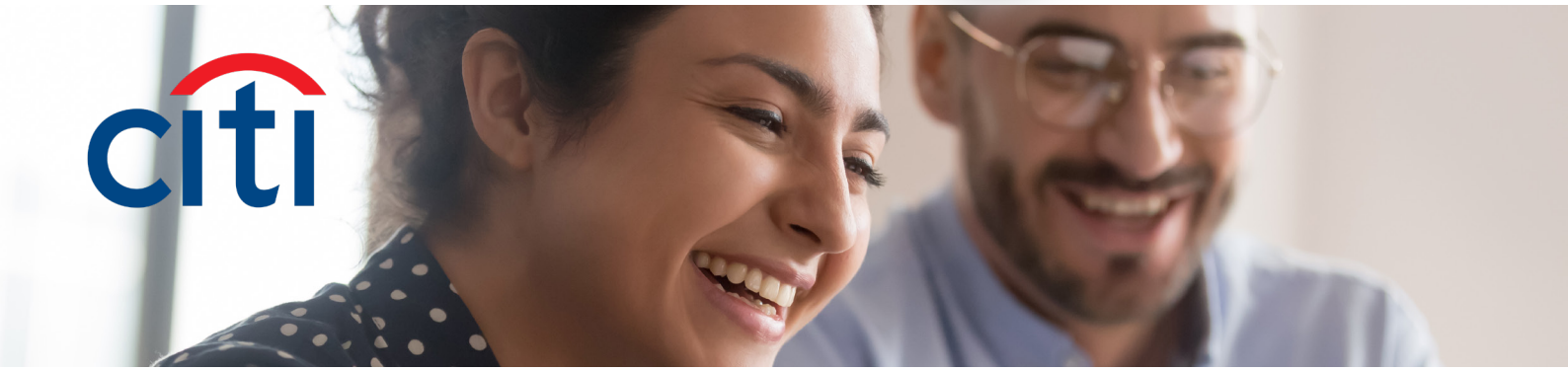
Redefining Employee Assistance Programs

Taking a Proactive Approach to Mental Health in the Workplace

CitiGroup



The Company

CitiGroup (Citi) is a multinational investment bank and financial services cooperation, who have been partnering with the Centre for Corporate Health as their Employee Assistance Provider since 2016. Prior to Citi transitioning to CFCH EAP services they were partnering with our sister organisation, Resilia. Resilia is a specialist psychological rehabilitation and return to work service provider. Seeing the benefits of working with Resilia in proactive recovery efforts through best practise psychological rehabilitation services, Citi's wellbeing strategy turned to focus on investing in proactive early intervention services and partnering with CFCH as a provider for EAP services.

Financial Services Industry Overview

Employees within the financial services industry appear to be vulnerable to psychological injuries, representing at least 15% of all iCare workers' compensation claims over the past five years [i]. The financial services industry has the highest rate of time lost (26.6%) among all types of injuries, which reflects research findings that psychological injuries tend to be the most expensive of all workers' compensation claims, as well as the type of injury that results in the highest amount of lost time for workers.

On review of this data, it's clear that leaders need to foster psychological support, put employee wellbeing at the forefront and provide employees with specialised, well developed and integrated psychological services across prevention, intervention and recovery.

Citi's Challenges in the Wellbeing Area

- An **underutilised**, traditional **EAP** service – **2.5% Usage Rate**
- In 2017, Citi undertook the Black Dog Mentally Healthy Workplaces Audit. A recommendation was made for the training of Senior Management in understanding the responsibilities around mental health and developing the skills to address any emerging mental health issues for employees in a timely and supportive manner.

Solutions

1. Mental Health Training

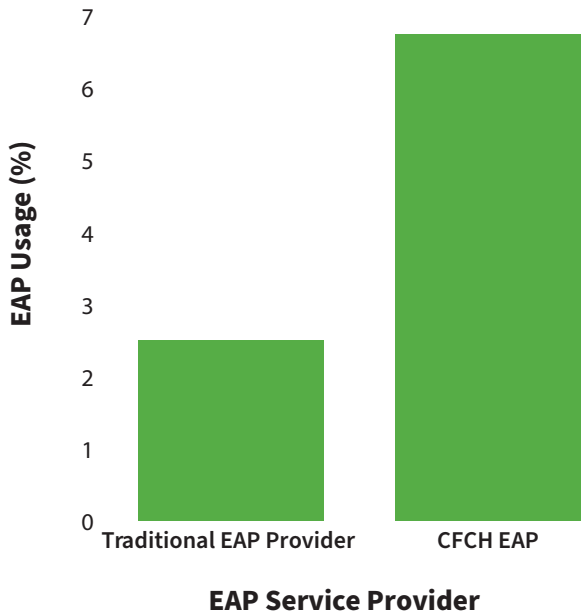
The Centre for Corporate Health were engaged to provide training in Leading Well Teams to all senior leaders at Citi. This training has continued to be implemented for managers at Citi to this day. This training program provided leaders with the knowledge, tools, and strategies to lead well teams and upskilled leaders to achieve a variety of outcomes that created an environment of psychological safety within their teams. This training session supported leaders at Citi to recognise the early warning signs for psychological distress, poor mental health and understand their role in the intervention and recovery process. Leaders at Citi gained confidence to start wellbeing conversations, support employees, and connect with professional support through the Centre for Corporate Health's EAP or Resilia's recovery and return to work service

2. Engage a New Proactive EAP Provider and Integrated Communications Strategy

Citi engaged the Centre Centre for Corporate Health as their new EAP provider. As part of this process a targeted and integrated marketing and communications strategy was implemented across Citi. This helped to educate and spread awareness amongst employees of the professional support which is available to them across the wellbeing continuum. The integrated marketing strategy focused on changing the perception of EAP from being a service that is only accessed when there is a crisis, to one that is also aimed at improving wellbeing from a holistic and early intervention perspective. As such, these services were promoted to target all staff across the wellbeing continuum whether an employee be well, stressed, distressed, or in crisis. This strategy supported employees to be reminded of their ease of access to professional and confidential assistance, allowing them to feel more comfortable in accessing EAP services, and destigmatising the role of accessing wellbeing support.

Results

As a result of these strategies, **Citi's EAP usage** has **increased** to **6.75%**. The **risk profile remains low** with the majority of employees accessing services early, as a problem solving strategy to prevent small problems becoming bigger. This allowed employees to adopt a proactive approach to mental health care by accessing EAP services early on.



Why do you love partnering with CFCH as your EAP provider?

1. Relationship management: having real time access to trends and advice from an expert. The high touch nature we have with our CFCH Relationship Manager is key to identifying and responding to psychosocial risks early.

2. Quick response: whether it be for a crisis situation, a Manager Assist call, or a need for some strategic advice, the team of Senior Psychologists at CFCH are able to provide the expertise our organisation needs.

3. Ease of access: The accessibility of an online booking system and a hub for resources fact sheets, podcasts, videos, the recent addition of The Resilience Box to our EAP package has added to the holistic suite of support services available to our employee and leader group.

"It's the partnership that adds value"

- Geraldine King

(Workplace Health, Safety & Wellbeing Manager - Citi)