

A Business Case for Proactive Employee Support Services as Provided Through Chaplain Services

CFO asks CEO: "What happens if we invest in developing our people and then they leave us?"

CEO: "What happens if we don't, and they stay?"

1. The Cost of Employee Personal/Family Crisis, including Mental and Emotional Health Concerns as Impacts both Absenteeism and Presentism, is at All-Time High and Rising.

Society of Human Resources Management - Each year more than 41 million Americans—18 percent of the population—experience some type of mental illness, according to data released by the U.S. Substance Abuse and Mental Health Services Administration in December 2013. Globally, depression and other mental health conditions are on the rise, the World Health Organization has warned. Depression has become the world's second-leading cause of disability, according to the latest Global Burden of Disease, a journal of the Public Library of Science. The indirect cost of untreated mental illness to employers is estimated to be as high as \$100 billion a year in the U.S. alone. More days of work have been lost or disrupted by mental illness than by many chronic conditions, including arthritis, diabetes and heart disease. In certain industries, improperly managed mental conditions also affect employees' safety. See more at:

<http://www.shrm.org/publications/hrmagazine/editorialcontent/2014/1014/pages/1014-mental-health.aspx#sthash.Oy4vQ2H1.dpuf>

2. The Cost of Releasing (terminating, firing) and Developing (hiring, training) Employees is Also Very High and Rising.

On the surface, that's a good thing. It means employers are hiring and the economy is growing. Deeper down though, a high number of job openings raises red flags because it means companies aren't finding the right people to fill the jobs. It signals a persistent problem in America's economy: the skills gap. Vacant jobs can cost companies hundreds of dollars a day in lost profits, research shows, and ultimately the job skills gap hurts America's economic growth.

<http://money.cnn.com/2015/08/07/news/economy/us-economy-job-skills-gap/>

This website contains information specific to the West Michigan labor market: <http://talent2025.org/dashboard/>

According to Eric Koester of My High Tech Start-Up, "estimates range from 1.5x to 3x of salary for the 'fully-baked' cost of an employee - the cost including things like benefits, taxes, equipment, training, rent, etc." Hiring a new employee isn't a decision that should be taken lightly, as it doesn't fall lightly on the company budget. Read more:

<http://www.investopedia.com/financial-edge/0711/the-cost-of-hiring-a-new-employee.aspx#ixzz3e5qU5INM>

3. Enlightened leaders of corporations and nonprofit organizations, concerned both for their employees and business bottom line results, are providing Health, Wellness and Assistance Programs to employees and their family members. Yet, when facing personal and family concerns most employees are hesitant to seek help fearing work repercussions.

Companies that implement EAPs have documented improvements in worker health, functioning, productivity, and performance. They also have seen significant reductions in absenteeism, medical benefits costs, disability and worker's compensation claims, workplace accidents, and employee turnover. The potential payoff of an EAP is evidenced by a study which found that every dollar spent on an EAP returned an estimated \$3-\$5 to the company in reduced absenteeism and greater productivity. "Divorce, drug addiction, alcohol abuse, care-giving for a disabled relative, and uncontrolled gambling all cause employee disabilities and absences that exact a high workplace toll," wrote Kevin M. Quinley in Compensation and Benefits Report. "Addressing these problems—even if they are rooted in non-occupational causes—can boost employee productivity and curb disability costs" (2003).

<http://www.referenceforbusiness.com/management/Em-Exp/Employee-Assistance-Programs.html#ixzz3e5n5vHFE>

Harvard Business Review - What's the Hard Return on Employee Wellness Programs? Since 1995 the percentage of Johnson & Johnson employees who smoke has dropped by more than two-thirds. The number who have high blood pressure or who are physically inactive also has declined—by more than half. That's great, obviously, but should it matter to managers? It turns out that a comprehensive, strategically designed investment in employees' social, mental, and physical health pays off. J&J's leaders estimate that wellness programs have cumulatively saved the company \$250 million on health care costs over the past decade; from 2002 to 2008, the return was \$2.71 for every dollar spent. While Wellness programs are often viewed as a nice extra, not a strategic imperative, newer evidence tells a different story. With tax incentives and grants available under recent federal health care legislation, U.S. companies can use wellness programs to chip away at their enormous health care costs, which are only rising with an aging workforce.

<https://hbr.org/2010/12/whats-the-hard-return-on-employee-wellness-programs>

Currently, only one in five suffering from a mental health condition seeks treatment. Yet today, too many do not seek treatment because of a stigma or a lack of understanding emotional and mental health concerns. One of the greatest challenges in mental health is changing the culture from treatment-avoidance to one where people seek treatment before their mental health negatively impacts their lives. Those who get treatment suffer needlessly, and that suffering translates to decreased productivity, poor decision-making, absenteeism, higher attrition and other problems that impact the bottom line. <http://www.futureofpersonalhealth.com/education-and-research/why-the-21st-century-workplace-is-taking-mental-health-seriously>

4. Growing research provides clear evidence that holistic, person-centered wellness care and coaching has had a significant positive impact and is being well received by employees. For centuries such care has been provided by “chaplains” or “life coaches” serving people in such entities as: all arms of military; police, fire and other emergency response service; prison systems; congressional and judicial bodies; professional sports teams; private and public hospitals; senior care providers, and other human and social service organizations, as is now increasingly being provided in the corporate workplace to employees at all levels.

Research being done by teams at Columbia University, Harvard University, Duke University, and other academic medical centers, present findings on the close relationship between spirituality and health, including: (1) mental health-well-being, purpose in life, hope, optimism, self-esteem, depression, anxiety, suicide, and substance abuse; (2) health behaviors-exercise, diet, cigarette smoking, and risky sexual activity; and (3) physical health-coronary artery disease, cancer, and all-cause mortality. <http://www.spiritualityandhealth.duke.edu/>

CBS News reports an ROI from business and life coaching “resulted in a ROI of almost six times the program cost, as well as a 77% improvement in relationships, 67% improvement in teamwork, 61% improvement in job satisfaction and 48% improvement in quality.” Chartered Institute of Personnel Development (CIPD concludes “*coaching is not just perceived as a nice-to-have intervention.*” <http://www.cbsnews.com/news/top-10-professional-life-coaching-myths/>

Bloomberg - The Rise of the Corporate Chaplain, August 23, 2012. Workplace coaches and chaplains can now be found at more than 1,000 companies in the U.S. and Canada, as employers have found that a personal touch is more appealing to workers than an impersonal hotline of the sort included in many benefits packages. A 2008 study by the Families and Work Institute found more than 97 percent of companies with payrolls larger than 5,000 offer employee assistance programs, with anonymous counseling and referrals available by phone. <http://csr.princeton.edu/research/current-research/faith-work-initiative/>

CNN's "In God We Trust" Segment: Chaplains in the Work Place - <https://youtu.be/GhfZjx1yomw>