

**Pioneer of the integrated approach**



**optima**  
Global Health

**Your balance  
in the workplace!**

***How to detect and intervene with  
an employee in need of  
assistance?***

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# Mental Health: Fundamentals

- Individuals go to work with...
  - a) their personality
  - b) their expectations
  - c) their personal and family problems
  - d) all of the above

# Mental Health: Fundamentals

## True or False?

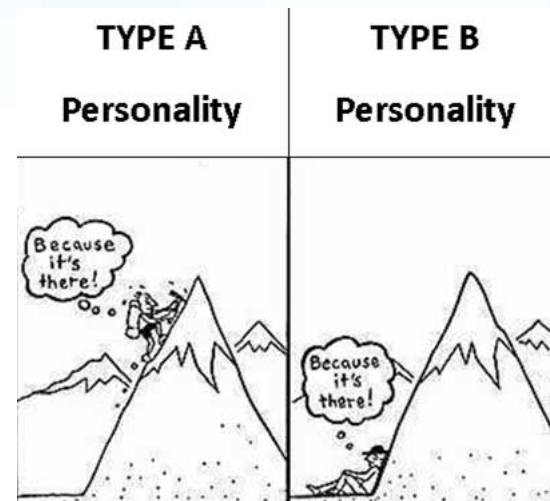
- A little stress can be positive.
- Too much stress is always negative.
- A significant and prolonged stress is not likely to cause serious health problems.
- Mental health problems are on the rise and 10% of the population is affected.



# Mental Health: Fundamentals

What are the main risk factors associated with the individual?

- ✓ Positive affect 😊
- OR
- ✓ Negative affect ☹️
- ✓ Type A personality
- OR
- ✓ Type B personality



# Mental Health: Fundamentals

What are the main risk factors associated with the individual?

✓ Absence of boldness

**OR**

✓ Boldness

✓ Optimism

**OR**

✓ Pessimism



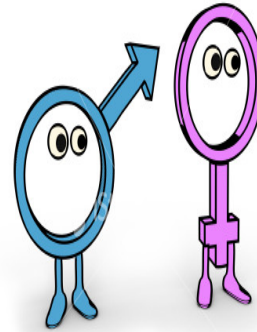
# Mental Health: Fundamentals

What are the main risk factors associated with the individual?

- ✓ Young age  
**OR**
- ✓ Older age



- ✓ Men  
**OR**
- ✓ Women



# Mental Health: Fundamentals

**What are the main risk factors associated with the individual?**

- ✓ Adequate coping strategies (time management, flexibility, independence / autonomy, healthy lifestyle, harmonious interpersonal relationships).

**OR**

- ✓ Inadequate coping strategies (addictions / dependencies, poor time management, rigidity, need of support, poor lifestyle habits, difficult interpersonal relationships).





# Mental Health: Fundamentals

## What are the major mental health problems encountered?

- Depression?
- Psychosis?
- Anxiety disorder?
- Addiction (alcohol, drugs, gambling, Internet)?
- Schizophrenia?
- Adjustment disorder?
- Burnout?



# Early signs of a probable sick leave

- Frequent absences and delays
- Decreased productivity / performance
- Increased errors
- Decreased motivation
- Increased accidents
- Lack of collaboration
- Crying
- Loss or weight gain



# Early signs of a probable sick leave

- Difficulties with concentration and memory
- Complaints of fatigue
- Neglected appearance and / or body care
- Impatience, increased irritability and unusual isolation
- Interpersonal problems
- Inappropriate working posture
- Any other change in observable behavior



# How many of these signs should you have observed to fear an imminent sick leave?

- a) 1
- b) 2-3
- c) 4-5
- d) 6 or more

# Before intervening

**What essential basic attitudes should you have in general?**

- a)** Strive to remain cheerful.
- b)** Set a good example by avoiding frequent absences.
- c)** Value attendance.
- d)** Show interest in employees.
- e)** Recognize their contribution.
- f)** Show flexibility in some situations.
- g)** All of the above.

# Before intervening

**In addition, it is important to show what specific attitudes to intervene effectively?**

- a)** Listening / Understanding
- b)** Empathy
- c)** Authenticity
- d)** Respect / Confidentiality
- e)** Justice / Fairness
- f)** Acceptance / Trust (benefit of the doubt / acceptance of facts / not interpreting / not moralizing)



# Before intervening

**In addition, it is important to show what specific attitudes to intervene effectively?**

- g)** Education (inquire if necessary, refer to your experience / take time to explain) demystify / de-dramatize (mental health, use of EAP)
- h)** Empowerment (encouraging participation / overcoming passivity / involving the employee / *what could be done?*)
- i)** Avoiding conflicts of interest
- j)** Thoroughness / Firmness
- k)** All of the above

# Main Steps

## Detecting





# Main Steps

## Detecting:

- Listen.
- Pay attention to signs allowing to detect a problem that requires intervention.
- Rely on intuition to identify employees at-risk of going off work (increased signs / absences, change of behavior or attitude in the last 6 months).

# Main Steps

## Reaching out



# Main Steps

## Reaching out:

### Example of first approach:

- "I / We recently noticed signs that concern us. "(Avoid getting into too much detail and justifying yourself. Simply give one or two examples, if necessary, and schedule a meeting)" I would therefore like to meet you briefly about it. "



# Main Steps

## Recognizing inappropriate situations



# Main Steps

## Recognizing inappropriate situations:

- If there is a conflict, too much uneasiness or a possible conflict of interest, refer the employee to the HR department, where he/she may be accompanied by a person of their choice, and notify HR of the referral.
- In such a case, make a reasonable follow-up (eg. weekly) to confirm that a meeting has taken place.



# Main Steps

## Meeting the employee



# Main Steps

## Meeting the employee:

- Make sure you are in a good emotional state, with an open mind, and choose the best time and best possible place.
- Specify the reason for the meeting: high absenteeism or signs making you fear an eventual sick leave, and ask the employee if he/she wants to talk about it.
- If not, direct the employee to the HR department and notify them.
- In such a case, make a reasonable follow-up (eg. weekly) to confirm that a meeting has taken place.

# Main Steps

## Guiding

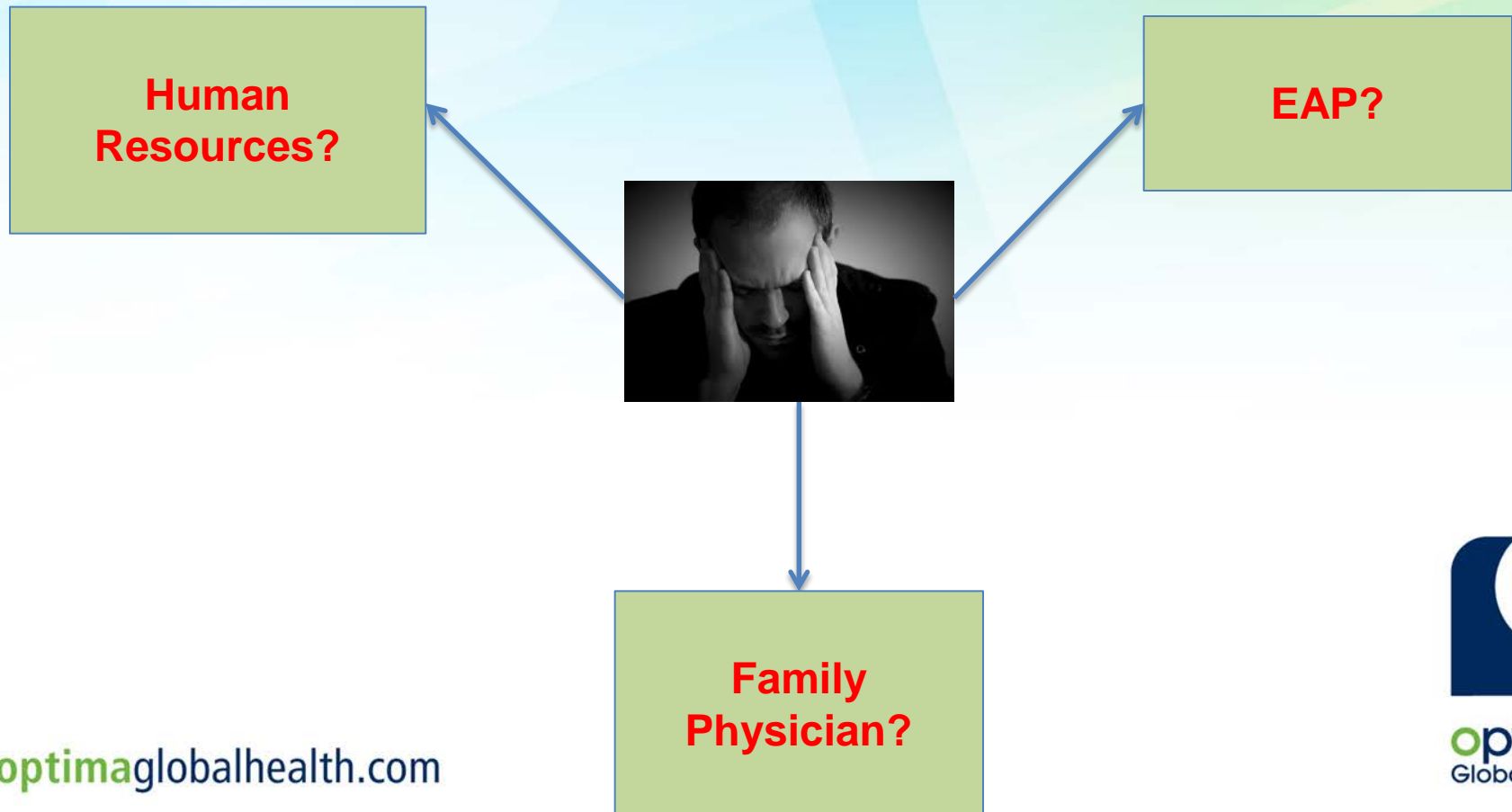




# Main Steps

## Guiding towards:

If they open up, take the time to correctly assess the situation and determine where to direct them :



# Main Steps

## Guiding towards:

- **Human Resources**: interpersonal conflict at work, harassment, lack of motivation (lack of challenge, difficulty keeping pace, loss of interest), lack of cooperation, ergonomic problem.
- **Family Physician**: pain, fatigue, attention / concentration / memory problem, vague / uncertain difficulty (physical / psychological discomfort / uneasiness), obesity, weight loss, diabetes, respiratory problem, cardiovascular problem, insomnia, medication (addiction / side effects ), occupational injuries.
- **EAP**: marital / family / financial / legal problem, stress, anxiety, depression, addiction (alcohol, drug, gambling), health problem related to poor habits.

# Main Steps

## Following up



In such a case, make a reasonable follow-up (eg. weekly) until confirmation that the referral has been completed.

# In conclusion

**Troubled employees can often be helped before their situation or condition worsens ...**

- **If they are detected early!**
- **If you can gain their trust and assess their needs!**
- **If they are guided towards an appropriate resource!**
- **If you ensure proper support!**

**In conclusion**

**Healthy employees  
=  
A healthy organization!**



# How to detect and assist an employee in difficulty?

## QUESTIONS?

# How to detect and assist an employee in difficulty?

**Thank you very much for your attention  
and have a great day!**

