Decoding Digital Solutions for Workplace Mental Healthcare

Marcus Gardiner

Profile: Marcus Gardiner

2018 Fellow: Winston Churchill Memorial Trust

Marcus is a Software Developer at Softwire, a bespoke digital solutions consultancy that develops cutting edge software for clients including David Lloyd and the BBC.

Through 3 years of top performance and an early promotion as a management consultant at Deloitte, Marcus concealed worsening anxiety. As he came to understand what mental health was, digital mental healthcare solutions were essential in taking the action he needed to return to being his best self.

Compelled by this lived experience and his work as a software developer at Softwire, Marcus has built a unique expertise in workplace digital mental healthcare through a global research fellowship with the Winston Churchill Memorial Trust.

His work brings together the expertise, learnings and insights from over 40 global thought-leaders in digital mental healthcare, including Clinicians and Researchers (e.g. UCSF, Stanford Brainstorm – San Francisco), Mental Health Bodies (e.g. Mind, Mental Health Foundation – UK) and Digital Mental Health Technology founders (e.g. X2AI – San Fransisco, SilverCloud – Boston).

Marcus believes that if UK businesses are empowered to invest responsibly in digital mental healthcare, there is the potential for a broad, positive impact on individual and population mental health.

Tech Founders, Advocacy Bodies, Clinicians and Academic Researchers

Bringing together expertise and insights from over 40 global thought-leaders

Alongside extensive desktop research, this report captures the insights and learnings from interviews and discussions with over 40 global thought leaders in Digital Mental Healthcare.

This research encompasses both academic research and practical experience in deploying digital workplace mental health solutions

Quantifying the Workplace Mental Health Challenge: 10-Colleague Scope

For digital mental healthcare to provide value, it needs to solve a quantified problem

At a local scope: there is a clear, quantified problem in workplace mental health

**8 in 10** managers accept that employee wellbeing is their responsibility [1]

8 in 10 have experienced symptoms of poor mental health where work was a contributing factor [1]

2 in 10 report experiencing a common mental health problem in any given week (such as anxiety and depression) [2]

2 in 10 have had to take days off sick because of stress, but
90% of those people cited a different reason for their absence [2]
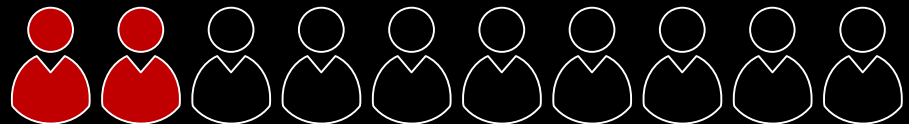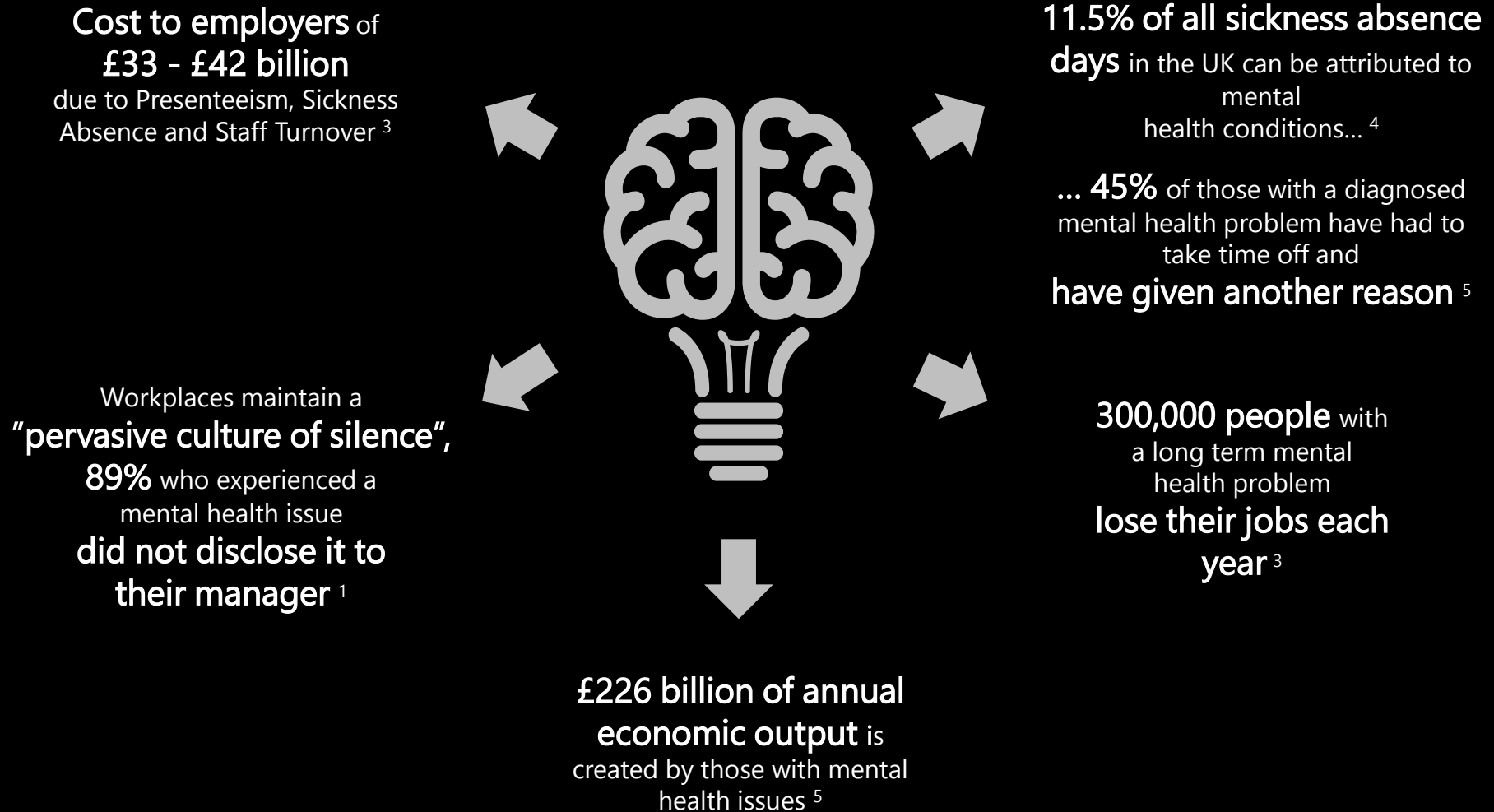
1 in 10 have resigned from a job due to stress,
3 in 10 have considered doing so [2]

Quantifying the Workplace Mental Health Challenge: National Scope

The significant challenges in workplace mental health are quantified and clear

At a national scope: there is a clear, quantified problem in workplace mental health

Cost to employers of **£33 - £42 billion** due to Presenteeism, Sickness Absence and Staff Turnover [3]

11.5% of all sickness absence days in the UK can be attributed to mental health conditions… [4]

… 45% of those with a diagnosed mental health problem have had to take time off and **have given another reason** [5]

Workplaces maintain a **"pervasive culture of silence", 89%** who experienced a mental health issue **did not disclose it to their manager** [1]

300,000 people with a long term mental health problem **lose their jobs each year** [3]

£226 billion of annual economic output is created by those with mental health issues [5]

A Vision of the Future: Solving the Workplace Mental Health Challenge

If we addressed this significant challenge, how could workplace mental health improve?

Given this significant, quantified challenge; we have to ask ourselves:

'What if the next person who experienced mental ill-health in the workplace had a different path to take than suffering in silence?'

'What if they had a holistic mental health initiative empowered by frictionless, anonymous and tailored digital support?'

**To achieve this vision to improve workplace mental health,
we need to empower our workplaces to adopt digital mental healthcare by:**

- Understanding digital mental healthcare
- Making informed decisions in choosing and implementing digital solutions
- Knowing how to make digital mental healthcare a reality in our workplaces

Introduction: Executive Summary

A comprehensive, systematic view of Workplace Digital Mental Healthcare
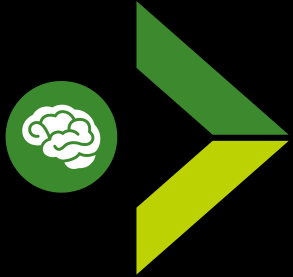
1 **Decoding Digital Mental Healthcare**

- What is Digital Mental Healthcare?
- The Map of Solutions
- Understanding Workplace Solutions

2 **Decision Making Framework**

- Solution Assessment
- Effective Implementation

3 **How To Make It Happen**

- Why Digital Solutions in the Workplace
- Benefits and Challenges
- Role of the Workplace

Section 1: Decoding Digital Mental Healthcare

A comprehensive, systematic view of Workplace Digital Mental Healthcare

1 Decoding Digital Mental Healthcare
- What is Digital Mental Healthcare?
- The Map of Solutions
- Understanding Workplace Solutions

2 Decision Making Framework
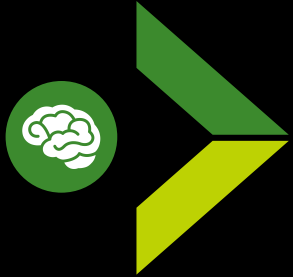- Solution Assessment
- Effective Implementation

3 How To Make It Happen
- Why Digital Solutions in the Workplace
- Benefits and Challenges
- Role of the Workplace

Section 1: Introduction

Demystifying digital mental healthcare and focusing on solutions for workplaces

1 **Decoding Digital Mental Healthcare**

- What is Digital Mental Healthcare?
- The Map of Solutions
- Understanding Workplace Solutions

The first step in empowering your workplace to adopt digital mental healthcare is to demystify digital mental healthcare

This section will focus on
- The historical context of Digital in the field of Psychology
- Defining Digital Mental Healthcare
- The overwhelming map of the thousands of solutions that exist in the market, as a context to focussing in on a small subset of solutions that workplaces should consider

Key takeaways
- To determine whether an offering sits under the moniker of 'digital mental healthcare', focus on the delivery medium i.e. is it delivered through digital technology platforms such as computers, tablets and phones
- It is useful to understand the broader context of the huge range of solutions that exist, but focus on choosing a solution from the 3 key workplace categories of digital mental healthcare solutions

What is Digital Mental Healthcare? Historical Context

Digital Psychology is the next frontier of progress in the Psychological Field

3 major frontiers of progress in Psychology

In understanding Digital Psychology, it is important to consider the historical context of Psychology and how Digital Technology fits within it.

In the past 60 years, the Psychological field recognises 3 major frontiers of progress (see right).

Digital Psychology is seen as the next major frontier, offering the potential for rapid progress across both consumer-facing and clinical digital solutions.

1
Psycho-
Pharmacology

2
Community
Psychology

3
Digital
Psychology

The question Digital Psychology aims to answer

"If we spend so much time on our digital devices, how do we leverage their impact to improve population mental health?

We have much further to go in realising Digital Psychology's potential

"2% of the population reported any digitally enabled transaction with the National Health Service (NHS) despite an estimated 59% of the UK citizens possessing a smartphone and 84% of adults using the internet.

In England, the underuse of digital platforms in the NHS has been recognised by the publication of a 5-year plan to reshape care delivery and use technology in the delivery of all kinds of healthcare" [6]

What is Digital Mental Healthcare? Definition

Focus on the delivery medium: Computers, Tablets and Phones

Digital Mental Healthcare

"Mental Health Education, Screening and Care that is delivered through digital technology"

The key to understanding whether an offering is a digital solution is asking 'is the offering delivered through a digital technology platform i.e. a computer, tablet or phone?'

The majority of digital mental healthcare solutions are easily understood, non-complex and intuitive

What can be intimidating is the sheer quantity and variety of available solutions, as illustrated by the next slide...

The Map of solutions: An overwhelming array of thousands of solutions

The below is a representative selection from 5+ years in digital mental healthcare

The Map of solutions: Distilling Digital Mental Healthcare into 6 categories

3 workplace-focused categories and 3 context-setting categories

Through iteration and my conversations with digital mental health thought leaders, I have distilled this overwhelming range into 6 key categories:

3 Workplace-focused Categories

Focus on these 3 categories in assessing and selecting digital mental healthcare solutions for your workplace

This first section of the report will focus on these 3 categories, going into depth on their functions, advantages, challenges and the role each category should play

| 1 | Portals, Gateways and Marketplaces | 2 | Comprehensive wellbeing platforms | 3 | Teletherapy |

3 Context-setting Categories

Important for awareness but less likely to apply to workplaces, these solutions represent a broad range of consumer and clinical digital mental healthcare solutions

See a deep-dive on context-setting solutions at the end of this first section of the report

| 4 | Wearables, Virtual Reality and Analytics | 5 | Digitised Screening, Therapies, Behaviour Change | 6 | Peer support |

The Map of solutions: Examples of solutions across all 6 categories

A non-exhaustive set of examples in each category
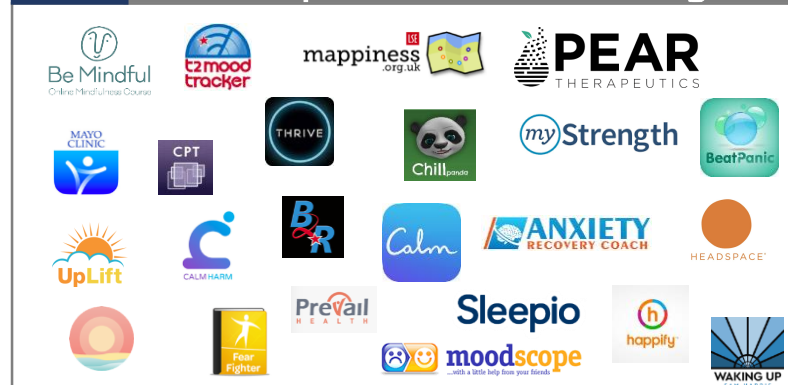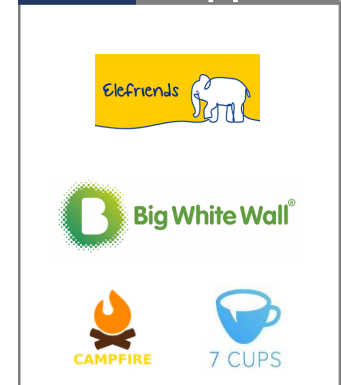
Understanding Workplace Solutions: 3 Workplace Categories

Focus on these 3 categories to select solutions for your workplace

1 Portals, Gateways and Marketplaces

- NHS choices health apps library
- American Psychological Association
- mind for better mental health
- time to change — let's end mental health discrimination
- I follow The Mental Elf
- MENTAL HEALTH AT WORK
- Mental Health Foundation
- Rethink Mental Illness.
- Mental Health UK
- The King's Fund
- CAMPAIGN AGAINST LIVING MISERABLY CALM
- BetterSpace
- SAMARITANS
- ACTION FOR HAPPINESS
- HEADS TOGETHER

2 Comprehensive wellbeing platforms

- SilverCloud — MAKING SPACE FOR HEALTHY MINDS
- L
- joyable
- soma analytics
- spring
- wellspace
- PSYT Psychological Technologies
- unmind
- Thrive
- LifeDojo
- X^2
- minddistrict

3 Teletherapy

- cbt clinics
- talkspace
- ieso digital health
- therachat
- DR JULIAN — THE APP FOR MENTAL HEALTHCARE
- Able To
- LYRA
- Kip
- Ginger.io

Understanding Workplace Solutions: Areas of Focus

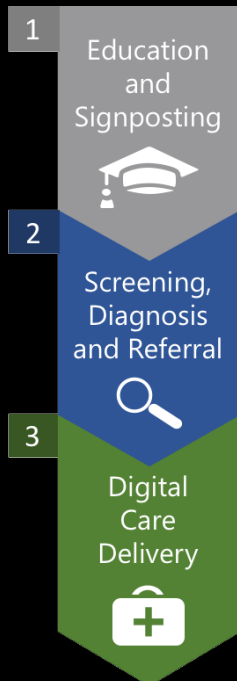Focus on the the functions (mental health outcomes), not the technology

The remainder of this first section will focus on in-depth analysis of each of these 3 workplace focussed categories. For each category in turn, all areas of focus below will be analysed.

Key takeaways

- To understand specific solutions, focus on the functions i.e. their mental health outcomes (see below left)

- Workplaces should aim to cover all 3 functions by using solutions from the 3 workplace categories

1	Portals, Gateways and Marketplaces	2	Comprehensive wellbeing platforms	3	Teletherapy

Functions

1 Education and Signposting

2 Screening, Diagnosis and Referral

3 Digital Care Delivery

Advantages ➕   Challenges ➖

Who: Which workplaces will benefit most
Role: What role the category should play

Practical examples of solutions

Functions

Examples of solutions

Education and Signposting

Psychoeducation and signposting to broadly available resources and services

Functions

Education and Signposting

Portals and Gateways

- Publicly available websites and gateways for accessing Psychoeducational materials and self-help resources on mental health
- Signposting to broader clinical care system

Marketplaces

- Easier navigation and decision support in choosing from the large range of digital mental health resources

---

☻ Workplaces and Role

Who: All organisations should provide staff references to free, quality psycho-educational resources

Role: It is vital to carefully down-select to only a manageable few options. Refer your employees to these options through physical and intranet resources

+ Advantages

Free or Negotiated Cost: Resources and gateways often are free to access. In some cases (e.g. BetterSpace) there is price-negotiated access to a broad spectrum of digital mental health solutions

Independence and Quality: solutions can be independent and of high quality

− Challenges

Limited scope: Those with mental ill-health can struggle to understand whether what they are experiencing is normal or clinical, self-diagnose and practically use resources. Educational resources play a helpful role, but self-help resources are only part of the picture in providing effective care

Overwhelming: The broad choice of publicly available Psychoeducational resources and/or digital mental health solutions can be overwhelming
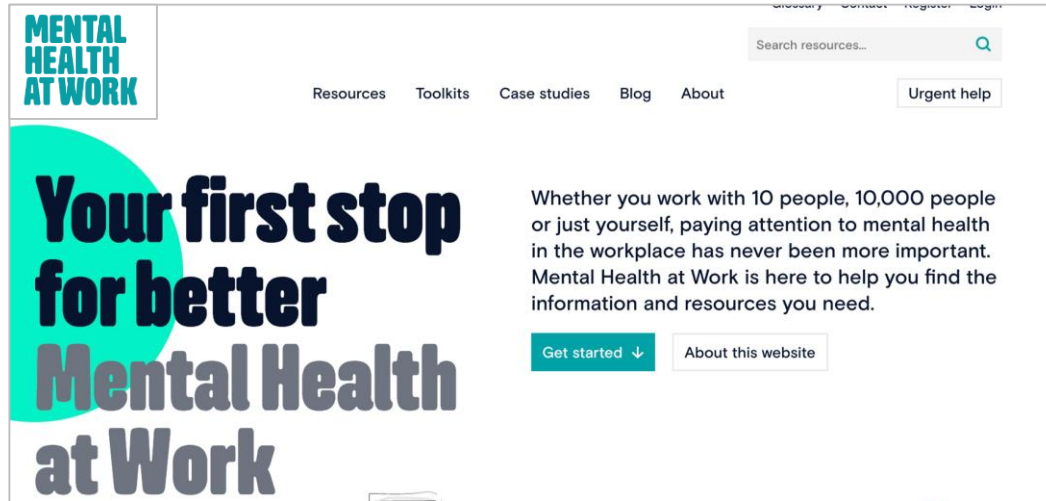
Practical Examples of Solutions

Features include:

- Centralised marketplace for quickly navigating a vast breadth of workplace mental health resources

- Tailored to various organisation roles and sizes

Features include:

- Specific resources can offer high-quality reading guides to understanding, navigating and looking after mental health

1	Portals, Gateways and Marketplaces	2	Comprehensive wellbeing platforms	3	Teletherapy

Functions

Examples of solutions

1 Education and Signposting

2 Screening, Diagnosis and Referral
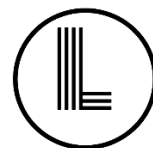
3 Digital Care Delivery

An integrated, flexible breadth and depth of mental health services

Comprehensive wellbeing platforms aim to cover all 3 mental health outcomes within one integrated solution. Individual solutions will have a varying level of coverage for each of the 3 outcomes

1 Education and Signposting

- Single source of destigmatizing psychoeducational materials on mental health
- Signposting to integrated screening and care resources

2 Screening, Diagnosis and Referral

- Daily self reported mood/sleep tracking and/or psychological screening questionnaires
- Based on screening: referral to integrated care options and between care options if one fails

3 Digital Care Delivery

- Mild to moderate care delivery resources
  - **e.g.** Cognitive Behavioural Therapy, Mindfulness, Meditation, Behaviour Change resources
- Solution specific: care provision and pathways (see below)

Solution specific:

- **Depth of Psychological Provision** for specific concerns e.g. Depression, Anxiety
- **Human decision support** for engagement, coaching, treatment selection and/or ongoing care
- **Therapy pathways** for specific psychological conditions
- **Integrated teletherapy** for moderate to severe symptoms

A one-stop shop for workplace mental health in large organisations

👤 Workplaces and Role

Who: Large organisations will benefit most, where deploying practical, at-scale mental health initiatives is most challenging. A digital platform can kickstart, augment or help sustain a workplace wellbeing initiative

Role: A one-stop shop for employees to understand and manage their mental health

---

➕ Advantages

- **Integrated:** Integrated care between mental health outcomes increases access and prevents drop out and delays between the stages of providing care: education, screening and care delivery
- **Comprehensive:** Broad coverage of the psychological wellbeing spectrum: including performance, prevention and care delivery for mild and moderate psychological conditions
- **Cost Effective and modular:** Modular addition / customization of care delivery resources to budget
- **24/7 Access:** On-demand digital access to education, screening and care
- **Quality:** higher quality and more complete than publicly available digital mental health solutions
- **Implementation:** Platforms are designed for workplaces and typically include considered implementation and communication strategies

➖ Challenges

- **Budget:** Comprehensive digital solutions are cost-effective but cost more than partial solutions
- **Sustained user engagement:** Performs best with high, sustained user engagement
- **Trust**: Concerns about data privacy and stigma may put off potential users

Practical Examples of Solutions
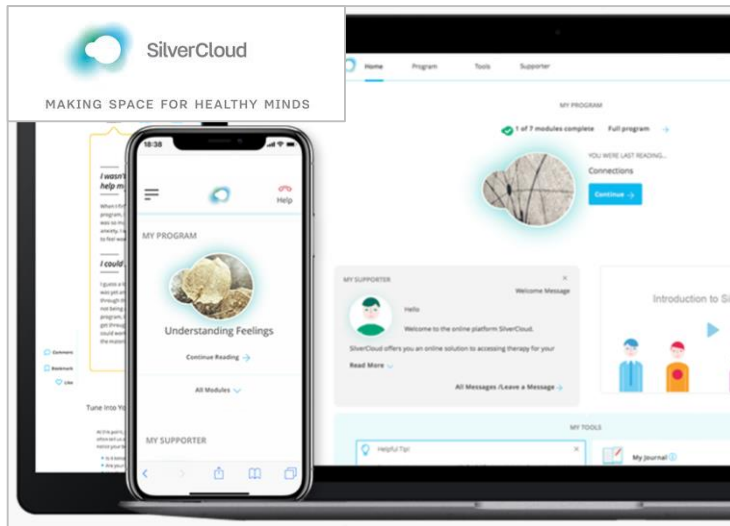
Features include:

- Over 30 integrated behavioural health programs covering a broad range of psychological conditions

- Human partners to drive user support and engagement

- Partnered with 200+ healthcare organisations

Features include:

- Daily mood and sleep tracking

- A breadth of psychoeducational resources, practical care tools and insight-based assessment

- Integration with external follow-on services

Deep-dive: Chatbots are a sub-category of comprehensive wellbeing platforms

Functions

1 Education and Signposting

2 Screening, Diagnosis and Referral

3 Digital Care Delivery
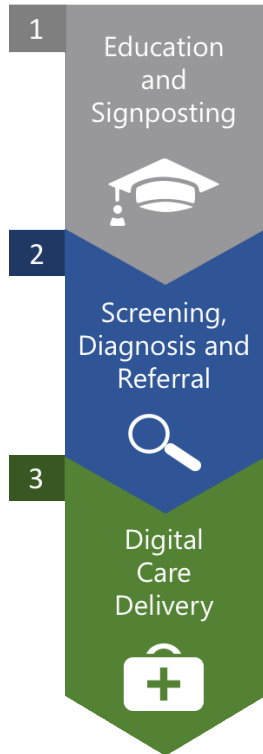
- Can be comparable to (or a navigation choice within) comprehensive wellbeing platforms
- Content is delivered through the chatbot:
  - Chat about how you are doing and send your mood 'out of 10'
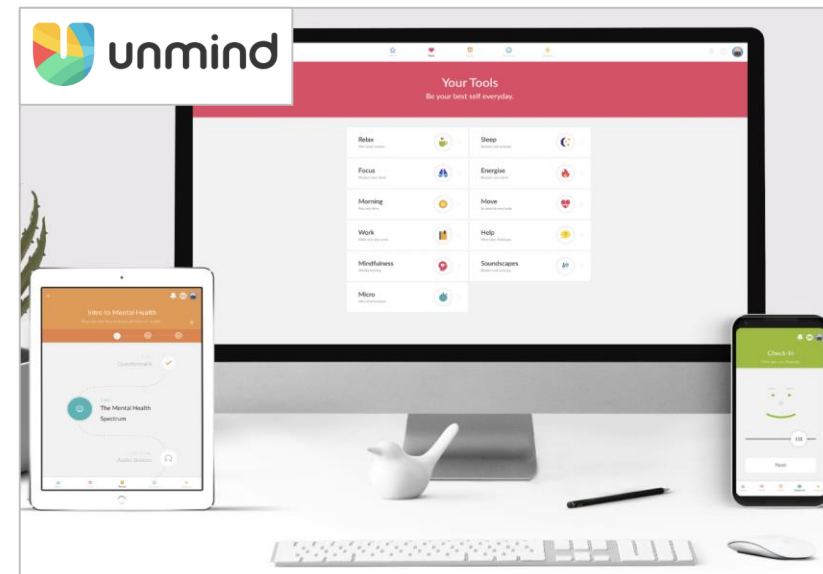 - Chatbot talks you through integrated care e.g. Mindfulness exercise
  - If the user is in crisis, it can refer to human support and/or clinical care

Solution specific:

- **Human decision support** that can take over from the chatbot

+ Advantages

Natural: A chatbot can be a more engaging way to access the same resources.
e.g. X2AI (see below): 64% of users feel more comfortable with the therapeutic process, exchanging 400+ messages monthly with 75% of access being outside working hours [7]

– Challenges

AI: In practice, chatbots often are not driven by AI, working through complex logic trees that identify text and deliver response e.g. if user says X, provide Y

Improving quality: Chatbots as a technology have made huge improvements and have further to go in providing a seamless user experience

X^2

1	Portals, Gateways and Marketplaces	2	Comprehensive wellbeing platforms	3	Teletherapy

Functions

Examples of solutions

3 Digital Care Delivery

Improving Access: Video, Audio, Text-messaging and Chat

Functions

3 Digital Care Delivery

Teletherapy:

- Video, Audio, Text-messaging or Chat options for receiving traditional talking therapies

Matching Algorithms:

- Advanced algorithms can take into account patient preferences to improve matching between patient and therapist

Workplaces and Role

Who: Organisations with high-salary employees will find it easiest to prove the business case for clinician-provided talking therapies

Role: Deliver traditional talking therapies with a high level of quality, easier access and greater choice than traditional employee assistance program services

+ Advantages

Improves access: solves practical logistical problems in accessing therapy. Rarely can employees consistently attend traditional Monday-Friday in-person therapy appointments (particularly remote/ travelling staff)

Cost-effective therapy: more cost-effective than in-person therapy, with matched efficacy [8]

User fit: Choice of therapy channel and therapist profile

− Challenges

Therapist accreditation: Ensure your selected service vets for accredited therapists rather than providing underqualified 'coaches'

Care without Education or Screening: Without providing psychoeducation or screening, teletherapy will be underutilized. This is because those suffering from mental health feel stigma in even accessing resources and struggle to self-diagnose to understand they need support

Practical Examples of Solutions

Features include:

- Video, telephone and instant-messaging options for receiving care delivery

- Treatment coordination team for human decision support

Features include:

- Therapist selection

- Digital calendarization of appointments

- Digitally delivered therapies

Be aware of the following 3 categories to understand the full breadth of solutions

| 4 | Wearables, Virtual Reality and Analytics | 5 | Screening, Therapies, Behaviour Change | 6 | Peer support communities |

Feel: A wristband that measures skin conductance, heart rate and temperature to provide real-time feedback on mental state based on proprietary algorithms

Mind Ease: Scientifically proven exercises to relieve stress and anxiety in under 10 minutes

Mind's Elefriends: A peer-support community to share and discuss mental health issues with the air cover of trained moderators

Oxford VR: Virtual Reality Mental Healthcare solutions
e.g. exposure therapy for analysis and VR experience adjustment in real-time
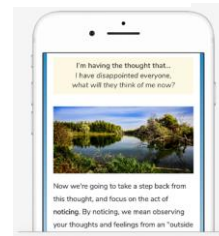
Moodscope: Daily mood tracking using the 'PANAS' test, time-based score analysis and social sharing
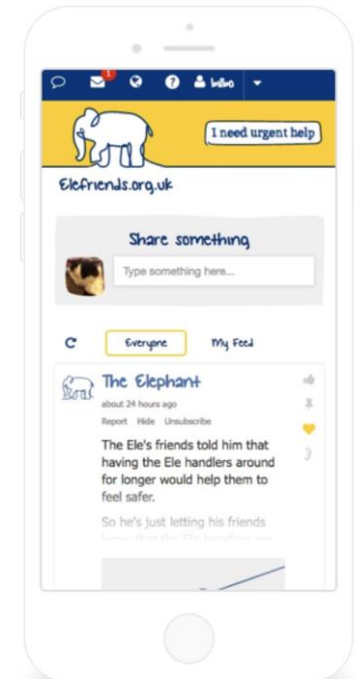
Section 2: Decision Making Framework

A comprehensive, systematic view of Workplace Digital Mental Healthcare

1 ## Decoding Digital Mental Healthcare
- What is Digital Mental Healthcare?
- The Map of Solutions
- Understanding Workplace Solutions

2 ## Decision Making Framework
- Solution Assessment
- Effective Implementation

3 ## How To Make It Happen
- Why Digital Solutions in the Workplace
- Benefits and Challenges
- Role of the Workplace

Section 2: Introduction

Defining principles for assessing solutions and strategies for implementing them
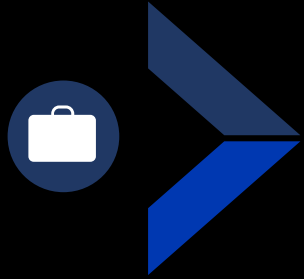
2 **Decision Making Framework**
- Solution Assessment
- Effective Implementation

The second step in empowering your workplace to adopt digital mental healthcare is to understand the criteria we should use to assess solutions and, once you have selected solution(s), what strategies you should use to implement them successfully

This section will focus on
- Providing a 5-part model of principles for solution assessment, covering both assessment criteria and key considerations
- The 3 domains for a successful implementation strategy, encompassing both the practical learnings from the deployment experience of digital mental health technology companies and the insights of academic researchers.

Key takeaways
- Tailor assessment and implementation to *your* mental health end user
- There is no one best solution: assessment criteria are not prescriptive and should be applied as principles
- Implementation strategy can be the most important factor for success and should be considered in the context of your broader workplace mental health strategy

Solution Assessment: 5 key Assessment Criteria and Considerations

Principles, not prescriptions: no one size fits all

Use the below 5-part model to assess digital mental healthcare solutions tailored to your workplace, treating them as principles to apply, not prescriptions

The proceeding slides will go into more detail across each category, with further deep dives into [1] mental health scope and [5] the investment trade-off that exists for digital health companies

3 key criteria for assessing solutions

1 Mental Health Scope	2 Business	3 Technology
Flexible, broad and deep provision as part of a broader holistic mental health initiative	Features that reflect your budget and a clear proof of return on investment to build on	Maximal data privacy and assured systems integration

2 key considerations in conducting your assessment

4 Engage Your End User

There is no one best solution: start with a user-led mental health needs assessment
Engage the end user at all stages of assessment

5 Consider the Investment Trade-off: Clinical Proof versus User Engagement

Digital mental health technology companies face a trade-off between investing in the clinical research that providers proof of efficacy
versus investing in the features and design that engender user engagement

Solution Assessment: Detailed Assessment Criteria

End user engagement should underpin each stage of assessment

1 Mental Health 🧠

Comprehensive, Flexible Scope
Breadth and depth of care provision is vital in meeting varying mental health needs and ensuring you don't lose people that have specific issues *(See next slide)*

Human in the loop
Can have a huge impact on engagement, efficacy and care navigation, at a cost

Implementation focus
Success requires clear communication and cultural change in workplaces

2 Business £

Ensure it provides a Return on Investment to build on
Ongoing investment requires proof of efficacy. Ensure the solution can help you prove its Return on Investment, with impact matched directly to ROI

Scalable, Modular Budget
Decide initial provision and staff coverage and grow through proving Return on Investment

Proven solutions
Prefer solutions that have been implemented before in workplaces

3 Technology 🗄

Maximal data privacy
A "needs to know" basis for mental health data that goes beyond minimal regulation requirements

Platforms
Phone, Tablet, Computer? Does it need the internet to work?

Active and passive tracking
Passive tracking requires less engagement but more trust e.g. the user may not realise sentiment analysis can be conducted on text responses

4 Engage Your End User

- There is no one 'best solution'; it will depend hugely on the culture and business reality of your employees

- Start with a user-led mental health needs assessment to understand the problem in your organisation and set a baseline you can compare with other organisations e.g. WHO Five Wellbeing Index [9]

- Across all 3 assessment areas, engage mental health champions and those that best represent end users

Functional Scope and Depth: Coverage of mental health outcomes

1	Education and Signposting	🎓	2	Screening, Diagnosis and Referral	🔍	3	Digital Care Delivery	🧰

Psychological Scope: Coverage of specific mental health conditions

Anxiety   Stress   Eating Disorders
   Depression   Bipolar   PTSD

Psychological Wellbeing Spectrum: Coverage across the range of condition severity levels

Performance	Prevention	Mild	Moderate	Severe

Human in the Loop: Is a human part of the service proposition? Are they a coach or clinician?

Clinical proof is undoubtedly important in assessment *but* carefully consider the caveats

"The pace of change [...] renders the research community unable to evaluate programs fast enough to endorse or reject new interventions on the basis of evidence" [6]

- **Research of method versus specific solution:** Cited research is often of method rather than a peer-reviewed study of that specific solution e.g. the research that digital solutions point to may be proof digitised Cognitive Behavioural Therapy is effective, not that the specific solution's CBT has been proven effective

- **Historical clinical trials model:** The current clinical trials model was built to assess drugs on a long term basis, not to evaluate constantly evolving digital solutions that are used in a huge variety of settings

- **Need for clinical research should reflect clinical risk:** Where on the psychological spectrum does that aspect of the solution target? E.g. Digitised therapies for more urgent support need more clinical proof than mood tracking that targets self management and screening

- **Preventative proof:** Very difficult to prove preventative methods even though they can be the most effective

- **Before and after:** Difficult to define impact on general metrics like 'happiness' and 'engagement' that rely on self-reporting. Key is a measurement and comparison of 'before' and 'after' state

- **Intended use setting:** Even if research is conducted in its intended setting, workplace culture varies hugely

- **Sustained impact:** Initial impact of solutions will be greater than sustained impact. Ensure research assesses efficacy beyond 3/6 months

- **Accreditation a guide, with key limitations:** *"This shifting policy and technological landscape means that consulting NICE guidelines is no longer an effective way to find out which e-therapies are being routinely used and recommended"* [6] Accreditation is an indicator, but can be opaque and only cover specific solutions

Balance clinical proof with features, design and user engagement.

'The aim is to be so seamless that mental health is easier to look after than not to'

- Engagement is difficult to achieve and critical for a solution to be successful
- Engagement needs to be proven in digital detail
    - e.g. live and exact content digestion and engagement metrics
- Ensure all platforms and user types are provided for, with priority given to ease of use
    - e.g. typically younger users engage little and often on mobile platforms, older users for longer and once per week on tablets

The Bottom Line

- **Investment trade-off**
  There is a clear investment trade-off for digital mental health technology companies between expensive research and the features and digital design that promote essential user engagement

- **Balance in focus**
  A clinical focus is important, but design for user engagement is as important: do not overly focus on clinical proof when user engagement is a clear challenge in mental health and is essential for impact

- **Even without ironclad clinical proof, solutions can provide real impact**
  e.g. Headspace is a solution whose success was grounded in design, marketing and user-experience. Headspace built an active user base in the millions with perceived benefit from active use. As a mature solution they are now able to fund 65+ clinical studies to prove the solution's efficacy

Effective Implementation: 3 domains to ensure success

After choosing your solution, focus on implementation as a vital factor for success

In my conversations with digital mental health experts, the consistent theme was that implementation strategy was the most important factor in determining the success and impact of a workplace solution

Once you have chosen your solution using the assessment criteria, deploy it using a tailored implementation strategy that considers all 3 domains of success

1 — Championed At All Levels

- Communication and engagement strategy
- Real incentives, real impact
- Executives are business celebrities
- Engagement needs grass roots support

2 — Positioning is Vital

- Normalise mental health, do not trivialise it
- Wellbeing-led, not a hospital ward
- Terminology matters
- Separation breeds trust
- Tailored to the end-user

3 — Part of a Holistic Wellbeing Initiative

- Use Digital to establish, augment and sustain a holistic initiative
- Target both work and life
- Multiple, frictionless access points
- Use proof of ROI to expand digital coverage and features

Effective Implementation: Championing Solutions

Champion digital solutions at all levels to increase engagement

1

Championed At All Levels

- **Communication and engagement strategy**: leverage communications from your solution provider and aim for company-wide engagement strategies

- **Real incentives, real impact:** prizes and incentive schemes result in higher engagement levels

- **Executives are business celebrities:** personalised advocacy and custom content (e.g. mental health stories) from executives have a huge impact in increasing engagement

- **Engagement needs grass roots support:** leverage mental health champions and wellbeing networks. Involve your mental health end users in the assessment phase to build grass roots support from assessment to implementation

Example: focussing on implementation

Spring Health aims to sign up 1 in 3 employees during a structured launch and implementation process

spring

January is
Mental Wellness Month

Check-in on your mental wellness with our new employee benefit

spring

1. Easy implementation
Spring's expert marketing team typically signs up 1 in 3 employees during our structured launch and implementation process. Implementation and maintenance is easy—with almost zero ongoing admin time for you.
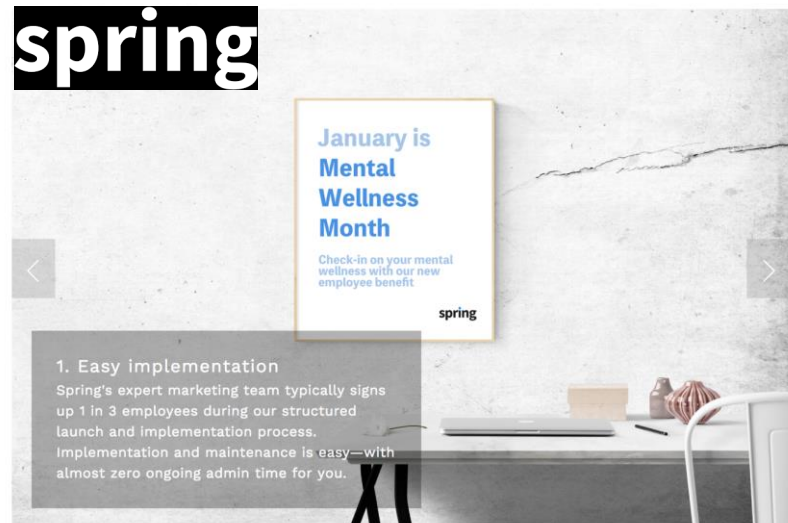
Effective Implementation: Positioning Solutions as Part of A Holistic Initiative

Position applications carefully and as part of a broader, holistic wellbeing initiative

2

Positioning is Vital

- **Normalise mental health, do not trivialise it:** Mental ill-health and its symptoms are incredibly common, but each personal journey is still incredibly challenging
- **Separation breeds trust:** At a minimum, use the solution's own marketing / branding and clearly communicate ironclad data policies. Solutions need to be a safe space, provided by the workplace but fundamentally separate to it
- **Terminology:** has a huge impact e.g. 'psychological wellbeing', not 'mental disorder'
- **Wellbeing-led, not a hospital ward:** Center your implementation campaign in 'wellbeing', but under the hood point to and provide a depth of content that serves the full psychological wellbeing spectrum
- **Tailored:** Where possible, customise solutions to specific types of workers for greater impact

3

Part of a Holistic Wellbeing Initiative

- **Holistic:** Use digital solutions to establish, augment and sustain your workplace wellbeing initiative
- **Work and Life:** A digital solution that helps both inside and outside of the workplace will have more impact. Involving family and giving them access too can be particularly effective
- **Multiple, frictionless access points:** all platforms and devices, self sign up programs, Manager and EAP referral, in-app referral to care etc.
- **Use proof of Return on Investment to expand digital coverage and features:** Where necessary, consider a scoped pilot to prove efficacy and build engagement levels, and then scale as ROI is proven. However: be careful about switching out care on staff if you run temporary trials

Section 3: How To Make It Happen

A comprehensive, systematic view of Workplace Digital Mental Healthcare
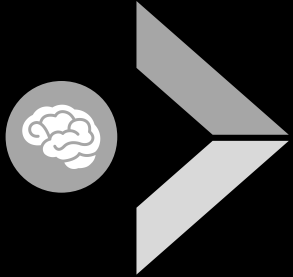
1 Decoding Digital Mental Healthcare

- What is Digital Mental Healthcare?
- The Map of Solutions
- Understanding Workplace Solutions
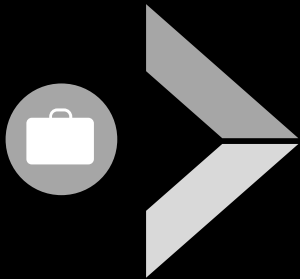
2 Decision Making Framework

- Solution Assessment
- Effective Implementation

3 How To Make It Happen

- Why Digital Solutions in the Workplace
- Benefits and Challenges
- Role of the Workplace

HAPPEN.

Section 3: Introduction

The role of workplaces in using digital to solve the toughest mental health challenges

3 How To Make It Happen

- Why Digital Solutions in the Workplace
- Benefits and Challenges
- Role of the Workplace

The third step in empowering your workplace to adopt digital mental healthcare is to understand why digital solutions help solve the toughest workplace mental health challenges, so that you can advocate for and build a high-impact role for digital workplace mental health

This section will focus on

- Why digital mental healthcare makes sense in the workplace, by understanding the biggest challenges we see in workplace mental health, and how digital solutions have inherent advantages in solving them
- The business benefits and challenges when digital mental healthcare is deployed, based on both insights from academic researchers and the deployment experience of digital mental health companies
- What role your workplace should take in the context of a digital mental healthcare maturity journey

Key takeaways

- Digital solutions have inherent advantages in solving our biggest workplace mental health challenges
- Workplaces should undertake a digital mental healthcare maturity journey, starting with providing mental health education to all and building to providing practical digital tools to those that really need it
- Whatever our level of coverage, we need to ensure those in crisis have clear referral points to the broader national clinical care system

Why Digital Solutions in the Workplace? Understand the Challenges

For technology to provide value, it needs to solve workplace mental health challenges

Stigma and Psychoeducation

15% of cases where the employee disclosed a mental health issue to a line manager the employee became subject to disciplinary procedures, dismissal or demotion [1]

90% of those with mental health problems experience stigma and discrimination [5]

Screening and Detection

'You typically see people with depression and anxiety in the workplace going 5+ years without diagnosis, with detection occurring only when symptoms become more severe'

Access

The psychological field knows:
'There are fundamentally not enough therapists'
Digital solutions *must* play a role

- **61%** with common conditions such as anxiety or depression are not accessing mental health treatment [13]

- **13%** are waiting for an initial assessment, **50%** have been waiting over three months to receive treatment, **10%** have been waiting over a year [11]

Treatment Selection

"One size does not fit all in mental health care" [12]

Sustainable Care Management

- **58%** weren't offered choice in the type of therapies they received [11]

- **75%** were not given a choice in where they received their treatment [11]

- **50%** felt the number of sessions were not enough [11]

Why Digital Solutions in the Workplace? Resolve the Key Challenges

Digital solutions provide direct resolutions to core workplace mental health challenges

Stigma and Psychoeducation

Single source of destigmatising psychoeducation

From performance to targeted care, a common source of Psychoeducation and support

Screening and Detection

Systematic, scalable screening where it counts

Avoids the pitfalls of self-diagnosis, where employees are unsure of whether what they are experiencing is normal or clinical

Access

24/7 access to vetted cutting-edge digital support

Unprecedented instant access for all employees to frictionless, integrated, comprehensive mental healthcare.

Treatment Selection

Choice, care navigation between treatment options and ongoing decision support

Multiple treatment options, choice in how treatment is received and digital or human support in navigating care

Sustainable Care Management

Digitally managed mental health

Prevent the need for traditional forms of therapy or, where traditional care is still required, provide effective support before, between and long after traditional therapy forms

Why Digital Solutions in the Workplace? Inherent Advantages of Digital

Digital solutions have inherent and proven advantages in improving mental health

Anonymous
access to resources and care

Comprehensive & Integrated
across mental health outcomes

Anywhere, Anytime Access through digital devices

Why Digital Solutions?

Instantly Scalable,
even across large organisations

Cost Effective
compared to traditional therapies

Real Time Analytics
make digital initiatives measurable

Digital Solutions are Effective: Proven across 30+ years of clinical research

- Digitised Cognitive Behavioural Therapy can be as effective as face to face CBT [14]

- Teletherapy can be as effective as in-person therapy [8]

- People are more honest in sharing stigmatised issues through digital communication [15]

Benefits: Business Benefits of Workplace Digital Mental Healthcare

Moving from a top-level ROI to an unprecedented digital business case

Human Impact

Lived years quality of life

- From the workplace to life at home, solving the structural issues of mental healthcare has a real impact on human life

- Poor mental health and wellbeing affects an individual's ability to thrive at work and earn a living

"These figures are likely to be conservative given the declining cost of technology-based interventions [...]" [3]

"Better returns for interventions at [...] proactive stages" [3]

Quantified ROI [3]

Return on Investment

£4.2 for every £1 spent

Mental Health
Return on Investment for
UK Employers:

- Thriving at Work's systematic analysis of academic literature revealed an average ROI of 4.2
- Cost related to ill mental health:

Category	Cost
Overall Cost	£33-42bn
Absence	£8bn
Presenteeism	£17-26bn
Staff Turnover	£8bn

Digital Business Case

Unparalleled data analytics and metrics

Prove the Value to the Business:

- Unparalleled data on the efficacy and impact of your wellbeing initiatives
- Exact content digestion, engagement times and service use metrics

Anonymised Data:

- Unprecedented anonymised dashboards give real-time insight on staff wellbeing

Challenges: Challenges faced when Deploying Digital Mental Healthcare

It is vital to identify and address these core challenges as part of your approach

Trust

Data Privacy: The most important issue – the concern that the data created will be used by employers or not securely protected

Perception: Mental health support needs to be (and be perceived as) meaningful support provision, not a way of enabling workers to work even harder

Stigma: Mental health is still hugely stigmatised; even with the anonymity of digital resources, workers may be put off in seeking and accepting wellbeing support

Achieving Impact

Procuring without a focus on impact: Having a digital solution or an Employee Assistance Programme does not solve mental health (and traditional EAP services may underdeliver on mental health)

Workplace culture: Solutions cannot entirely change or negate a challenging workplace culture. *Working 11+ vs. 7-8 hours per day makes someone with no prior history of depression 2.4 times more likely to have a major depressive episode* [16]

Clinical efficacy: Despite digital solutions being well suited to data analysis, clinical research models are not suitable for assessing the efficacy of fluid digital applications

Sustained Engagement

User Engagement: Without engagement, there is no impact. Applications can struggle to compete for user engagement: gamification is not enough in a digital world of social media and video games

Sustainability: For full impact, engagement with a specific digital solution needs to be long-term; a notoriously difficult task for digital software and in a career environment where people change jobs every 4 years [17]

Role of the Workplace: Workplaces need to aspire to have a real impact

Igniting real change requires covering all 3 functions of Digital Mental Healthcare

Now that we understand why digital solutions should apply to the workplace, as well as their benefits and challenges, we need to consider the role of the workplace.

To understand what the role of the workplace should be, we should once again consider the functions that digital mental healthcare aims to serve (see right) and ask:

'Which of these functions should workplaces aim to cover?'

The key is to think from an employee perspective.
Once an employee understands they have a mental health concern, the question for them quickly becomes:

"How do I manage such a difficult issue on a day-to-day basis?
How do I make managing it practical and sustainable?"

To have a real impact for these employees that are struggling with a mental health problem, workplaces *must play a role* in mental health that goes beyond stewardship, education and signposting.

The role of the workplace starts with education and signposting for all to build a valuable baseline of mental health literacy. Thankfully, this is what more and more workplaces are beginning to achieve.

However, the role must then build towards providing integrated provision for those that really need it, covering all 3 mental health functions. Workplaces need to aspire to provide frictionless, practical and impactful digital solutions.

To help build the case for a broader role of workplace mental health, leverage the metrics and key performance indicators that digital solutions provide

Functions of Digital Mental Healthcare

1. Education and Signposting

2. Screening, Detection and Diagnosis

3. Digital Care Delivery

Role of the Workplace: The Digital Mental Healthcare Maturity Journey

Provide digital resources for all, then deliver real impact with practical digital tools

Build through the stages of maturity by using digital solutions to measure and provide proof of return on investment

For those that really need it: *Frictionless, integrated digital support*

For all: *Digital resources providing awareness, early intervention and prevention*

Impact

Overarching

Core

Stewardship and vetting

1 Education and Signposting
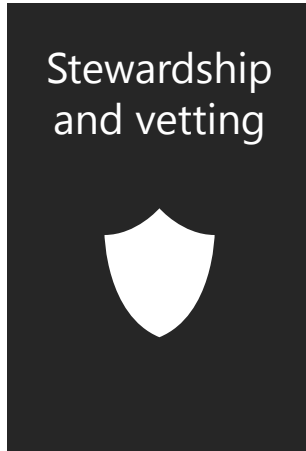
2 Screening, Diagnosis and Referral

3 Digital Care Delivery

Role of the Workplace: Start with Stewardship and Awareness For All

Start with a core role in vetting solutions, building awareness and reducing stigma

Stewardship and vetting

Overarching role: *Stewardship and Vetting*

Opportunity and Risk: People go first to the internet: digital content for mental healthcare is a fantastic opportunity and risk. Publicly available choices have issues including vastly ranging quality, unclear data privacy and an overwhelming array of fragmented solutions and disparate information

Stewardship: Workplace vetting of mental health content and solution(s) for staff ensures comprehensive, consistent and high quality mental healthcare support. Workplaces can be the effective steward of digital mental healthcare

1 Education and Signposting

Core Role: *Awareness, Early Intervention and Prevention*

Augment Initiatives: Workplaces need to augment mental health initiatives with digital resources to:

- Educate on mental health
- Destigmatise
- Signpost to care delivery (integrated or broader clinical care system)

Prevention and Performance: Preventative action is proven to be most effective and can help increase performance under day to day stressors

Role of the Workplace: Build to Providing Impactful Digital Solutions

Igniting change requires going beyond awareness and providing practical digital tools

Impact Role: *Real Support for those that really need It*

Integrated detection and care can turn awareness into a real, positive impact on workplace mental health

2

Screening, Diagnosis and Referral

3

Digital Care Delivery

Practical Support: Digital mental healthcare provides the opportunity for cost-effective, practical solutions for your staff, so that they can go beyond awareness and take action on their mental health on a daily basis

Earlier Action: Without detection, your staff will only share a mental health problem when it reaches a severe stage. This makes mental health conditions more difficult to treat, makes time away from work more likely and makes a valuable employee more likely to exit the business

Integrated Screening and Care: Detection must be coupled to care delivery – this is the most critical transition point for mental healthcare to prevent care drop out: awareness and hope without delivery is a common, critical failing

Support for managers: Clear provision for managers to refer staff to, taking unfair pressure off managers that are not trained in mental health support

Tailored and Scalable: The initial level of support should reflect the worth of your human capital. As the ROI of mental healthcare is proven in your business, the solution should scale in support level and staff coverage

Managing Clinical Risk: Wherever your coverage stops as a business due to your budget, there needs to be a clearly defined referral point to the broader clinical care system *(See next slide)*
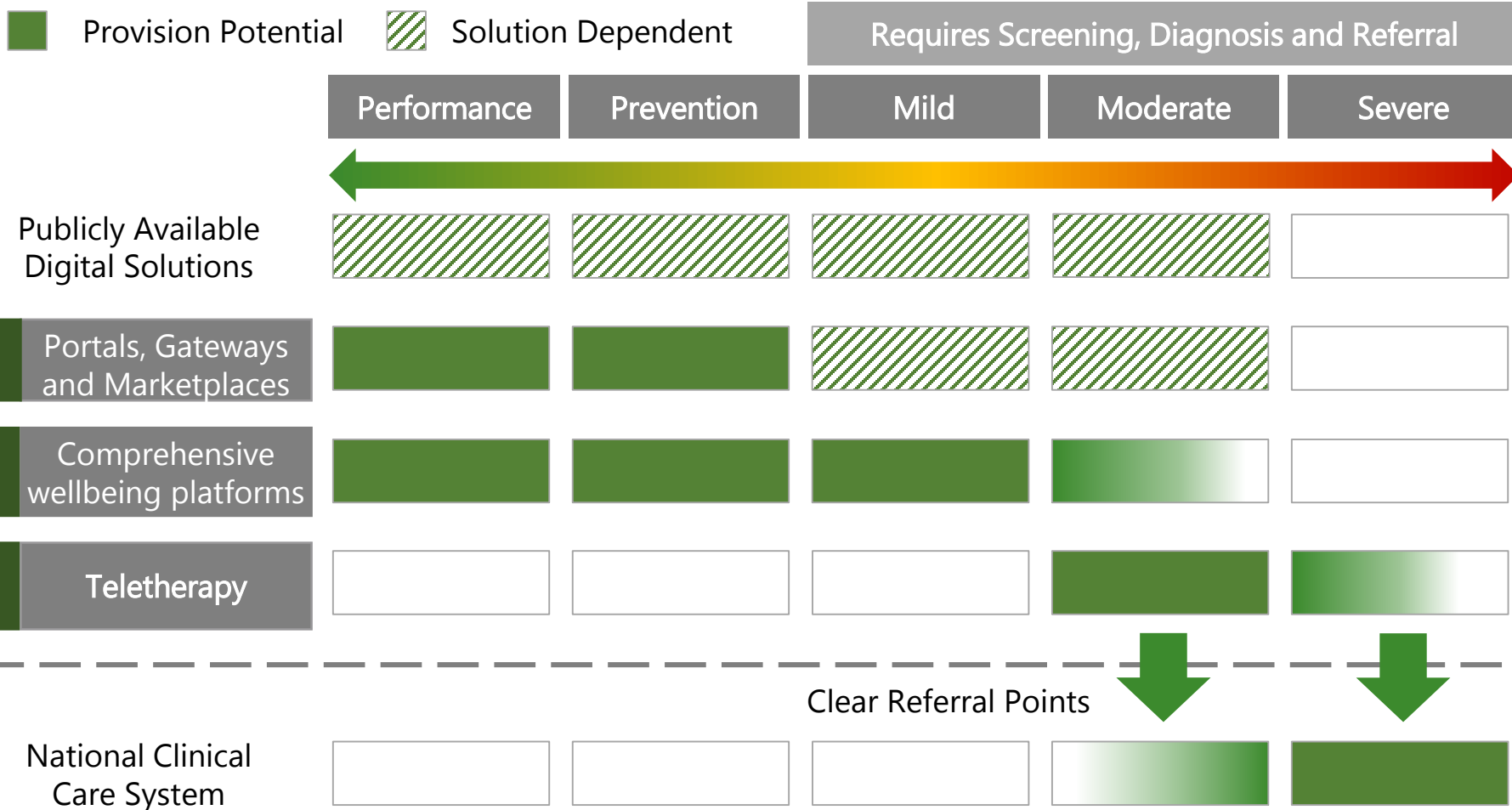
However complete your coverage, ensure those in crisis are referred to clinical care

Managing clinical risk means to ensure that those who are at high risk due to poor mental health have support in a crisis. Whatever your level of current coverage (across solutions and the psychological wellbeing spectrum - see below), ensure that the digital offerings you provide to staff have a clear referral point to the broader clinical care system. This can include up to date emergency numbers for both national care providers and other providers of mental health support (such as the Samaritans helpline at 116 123).

Provision Potential | **Solution Dependent** | **Requires Screening, Diagnosis and Referral**

	Performance	Prevention	Mild	Moderate	Severe
Publicly Available Digital Solutions	Solution Dependent	Solution Dependent	Solution Dependent	Solution Dependent	
1 Portals, Gateways and Marketplaces	Provision Potential	Provision Potential	Solution Dependent	Solution Dependent	
2 Comprehensive wellbeing platforms	Provision Potential	Provision Potential	Provision Potential	Provision Potential	
3 Teletherapy				Provision Potential	Provision Potential

Clear Referral Points

	Performance	Prevention	Mild	Moderate	Severe
National Clinical Care System				Provision Potential	Provision Potential

Concluding: Executive Summary

A comprehensive, systematic view of Workplace Digital Mental Healthcare

1 **Decoding Digital Mental Healthcare**

- What is Digital Mental Healthcare?
- The Map of Solutions
- Understanding Workplace Solutions

2 **Decision Making Framework**

- Solution Assessment
- Effective Implementation

3 **How To Make It Happen**

- Why Digital Solutions in the Workplace
- Benefits and Challenges
- Role of the Workplace

Final Takeaways: Digital Mental Healthcare

3 key takeaways to apply to your workplace

Cover all 3 mental health functions by focussing on the 3 key categories of workplace mental health solutions

| 1 | Portals, Gateways and Marketplaces | 2 | Comprehensive wellbeing platforms | 3 | Teletherapy |

1 Education and Signposting

2 Screening, Detection and Diagnosis

3 Digital Care Delivery

Tailor assessment and implementation to *your* mental health end user

Aspire to have a real impact in workplace mental health:

- **Start with awareness for all**
- **Build towards providing impactful, practical digital tools**

Why can't the Vision of the Future be *A Vision of the Now*

The solutions already exist: it is up to you to make it happen in your workplace

Workplace digital mental health solutions have a clear role, proven advantages and are being used, right now, in workplaces worldwide.

Considering again the questions asked at the beginning of this report,
we know now that our vision of the future can be a vision of the now:

*Why can't the next person who experiences mental ill-health in your
workplace have a different path to take than suffering and shame?*

*Why can't they have access to anonymous, tailored, digital mental health support?*

When pursued responsibly by Employers and Employees,
digital mental healthcare can transform mental health in the workplace.

---

*"My black dog seems quite away from
me now – it is such a relief.*

*All the colours come back into the
picture"* [18]

\- Winston Churchill

WINSTON
CHURCHILL
MEMORIAL
TRUST
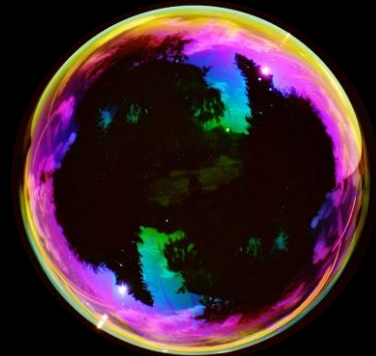
Bibliography

Bibliography

1. Business in the community
    1. https://wellbeing.bitc.org.uk/all-resources/toolkits/mental-health-employers
    2. https://wellbeing.bitc.org.uk/system/files/research/bitc_mental_health_2017_exec_summary_0.pdf
2. Mind
    1. https://www.mind.org.uk/information-support/types-of-mental-health-problems/statistics-and-facts-about-mental-health/how-common-are-mental-health-problems/
    2. https://www.mind.org.uk/news-campaigns/news/work-is-biggest-cause-of-stress-in-peoples-lives/
3. Thriving at Work Report
    1. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf
    2. Deloitte: https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/public-sector/deloitte-uk-workplace-mental-health-n-wellbeing.pdf
4. Office of National Statistics
    1. https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/labourproductivity/articles/sicknessabsenceinthelabourmarket/2016
5. Mental Health Foundation
    1. https://cdn2.hubspot.net/hubfs/234061/Mental%20Health%20Graphic%201.jpg?t=1535134201636
    2. https://www.mentalhealth.org.uk/sites/default/files/fundamental-facts-about-mental-health-2016.pdf
    3. https://www.mentalhealth.org.uk/sites/default/files/added-value-mental-health-as-a-workplace-asset-executive-summary.pdf
6. British Medical Journal
    1. https://bmjopen.bmj.com/content/7/1/e014844
7. Northwestern. Provided by Angie Joerin - Director of Psychology X2AI.
    1. https://www.ibiweb.org/wp-content/uploads/2018/04/X2ai.pdf
8. The Lancet
    1. https://www.thelancet.com/journals/lanpsy/article/PIIS2215-0366(15)00122-4/abstract
9. World Health Organisation
    1. https://www.corc.uk.net/outcome-experience-measures/the-world-health-organisation-five-well-being-index-who-5/
10. JESSICA LIPSCHITZ, PHD AND JOHN TOROUS, MD
    1. https://medcitynews.com/2018/03/5-factors-consider-evaluating-new-digital-behavioral-health-tech/

Bibliography

11. We Still Need To Talk Coalition
    1. https://www.mind.org.uk/media/494424/we-still-need-to-talk_report.pdf
12. Wiley
    1. https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1369-7625.2011.00743.x
13. Adult Psychiatric Morbidity Survey: Survey of Mental Health and Wellbeing, England
    1. https://digital.nhs.uk/data-and-information/publications/statistical/adult-psychiatric-morbidity-survey/adult-psychiatric-morbidity-survey-survey-of-mental-health-and-wellbeing-england-2014#key-facts
14. World Psychiatry
    1. https://www.ncbi.nlm.nih.gov/pubmed/25273302
15. ACM
    1. https://arizona.pure.elsevier.com/en/publications/self-disclosure-on-computer-forms-meta-analysis-and-implications
    2. http://ict.usc.edu/pubs/It%27s%20Only%20a%20Computer%20-%20Virtual%20Humans%20Increase%20Willingness%20to%20Disclose.pdf
16. Whitehall 2 study
    1. http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0030719
17. Bureau of labour statistics
    1. https://www.bls.gov/news.release/tenure.nr0.htm
18. The Churchills: A Family at the Heart of History – Mary S. Lovell
    1. https://theconversation.com/winston-churchill-and-his-black-dog-of-greatness-36570