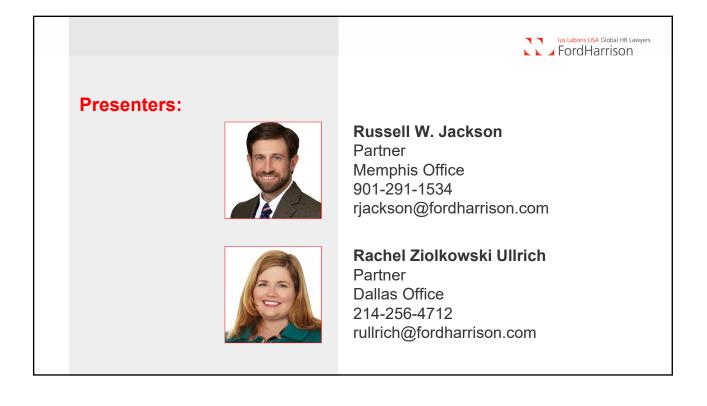
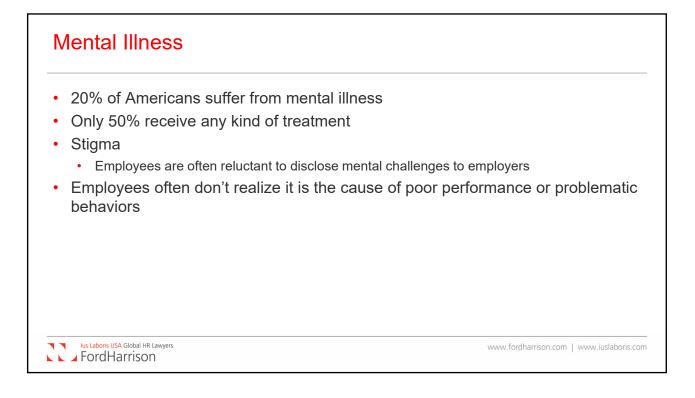
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Managing Employees' Mental Health Issues in a Pandemic/Post-Pandemic World

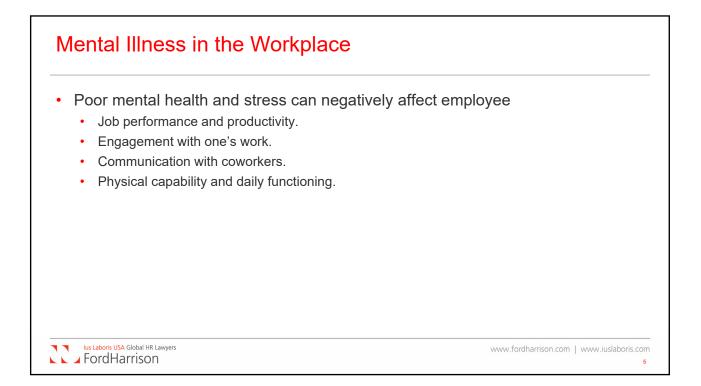
Russell W. Jackson, Partner Memphis, TN rjackson@fordharrison.com Rachel Ullrich, Partner Dallas, TX rullrich@fordharison.com

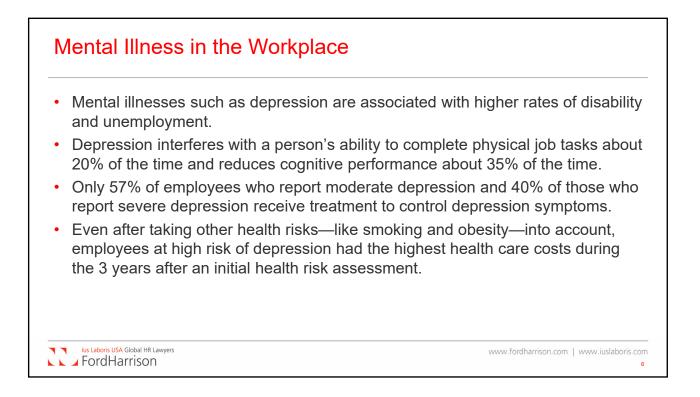
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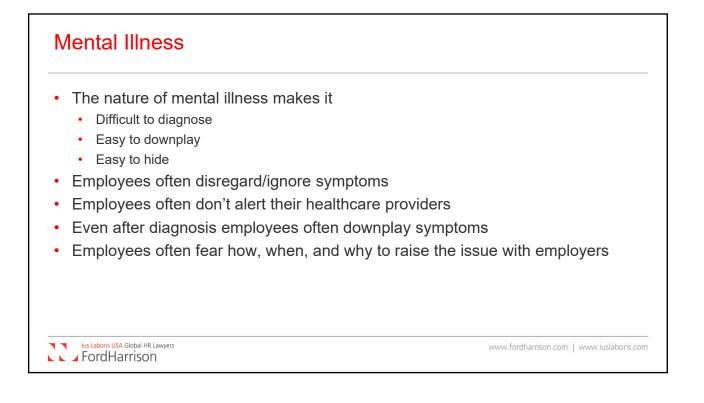




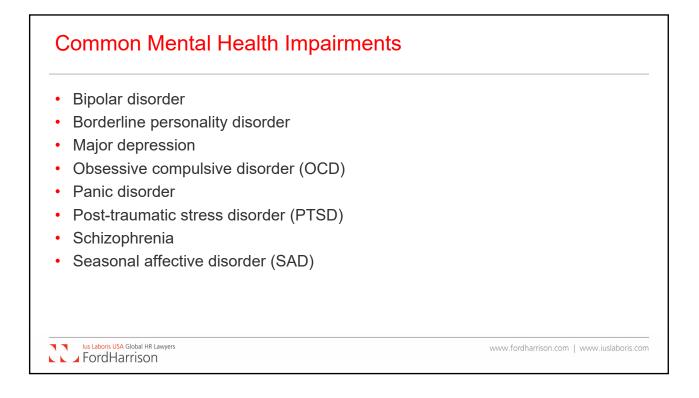
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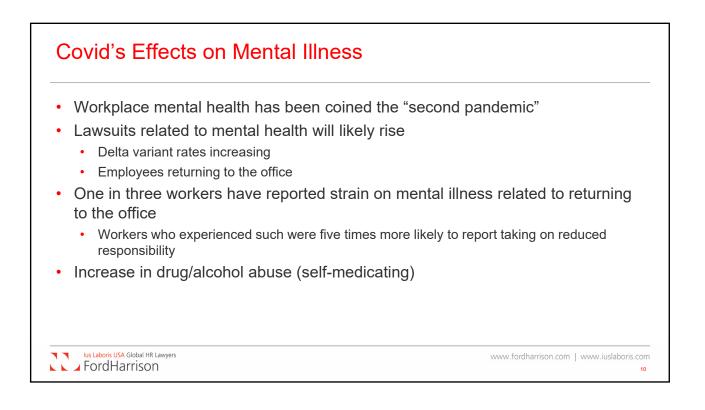


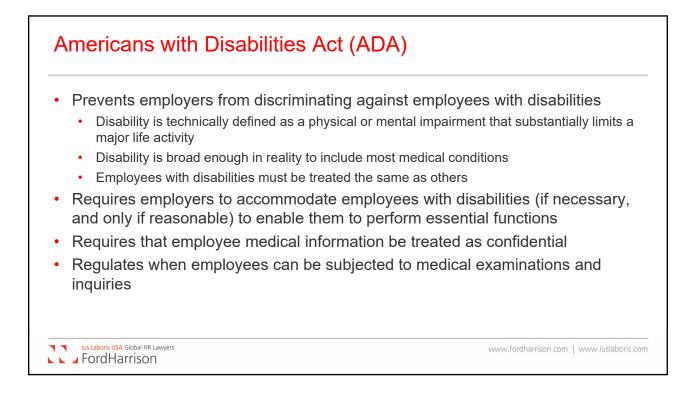




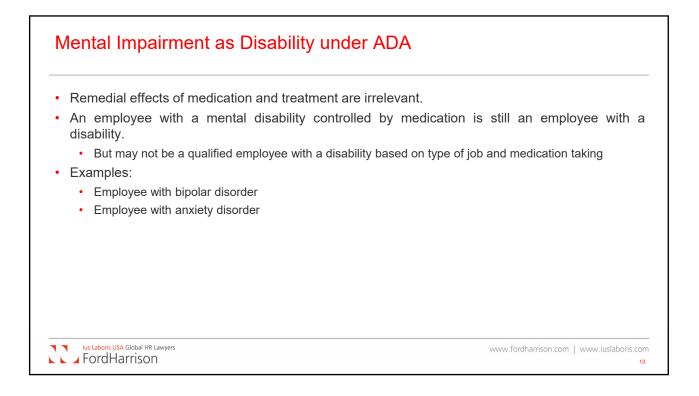
Mental Illness in the Workplace The fundamental challenge is striking the right balance between: Maintaining employee privacy/confidentiality Ensuring the safety of all employees At times these can be competing interests Negative stigma

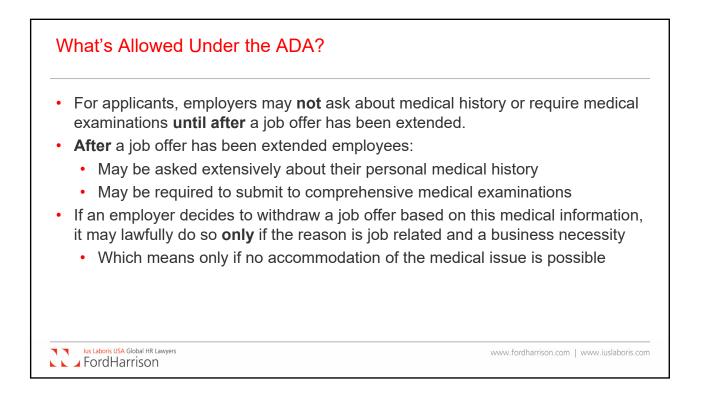


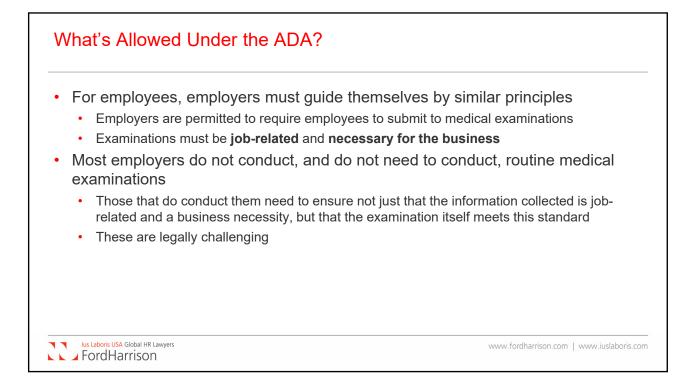


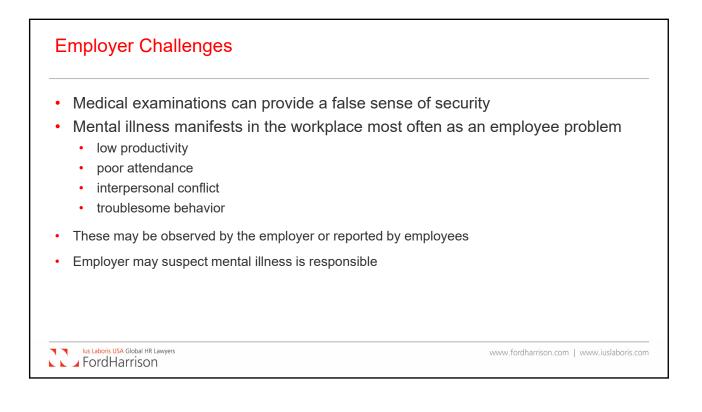


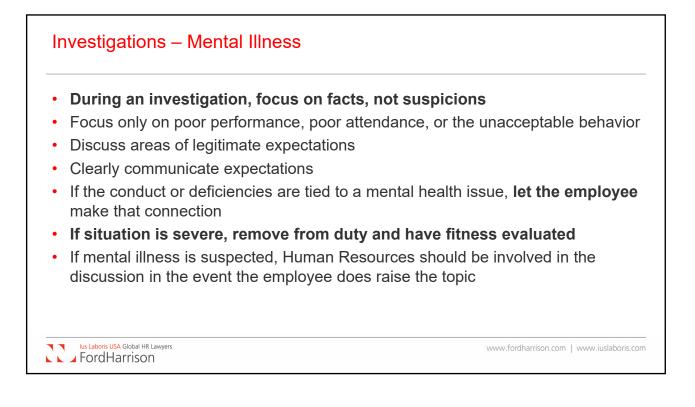
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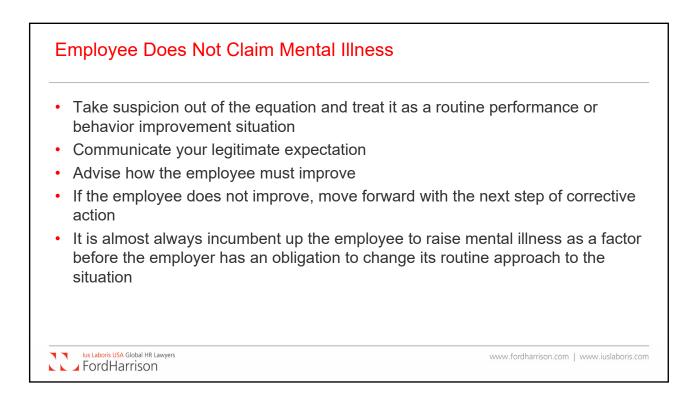


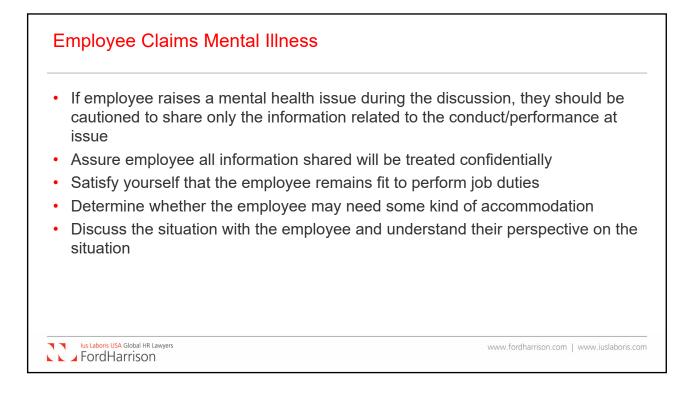


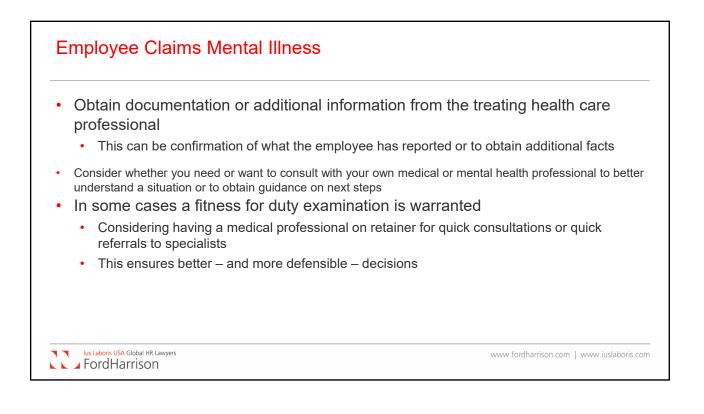


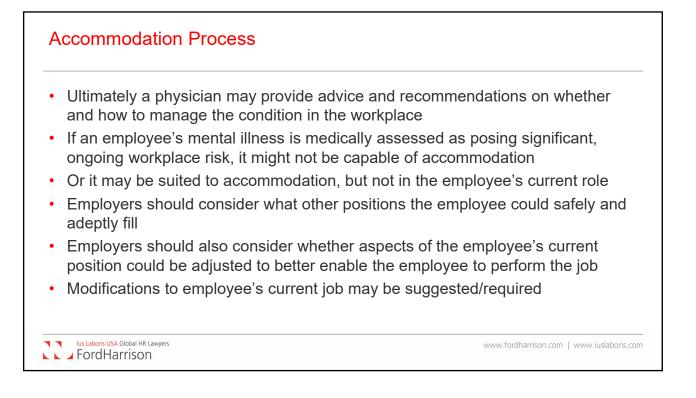




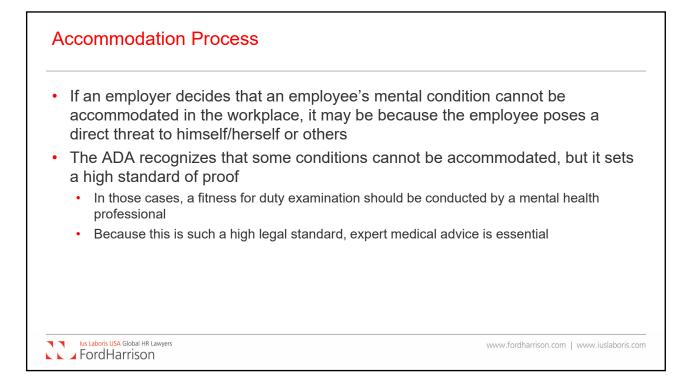


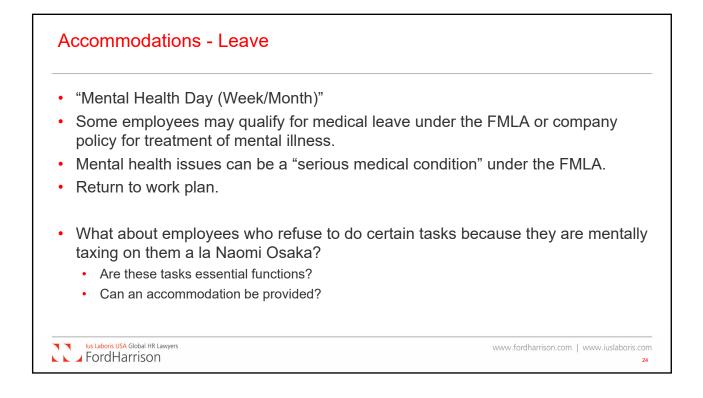


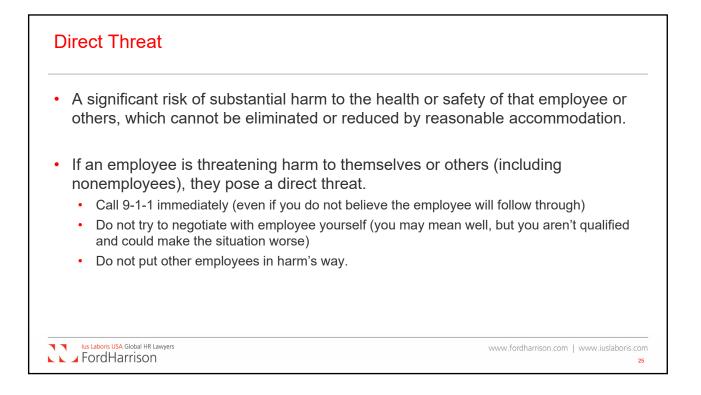


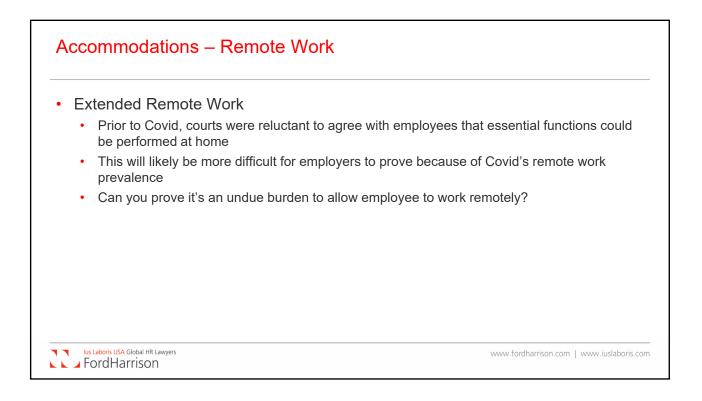


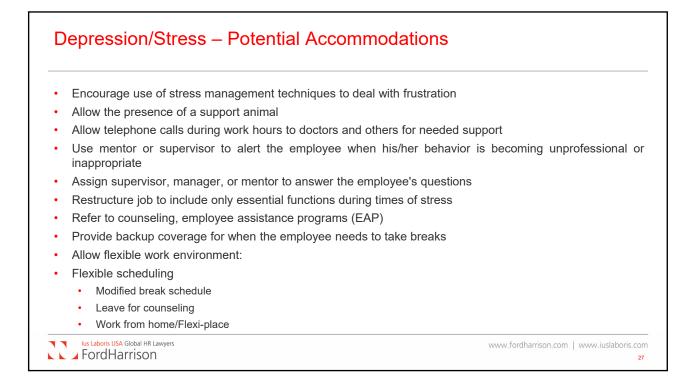
Accommodation Process Employees should be included in the reasonable accommodation process Ask employees directly what accommodations they believe are necessary and what accommodations they would like the employer to make The employer does not have to accept the employee's requested accommodation, as long as it provides an effective accommodation The employer ultimately decides what accommodations, if any, will be provided





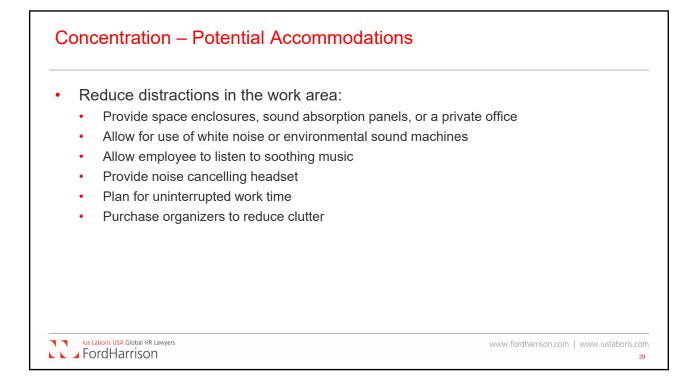


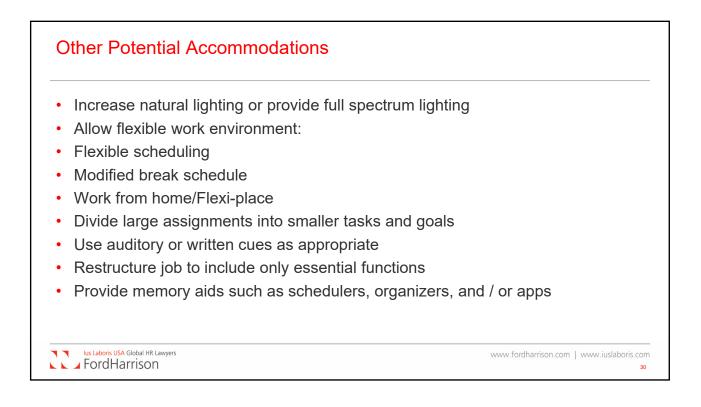




Panic Attacks – Potential Accommodations

- Allow the employee to take a break and go to a place where s/he feels comfortable to use relaxation techniques or contact a support person
- Identify and remove environmental triggers such as particular smells or noises
- Allow the presence of a support animal
- Case Scenarios (Panic Attack)
- A secretary with post-traumatic stress disorder (PTSD), who had been carjacked several years earlier, experienced significant anxiety during commutes after dark. This caused difficulty concentrating and irritability. She was accommodated with the ability to have a support animal at work and a flexible schedule with work from home during periods of minimal sunlight.





Promoting Mental Health Awareness

- Employees are reporting quitting rather than return to the workplace
 - How can we retain our employees
 - How do we ensure satisfactory performance and productivity
- Managers/supervisors need to learn that employees are struggling
- Employee Assistant Programs
- Appreciation Programs
- Mental health self-assessment tools
- Free or subsidized clinical screenings for depression from mental health professional followed by feedback and clinical referral (when appropriate)
- Health insurance with no or low out-of-pocket costs for depression medications and mental health counseling.
- Free or subsidized life style coaching, counseling, or self-management programs.
- Distribute materials, such as brochures, fliers, and videos about signs and symptoms of poor mental health and opportunities for treatment

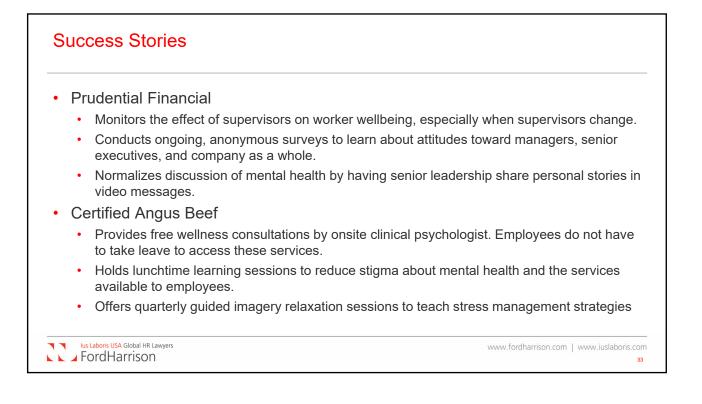
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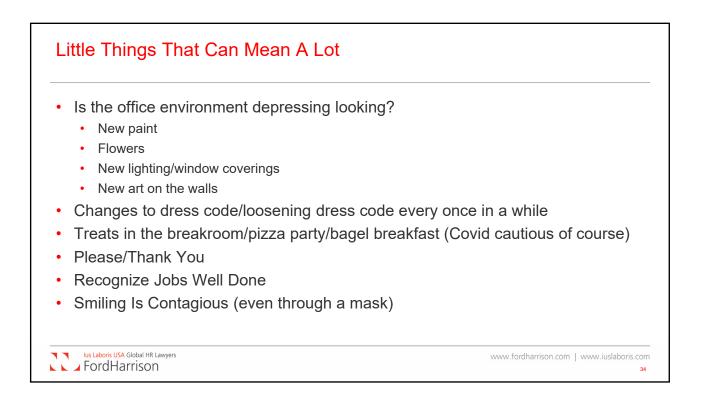
Promoting Mental Health Awareness

- Host seminars or workshops addressing depression and stress management techniques, like mindfulness, breathing exercises, and meditation, to help employees reduce anxiety and stress and improve focus and motivation.
- Create and maintain dedicated, quiet spaces for relaxation activities.
- Provide managers with training to help them recognize the signs and symptoms
 of stress and depression in team members and how to lawfully encourage them
 to seek help from qualified mental health professionals.
- Give employees opportunities to participate in decisions about issues that affect job stress.

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QUESTIONS?

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