The Impact of Anxiety, Depression & Alcohol on Different Generations of Employees

Agenda

- SBIRT
- Generations
- SBIRT + Generations
- Recommendations
Introductions

- Matt McCreary, LCPC, CEAP, CADC, PCGC, ICCGC
  - Director, Responsible Gambling & Student Support Programs
- Aaron Stevens, LPC, PCGC
  - Clinical & Special Programs Associate

Morneau Shepell Is A Leading HR Firm And Largest EFAP In The World

- 50 years of experience
- $535M+ annual revenue
- 4,000 employees
- 3,000+ counsellors
- 250+ IT Staff
- 20,000 clients
- 20M+ employees with our EFAP
- Over 8,000 EFAP clients
- 420,000 EFAP cases annually
BDA | Morneau Shepell - US Services

Employee Assistance Program
- 241 direct accounts
- 14,817 insurance customer groups
- Covers 11.1 million lives

Drug Testing Services
- 3rd Party Administrator
- MRO
- Background Checks

Strategic Partnerships
- 6 insurance partners
- Substance Abuse Helplines
- Employee and Consumer Concern Lines

Problem Gambling
- 10 state helplines
- Innovative treatment, training and prevention
- First to market motivational text messaging

SBIRT
SBIRT Overview

- Screening, Brief Intervention, Referral Treatment
  - Evidence-based practiced developed for medical settings
- BIG Initiative
  - Adapted for EAP field
- Goals:
  - Increase early identification of clients at risk for alcohol problems
  - Build awareness and educate clients on U.S. guidelines and risks associated with alcohol use
  - Motivate at-risk clients to reduce unhealthy, risky alcohol use
    - adopt health promoting practices
  - Motivate clients to seek help for alcohol use

SBIRT Operationalized

- 2011: implemented SBIRT for alcohol
- 2012: Drugs, anxiety & depression
- Changed in workflow and culture:
  - Staff trainings
  - Database integration with automatic scoring
Intake Process

- 24/7/365 care access center in Chicago
- Masters degree counselors
- Telephone based intake

Generations
“Each generation imagines itself to be more intelligent than the one that went before it, and wiser than the one that comes after it.”

- George Orwell

Why Should We Care? What Does It Mean to the Workplace?

- Each generation brings its own set of beliefs, values, culture, perspectives, likes, dislikes, and skills/traits to the workplace
- Differences impact our employees and the effectiveness and productivity of our businesses
- A great labor shortage is beginning to occur
  - Next 10 years we will need 22 M jobs
  - Will have 17 M new workers
  - We need to be able to attract and retain the best and the brightest in order to remain competitive
# Generations

<table>
<thead>
<tr>
<th>Generations</th>
<th>Birth Year Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baby Boomers (Boomers)</td>
<td>1946 - 1964</td>
</tr>
<tr>
<td>Generation X (Gen X)</td>
<td>1965 - 1977</td>
</tr>
<tr>
<td>Millennials (Gen Y)</td>
<td>1978 - 1999</td>
</tr>
</tbody>
</table>

*Traditionals (1927-1945) & Generation Z (>1999) were omitted due to small sample sizes*
### They Way They See the Work World

<table>
<thead>
<tr>
<th></th>
<th>Boomers</th>
<th>Xers</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outlook</strong></td>
<td>Optimistic</td>
<td>Skeptical</td>
<td>Hopeful</td>
</tr>
<tr>
<td><strong>Work Ethic</strong></td>
<td>Driven</td>
<td>Balanced</td>
<td>Determined</td>
</tr>
<tr>
<td><strong>View of Authority</strong></td>
<td>Love/hate</td>
<td>Unimpressed</td>
<td>Polite</td>
</tr>
<tr>
<td><strong>Leadership by</strong></td>
<td>Consensus</td>
<td>Competence</td>
<td>Pulling Together</td>
</tr>
<tr>
<td><strong>Relationships</strong></td>
<td>Personal Gratification</td>
<td>Reluctant to Commit</td>
<td>Inclusive</td>
</tr>
<tr>
<td><strong>Turnoffs</strong></td>
<td>Political Incorrectness</td>
<td>Cliché/hype</td>
<td>Promiscuity</td>
</tr>
</tbody>
</table>

### How We Address Multigenerational Clients

- **Live Chat**
- **Phone**
- **Text**
- **Web-Video**
- **Mobile App**

**Provides:**

- Multiple mediums encourages awareness and utilization
- High participant-focused interactions to ensure a great experience
- 24/7/365 access with a master’s degree clinician
SBIRT + Generations

Methodology
Sample
(January 2013 – June 2014)

~23,000 client records analyzed

23% Boomers
44% Gen X
33% Millennials

AUDIT – C

1. How often do you have a drink containing alcohol? Score:

<table>
<thead>
<tr>
<th>Never</th>
<th>Monthly or less</th>
<th>2-4x/month</th>
<th>2-3x/week</th>
<th>&gt;4x/week</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

2. How many standard drinks containing alcohol do you have on a typical day when drinking? Score:

<table>
<thead>
<tr>
<th>1 or 2</th>
<th>3 or 4</th>
<th>5 or 6</th>
<th>7 to 9</th>
<th>10 or more</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

3. How often do you have more than 3 Women or 4 for men or more drinks on one occasion? Score:

<table>
<thead>
<tr>
<th>Never</th>
<th>Less than monthly</th>
<th>Monthly</th>
<th>Weekly</th>
<th>Daily or almost daily</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
SBIRT: Alcohol

AUDIT - C

AUDIT

Risk levels

SBIRT for Anxiety & Depression?
PHQ4

Over the last 2 weeks, how often have you been bothered by the following problems?

<table>
<thead>
<tr>
<th></th>
<th>Not at all</th>
<th>Several days</th>
<th>More than half the days</th>
<th>Nearly every day</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Feeling nervous, anxious or on edge</td>
<td>0 1 2 3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Not being able to stop or control worrying</td>
<td>0 1 2 3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Little interest or pleasure in doing things</td>
<td>0 1 2 3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Feeling down, depressed, or hopeless</td>
<td>0 1 2 3</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SBIRT: Anxiety & Depression

- PHQ4
  - Anxiety
  - GAD 7
    - Risk levels
  - Depression
  - PHQ 9
    - Risk levels

Job Impact

- Absenteeism
- Presenteeism
- Relationships
- Disciplinary Action
Anxiety
Anxiety – Job Impact

Anxious

Boomers

- "I had the same supervisor for 8 years. It has been a rough year with my supervisor who is creating stress for me. I didn’t have a review for 2 years, then had a horrible review this year. I do not trust my supervisor and I am waking up in middle of night thinking about it."

Gen X

- "I am maxed out with my job. I am trying to balance my family of 4 kids. My job is consuming all my energy and I can’t shut it off. My family is effected. I am constantly working but I am not accomplishing very much. I don’t know how to shut my mind off and not think of work."

Millennials

- "I am anxious and not sleeping well. My relationship with my supervisor is not good and I have work related stress. I feel like my supervisor can be intimidating sometimes. I keep doubting myself about my work."
Depression

<table>
<thead>
<tr>
<th>Generation</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boomers</td>
<td>16%</td>
</tr>
<tr>
<td>Gen X</td>
<td>16%</td>
</tr>
<tr>
<td>Millennials</td>
<td>20%</td>
</tr>
</tbody>
</table>
Depression – Job Impact

63% 68% 70%

Presenteeism | Absenteeism | Relationships | Disciplinary Action

Boomers | Gen X | Millennials

Depressed

**Boomers**
- “HR wants me to receive anger management classes. They say I was verbally abusive towards my colleagues. I am suspended from work.”

**Gen X**
- “My boss told me to call the EAP and talk to someone. I have lost the urge to do anything and I have been depressed for a long time. I don’t find pleasure or joy in anything, I missed 2 days last week - no call no show. I’m not sure life is worth living.”

**Millenials**
- “I have been feeling depressed and feeling down. I have 2 young boys and I am having a hard time finding joy in them and life. I have always been pessimistic and negative and I don’t want to be that way for my kids.”
Alcohol

- Alcohol

27%

- Boomers

27%

- Gen X

35%

- Millennials
**Alcohol – Job Impact**

- Presenteeism:
  - Boomers: 60%
  - Gen X: 59%
  - Millennials: 55%

- Absenteeism:
  - Boomers: 19%
  - Gen X: 23%
  - Millennials: 24%

- Relationships:
  - Boomers: 5%
  - Gen X: 6%
  - Millennials: 6%

- Disciplinary action:
  - Boomers: 21%
  - Gen X: 11%
  - Millennials: 11%

**AUDIT Risk Levels**

<table>
<thead>
<tr>
<th>RISK Level</th>
<th>AUDIT SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level I (Low)</td>
<td>0-7</td>
</tr>
<tr>
<td>Level II (Moderate)</td>
<td>8-19</td>
</tr>
<tr>
<td>Potential Harms</td>
<td></td>
</tr>
<tr>
<td>Level III (High)</td>
<td>20-40</td>
</tr>
<tr>
<td>Possible Dependence</td>
<td></td>
</tr>
</tbody>
</table>
### Alcohol – Low Risk

<table>
<thead>
<tr>
<th>Category</th>
<th>Boomers</th>
<th>Gen X</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presenteeism</td>
<td>61%</td>
<td>66%</td>
<td>66%</td>
</tr>
<tr>
<td>Absenteeism</td>
<td>17%</td>
<td>17%</td>
<td>19%</td>
</tr>
<tr>
<td>Relationships</td>
<td>6%</td>
<td>8%</td>
<td>5%</td>
</tr>
<tr>
<td>Disciplinary action</td>
<td>17%</td>
<td>10%</td>
<td>10%</td>
</tr>
</tbody>
</table>

### Alcohol – Moderate Risk

<table>
<thead>
<tr>
<th>Category</th>
<th>Boomers</th>
<th>Gen X</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presenteeism</td>
<td>52%</td>
<td>58%</td>
<td>55%</td>
</tr>
<tr>
<td>Absenteeism</td>
<td>20%</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Relationships</td>
<td>5%</td>
<td>5%</td>
<td>7%</td>
</tr>
<tr>
<td>Disciplinary action</td>
<td>24%</td>
<td>13%</td>
<td>14%</td>
</tr>
</tbody>
</table>
### Alcohol – High Risk

![Bar chart showing presenteeism, absenteeism, relationships, and disciplinary action percentages for Boomers, Gen X, and Millennials.]

#### Drinking

**Boomers**
- "I'm drinking two six-packs a day. I didn't used to drink this much, and recently I've missed a few days of work because I've been so hung over in the morning."

**Gen X**
- "I might drink too much sometimes; it makes me feel better in the moment, though sometimes I can't get to work the next day. I know I should cut back, but there's so much going on between me and my wife...it’s the only way I know to relax”

**Millennials**
- "I didn't think my drinking was a problem until I started missing work and then I knew I had to do something about it. I’m still not sure if I want to quit all together, but I can’t keep missing work. There have to be better ways of dealing with this stress.”
Recommendations

Boomers

- Skills Needed:
  - Communication skills
  - Conflict resolution
  - Stress management
  - Workplace relationships
- Strategies:
  - Meetings
  - Working lunches
  - Brown bag seminars
  - Work-sponsored activities
Gen X

- Skills Needed:
  - Stress management
  - Teamwork
  - Patience

- Strategies:
  - Voluntary activities
  - Mentoring opportunities
  - Flex-time/remote work opportunities
  - Smaller teams
  - Efficient meetings

Millennials

- Skills Needed:
  - Disengagement strategies
  - Impulse control
  - Teamwork
  - Stress management
  - Coping skills

- Strategies:
  - Digital
  - Gamification
  - Feedback
  - Job rotation
Pay Attention

- Stop ignoring anxiety
  - ~ 2 out of 3 participants self-reported declining productivity due to anxiety.
- Depressed workers suffer in silence
  - Less likely to seek treatment
- Pay attention to changes in attendance
  - Strong relationship between increasing alcohol risk levels and absenteeism

Questions
Thank You

Matthew J. McCreary
LCPC, CEAP, PCGC, ICCGC, CADC
Director, US Problem Gambling & Special Programs
134 N LaSalle St Suite 2200
Chicago, IL 60602
mmccreary@morneaushepell.com
312.807.0554

Aaron Stevens
LPC, PCGC
Clinical & Special Programs Associate
134 N LaSalle St Suite 2200
Chicago, IL 60602
astevens@morneaushepell.com
312.807.0564