NORTHEAST
BUSINESS GROUP ON HEALTH

COVID-19 and Mental Health:

IBM, Novo Nordisk and More

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

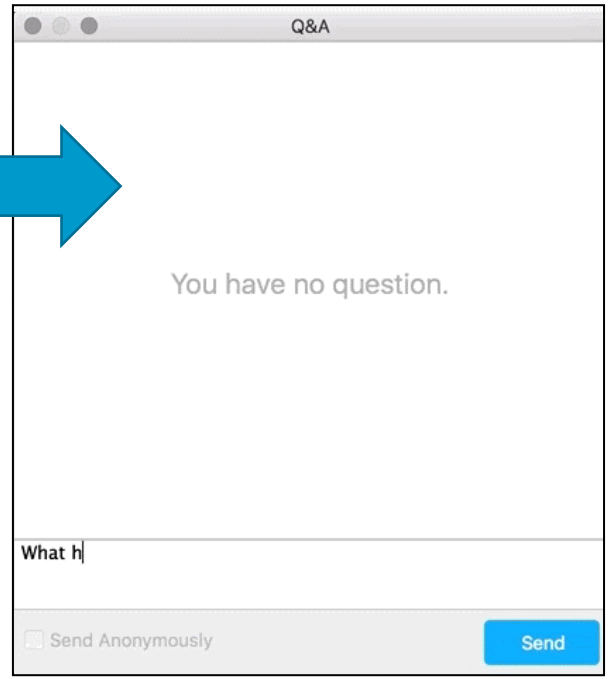
Webinar Procedures

All lines will be muted

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

Email Diane Engel at dengel@nebgh.org with any issues during this webinar

The recording and a PDF of the slides will be shared



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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.

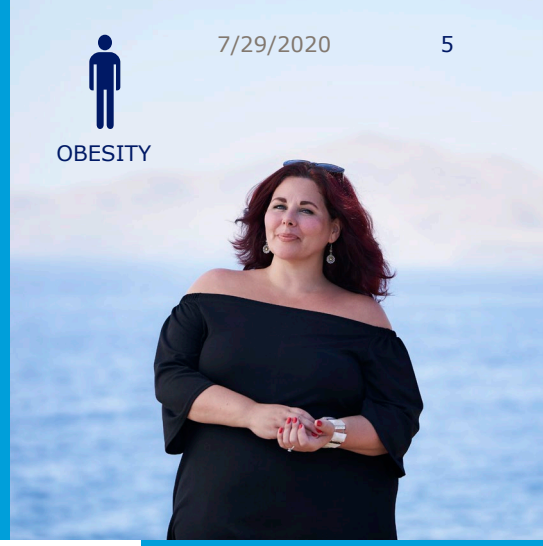
Today, we are also using our capabilities to tackle unmet needs in serious metabolic diseases, such as obesity, and in rare blood and endocrine disorders.

PRODUCTS MARKETED IN
170 COUNTRIES

AFFILIATES IN COUNTRIES 80

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

OBESITY



EMPLOYS APPROXIMATELY
42,700 PEOPLE

DKK 122 BILLION
TOTAL NET SALES

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

AMONG THE WORLD'S TEN LARGEST PHARMA COMPANIES MEASURED BY MARKET VALUE[1]

SUPPLIER OF NEARLY
HALF OF THE WORLD'S INSULIN

30 million
PEOPLE USE OUR DIABETES CARE PRODUCTS

Novo Nordisk approach to mental well-being

- 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

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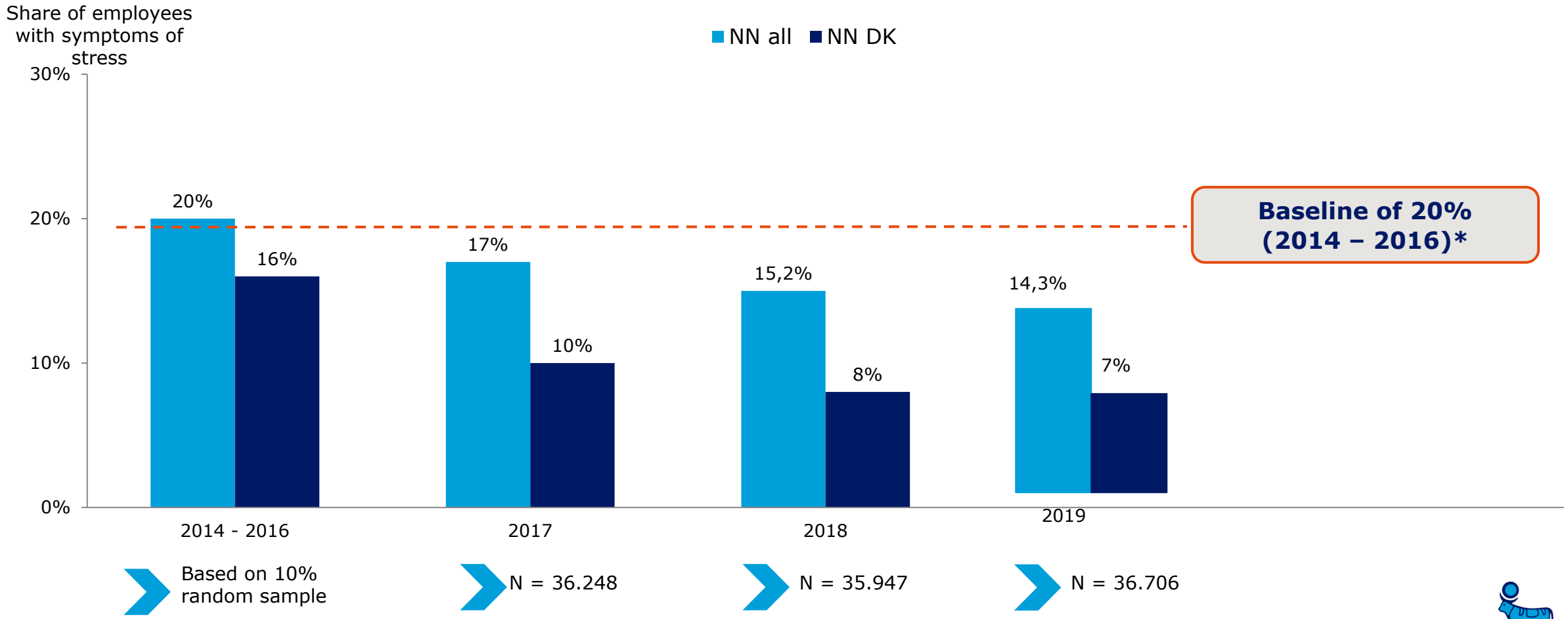
Stress symptoms in NN from 2014 to 2019
Statistically significant reductions



* 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 aquainted 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.

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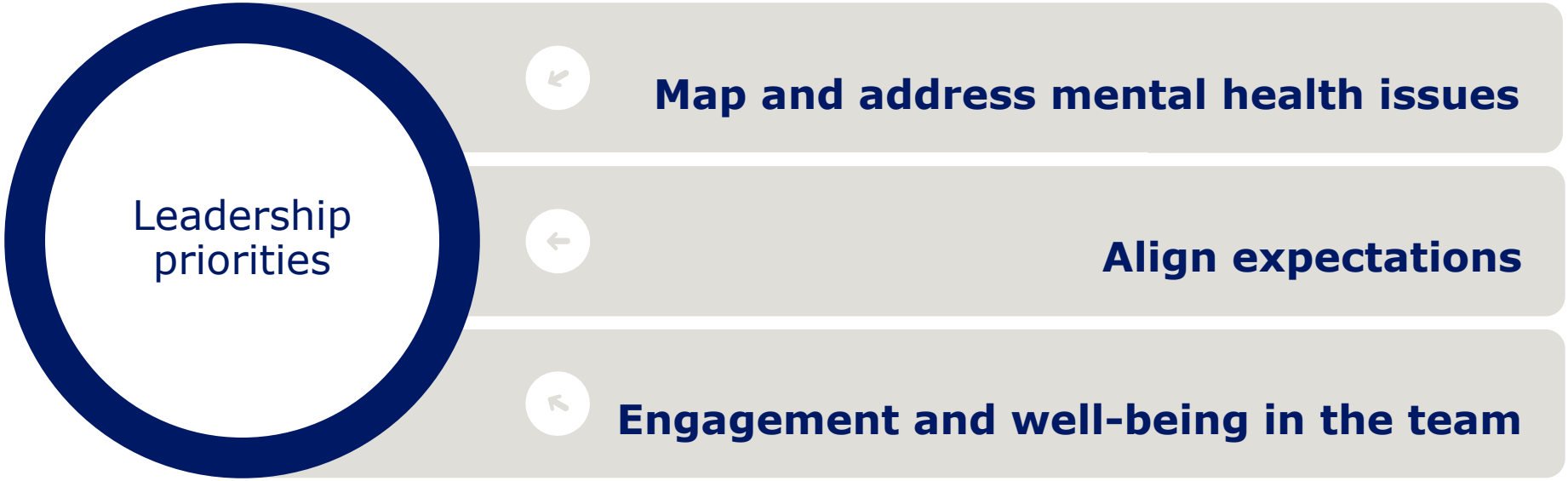
Leading from the distance in Phase 2

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

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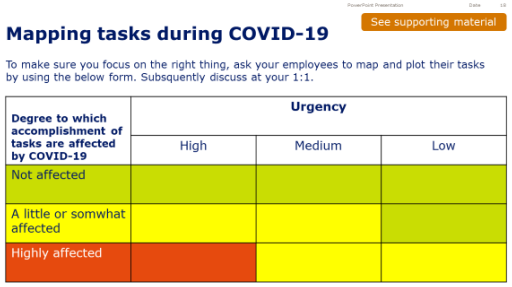
Reading guide for the following resources on Aligning expectations from the distance

Good to know: Why aligning expectations is particularly important now

Always make sure expectations are clear and understood



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

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

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.

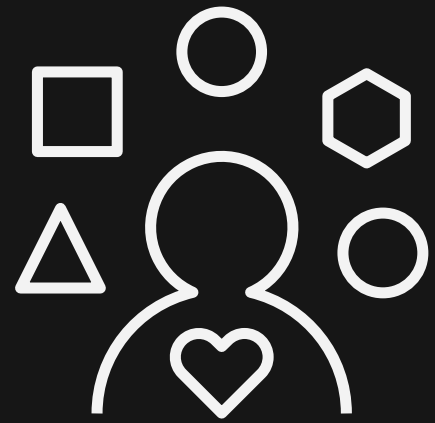
You know yourself best, and you know what it takes: a morning run, fixed routines, yoga or quiet thinking breaks with a good cup coffee.

I ensure my own surplus energy by:

End

JULY 2020

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



“How are you doing?”

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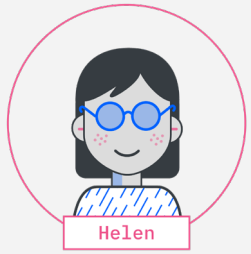
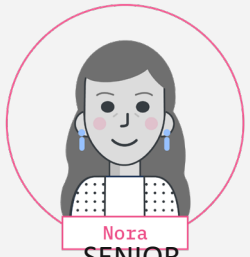
Real conversations

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

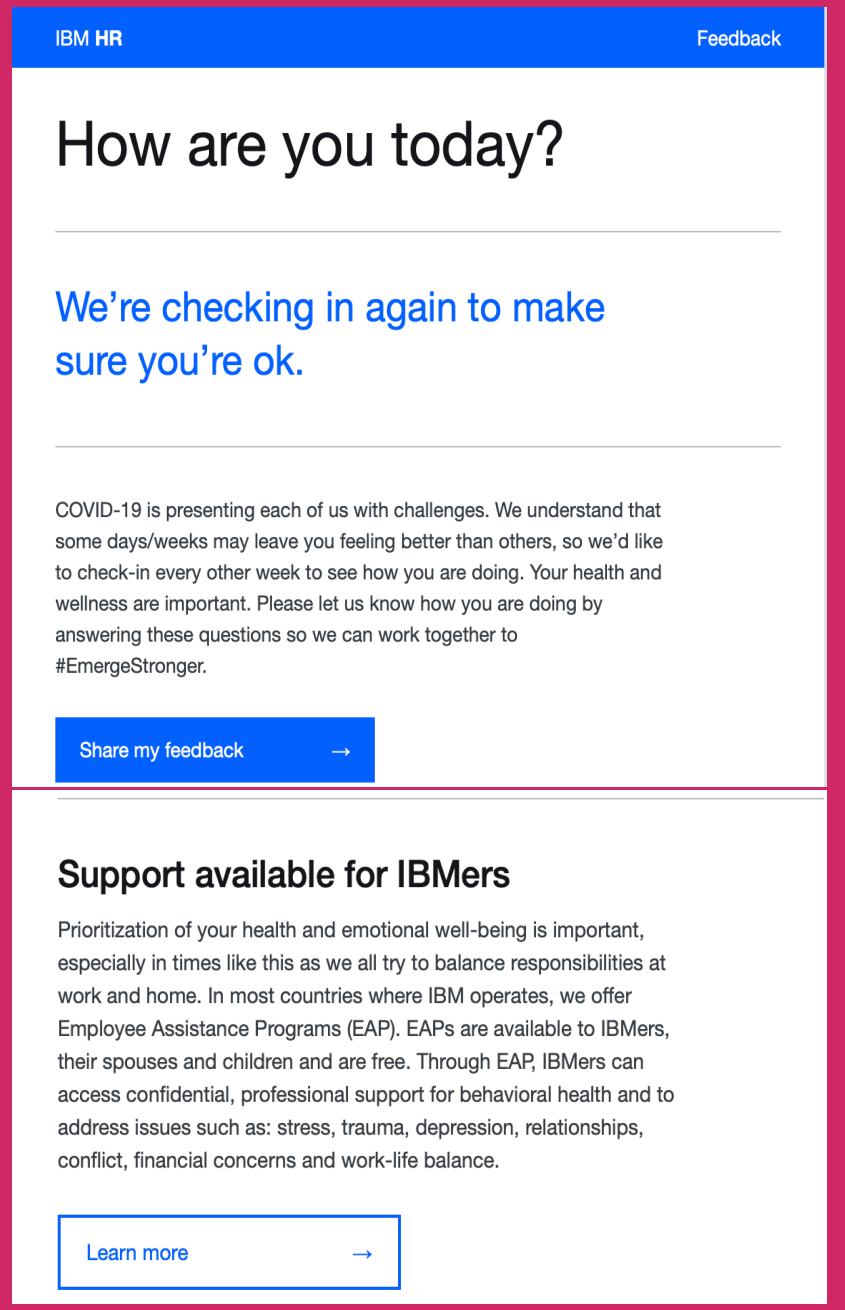
EMPLOYEES



MANAGERS



SENIOR LEADERS



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%

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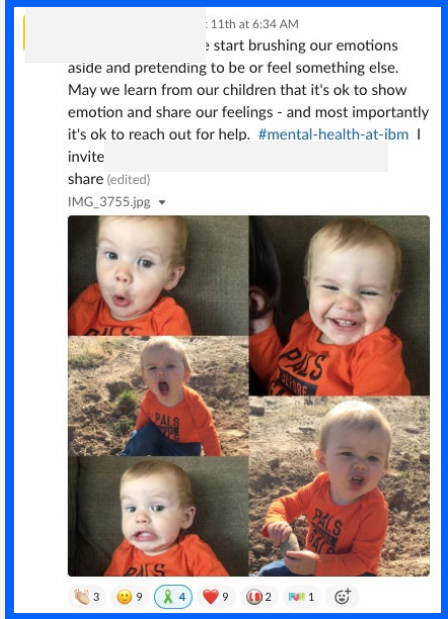
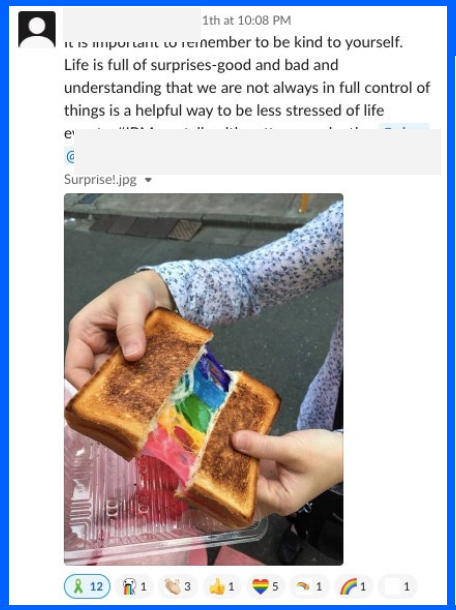
ADDRESSING STIGMA AND SHARING

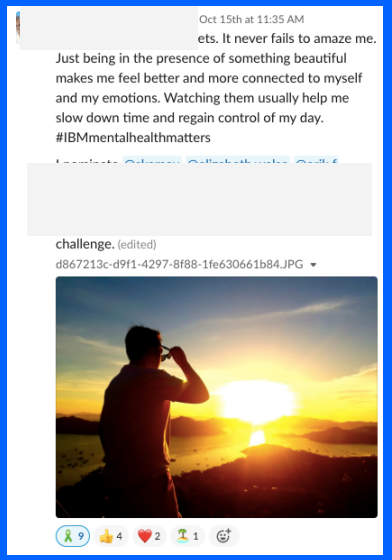
+ Launched Channels and Blogs where IBMers to openly discuss mental health issues

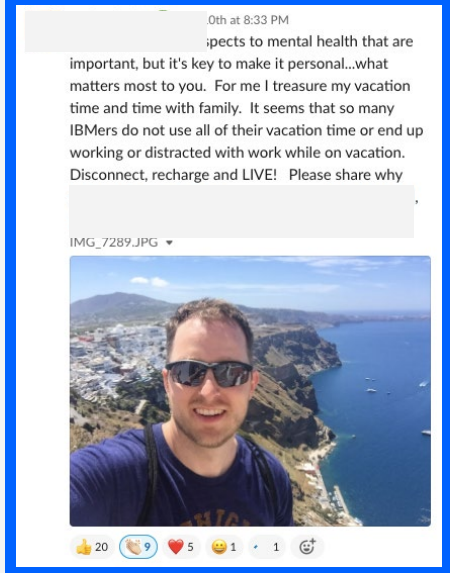
+ Posts talked about a range of information including:

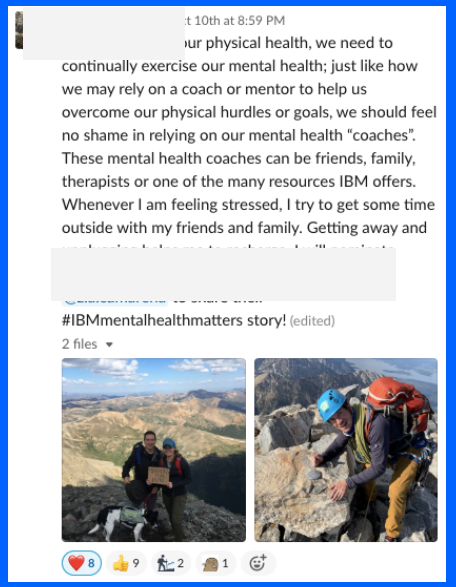
  - Personal experiences
  - Overcoming mental health issues
  - Sharing of practices that helped maintain mental health
  - Appreciation for the resources and support IBM provides

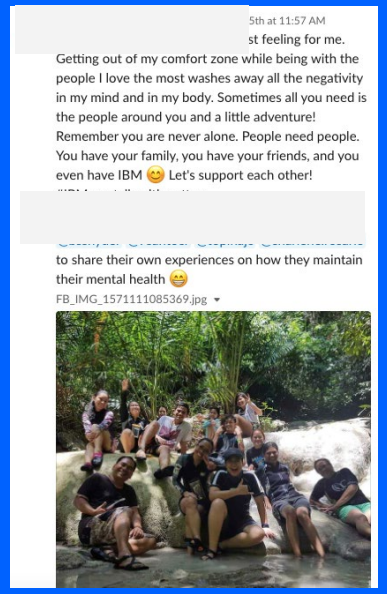












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LISTENING AND CO-CREATION

+ We use multiple channels to communicate with IBMers

+ Our focus has been on closing gaps, raising awareness of benefits, resources and training on mental health

+ **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…**

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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

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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.

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“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.”**

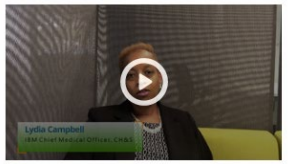
Executive Sponsor for IBM World Mental Health Day

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

Video not playing? Watch it here.

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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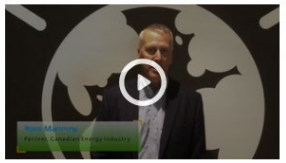

Ross Manning

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

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COVID-19 and Mental Health

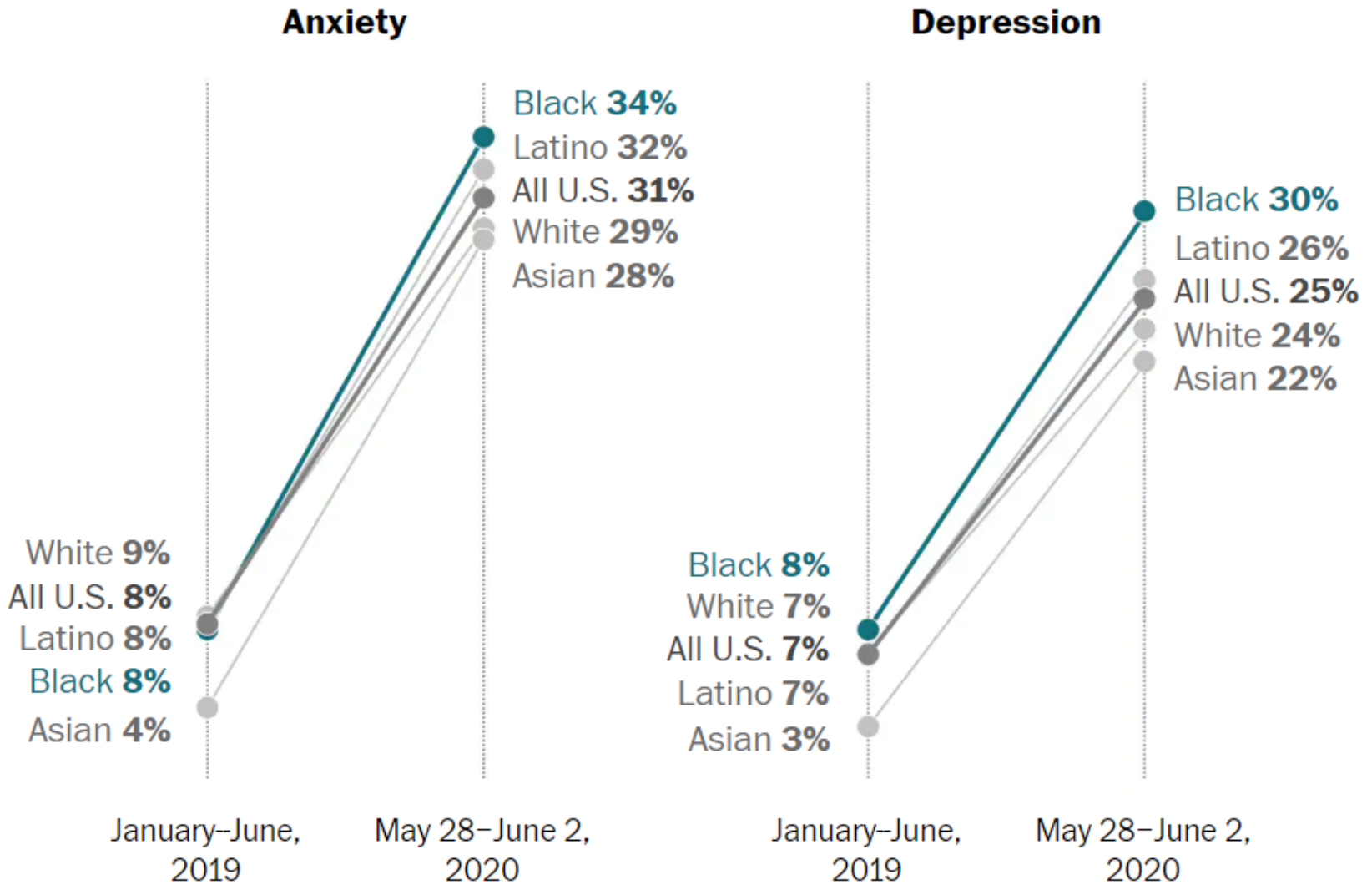
Darcy Gruttadaro, JD
Director, Center for Workplace MH
APA Foundation

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	/ 21 -	May 28 - June 2		June 4 - June 9		June 11 - June 16		June 18 - June 23		June 25 - June 30		July 2 - July 7		July 9 - July 14	
Group	% CI	Percent	95% CI	Percent	95% CI	Percent	95% CI	Percent	95% CI	Percent	95% CI	Percent	95% CI	Percent	95% CI
National Estimate															
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
By Age															
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

What can employers do?
LEAD

LEAD … in a changing world

Leadership	Reassure, normalize, show empathy, make MH visible!
Effective Communication	Routine, listen, be available, be a trusted source
Adapt to Change	Policies, practices, expectations, style, flexibility
Double 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

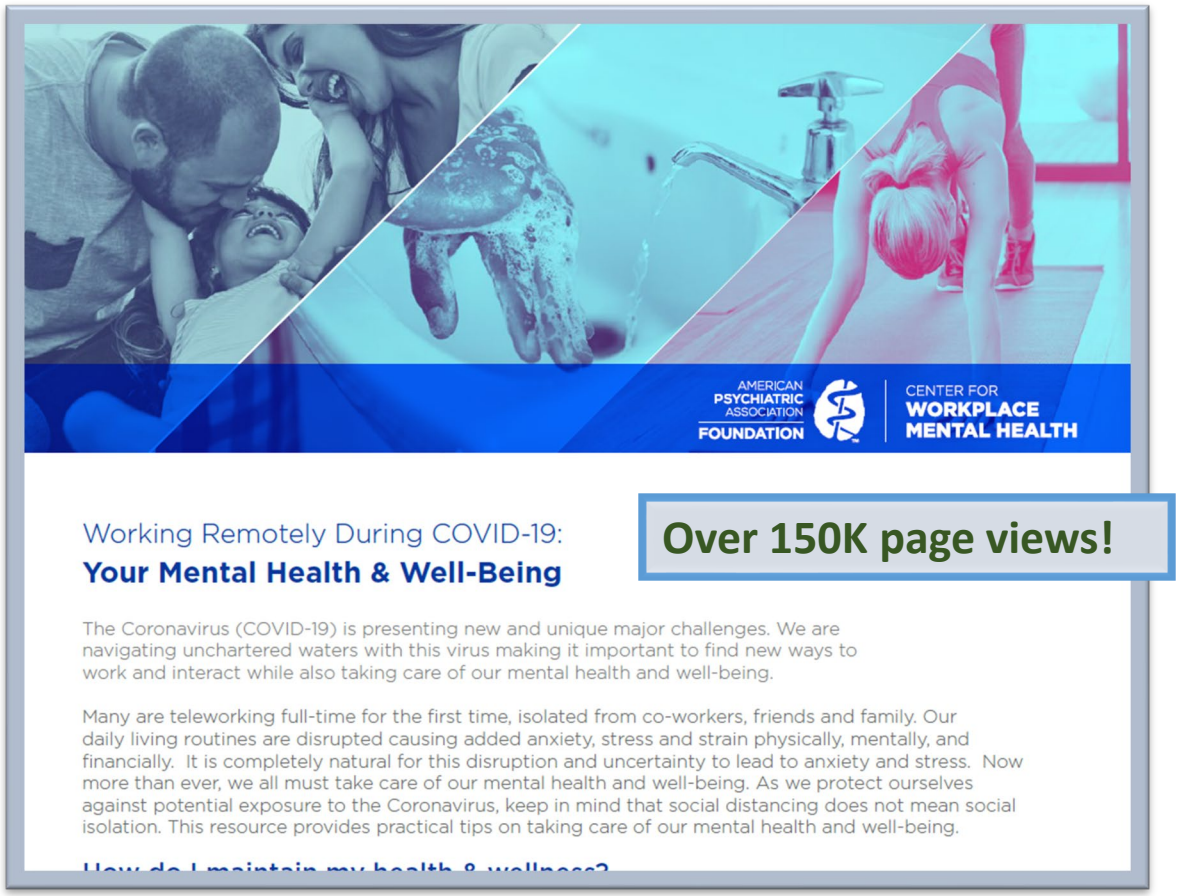
Improve access to timely, effective & affordable care

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 …



Over 150K page views!

Released in June

Workplacementalhealth.org

Thank you …

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@darcygrutt

Visit us: www.workplacementalhealth.org

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Have a question? Use the Q&A box!

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- **Aug. 6:** Mental Health and Racism: What Employers Need to Know
- **Sept. 10 & 17:** 2020 and Beyond: A Healthcare Innovation Odyssey