy Gruttadaro, JD  
Director, Center for Workplace MH  
APA Foundation



Surge in mental health and  
substance misuse conditions will  
overtax an already fragile system.

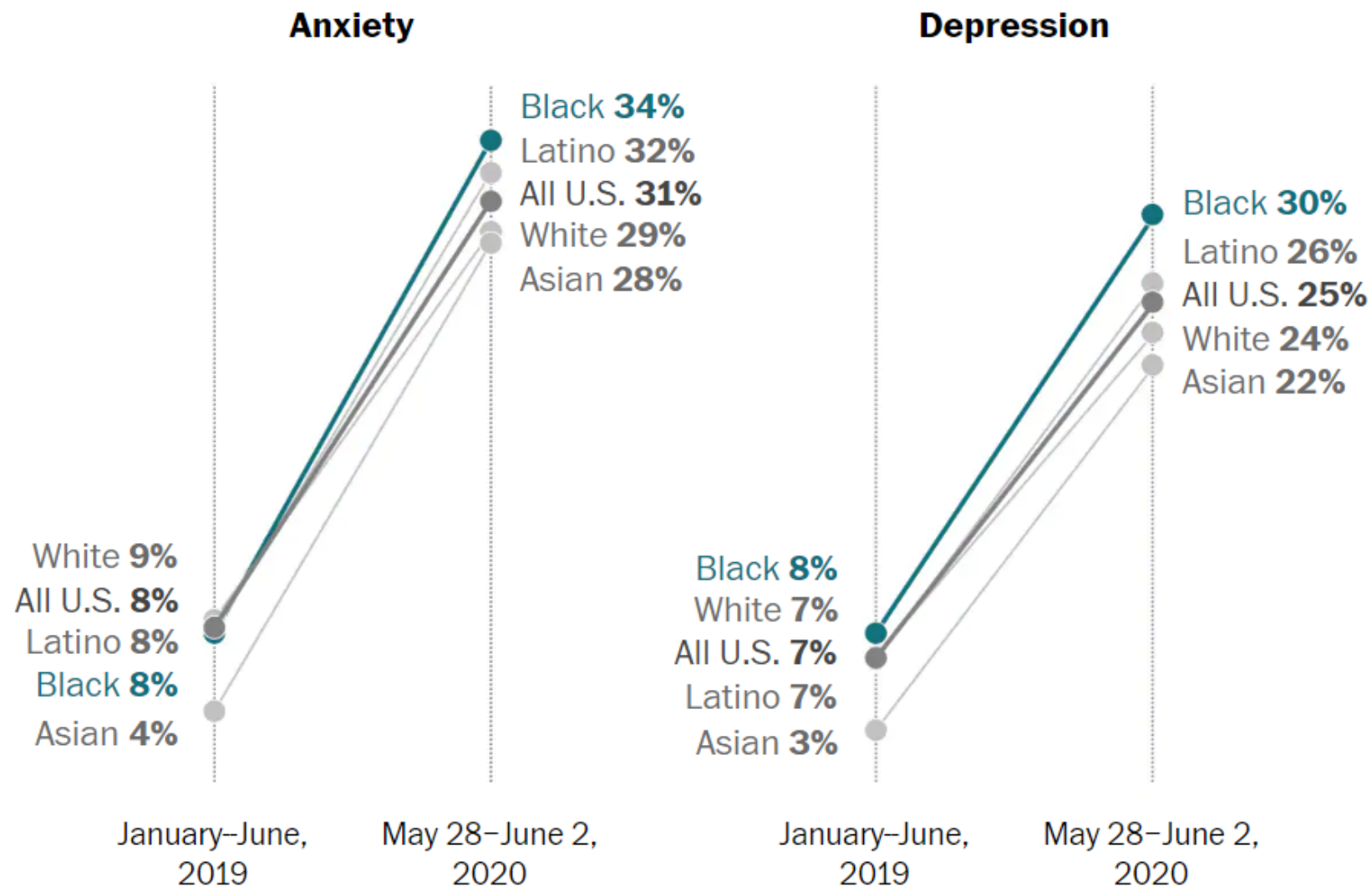
Models show projected rise in  
rates of suicides and overdoses.





# Anxiety and depression symptoms have more than tripled since 2019, with black Americans shouldering the heaviest burden

Percent screening positive for anxiety or depression



Washington Post  
US Census data  
6.12.2020

# Latest US Census Data ...

## Indicators of Anxiety or Depression Based on Reported Frequency of Symptoms During Last 7 Days

### Select Indicator

Symptoms of Anxiety Disorder or Depressive Disorder

### Symptoms of Anxiety Disorder or Depressive Disorder

Week Label Group	21 - % CI	May 28 - June 2 Percent 95% CI	June 4 - June 9 Percent 95% CI	June 11 - June 16 Percent 95% CI	June 18 - June 23 Percent 95% CI	June 25 - June 30 Percent 95% CI	July 2 - July 7 Percent 95% CI	July 9 - July 14 Percent 95% CI
<b>National Estimate</b>								
United States	- 35.1	35.5 34.8 - 36.1	36.1 35.2 - 37.0	36.0 35.2 - 36.8	36.1 35.4 - 36.9	37.8 37.0 - 38.5	39.0 38.3 - 39.6	40.3 39.4 - 41.2
<b>By Age</b>								
18 - 29 years	- 49.2	49.3 47.4 - 51.2	49.3 46.8 - 51.8	48.7 45.5 - 51.8	50.0 47.6 - 52.4	49.4 47.2 - 51.5	50.4 47.7 - 53.0	55.0 52.7 - 57.2
30 - 39 years	- 41.1	40.6 39.2 - 42.0	41.5 39.7 - 43.3	40.3 38.5 - 42.1	40.8 39.3 - 42.4	44.1 42.5 - 45.8	45.9 44.5 - 47.3	46.8 45.2 - 48.4
40 - 49 years	- 37.4	36.9 35.3 - 38.6	39.0 37.2 - 40.9	38.4 36.5 - 40.2	38.5 37.0 - 40.0	39.7 38.1 - 41.3	40.0 38.5 - 41.5	41.6 39.8 - 43.3
50 - 59 years	- 35.4	33.6 31.9 - 35.4	36.0 34.0 - 38.1	35.8 33.6 - 38.0	36.3 34.5 - 38.2	37.4 35.8 - 39.1	38.3 36.5 - 40.0	39.8 37.7 - 41.8
60 - 69 years	- 29.1	27.0 25.6 - 28.5	27.4 25.4 - 29.5	27.7 26.0 - 29.4	27.4 25.7 - 29.1	29.1 27.5 - 30.6	30.8 29.3 - 32.3	31.8 29.7 - 34.0
70 - 79 years	- 21.2	21.7 19.3 - 24.2	19.0 16.9 - 21.3	21.7 19.2 - 24.3	19.3 17.2 - 21.6	23.4 21.2 - 25.8	24.5 22.5 - 26.7	21.4 19.4 - 23.6
80 years and above	- 27.5	19.2 14.7 - 24.4	18.6 13.9 - 24.0	17.6 13.4 - 22.4	14.6 10.8 - 19.2	20.5 15.8 - 25.9	25.6 20.5 - 31.1	18.9 15.3 - 23.0

A modern office interior with large windows on the left and right sides. In the center, there is a long wooden table with several red chairs. The ceiling is exposed concrete with some ductwork and lights. The floor is polished and reflects the light from the windows. The overall atmosphere is bright and professional.

What can employers do?

LEAD



# LEAD ... in a changing world

**L**eadership

Reassure, normalize, show empathy, make MH visible!

**E**ffective Communication

Routine, listen, be available, be a trusted source

**A**dapt to Change

Policies, practices, expectations, style, flexibility

**D**ouble Down on Access

Prevention, support, EAP, MH & SUD care



## ACCESS:

### *Strengthening Prevention*

Share signs of common MH conditions

Promote early & easy access to care

Share stress management strategies

Promote resiliency

Form Employee Resource Groups (ERGs)

Promote meditation & mindfulness



ACCESS:

*What's  
offered?*

EAP: are people reaching out?

What digital options are offered?

Health plan: is care effective, affordable, and timely?

Is it possible to offer onsite care?

What does the data show?



# Improve access to timely, effective & affordable care.

## Tele-mental health:

- Rapidly expand access while avoiding stigma
- Reports showing positive results with more access to care
- Need to sustain momentum
- No shows and cancellations are down
- Some prefer virtual care so continue offering choice in TX modality
- Telephonic & video should be covered
- Ensure quality in care delivered
- Reimburse at equitable rates

# Improve access to timely, effective & affordable care

## The Collaborative Care Model (CoCM):

- PCPs on the front lines in delivering care
- CoCM is the only evidence-based integrated care model
- Ask health plans & TPAs to promote CoCM
- Ask for data on billing for the CoCM
- Ask health plans & TPAs to provide TA and support PCPs in implementing the CoCM

Infographics on Collaborative Care & Mental Health Parity:  
<http://workplacementalhealth.org/Employer-Resources>

## 2 New Guides ...



### Working Remotely During COVID-19: Your Mental Health & Well-Being

The Coronavirus (COVID-19) is presenting new and unique major challenges. We are navigating uncharted waters with this virus making it important to find new ways to work and interact while also taking care of our mental health and well-being.

Many are teleworking full-time for the first time, isolated from co-workers, friends and family. Our daily living routines are disrupted causing added anxiety, stress and strain physically, mentally, and financially. It is completely natural for this disruption and uncertainty to lead to anxiety and stress. Now more than ever, we all must take care of our mental health and well-being. As we protect ourselves against potential exposure to the Coronavirus, keep in mind that social distancing does not mean social isolation. This resource provides practical tips on taking care of our mental health and well-being.

How do I maintain my health & wellness?

**Over 150K page views!**

Released in June



### A TOP PRIORITY: Employee Mental Health & Wellbeing During & Beyond Covid-19

Employers recognize their workforce as a highly valuable resource. Over the past few years, employers of all sizes and representing diverse industries began to focus on more effectively addressing workplace mental health. No longer was it an afterthought, but a business imperative.

Now, with the Covid-19 pandemic, our nation is experiencing a surge in people showing signs of depression, anxiety, and other serious mental health distress. Recent data from the U.S. Census Bureau shows nearly a doubling of people experiencing signs of depression!

[Workplacementalhealth.org](https://workplacementalhealth.org)



# Thank you ...

## Contact Information:

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 @darcygrutt

**Visit us: [www.workplacementalhealth.org](http://www.workplacementalhealth.org)**





**Have a question? Use the Q&A box!**

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## **Upcoming NEBGH webinars:**

- **Aug. 3:** NEBGH Medical Director's Weekly Monday COVID-19 Update
- **Aug. 6:** Mental Health and Racism: What Employers Need to Know
- **Sept. 10 & 17:** 2020 and Beyond: A Healthcare Innovation Odyssey