Confronted with mental disorders
- Integrated care for employees in an occupational health service

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Development of incapacity days because of mental disorders (%)

Percentages of different mental disorders

Policy strategies of the European Union and WHO

- 2005 EU: Green Paper „To improve the Population’s Mental Health”
- 2005 WHO: „Mental health policies and programmes in the workplace“
## Salzgitter AG

### Salzgitter AG (Holding)

### Salzgitter Mannesmann GmbH – Intermediate holding company

<table>
<thead>
<tr>
<th>Steel</th>
<th>Tubes</th>
<th>Trading</th>
<th>Services</th>
<th>Technology</th>
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<tr>
<td>Salzgitter Stahl GmbH</td>
<td>Mannesmannröhren-Werke GmbH</td>
<td>Salzgitter Mannesmann Handel Group</td>
<td>DEUMU</td>
<td>Klöckner-Werke AG (86%)</td>
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<td>KHS-Group</td>
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<td>Salzgitter Flachstahl</td>
<td>Europipe (50%)</td>
<td>Universal</td>
<td>Salzgitter Service und Technik</td>
<td>Klöckner PET-Technologie</td>
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<td>Salzgitter Mannesmann Grobblech</td>
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<td>Verkehrsbetriebe Peine-Salzgitter</td>
<td>Klöckner DESMA Elastomertechnik</td>
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<td>Hövelmann&amp;Lueg</td>
<td>Klöckner DESMA Schuhmaschinen</td>
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<td>Salzgitter Mannesmann Line Pipe</td>
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<td>Klöckner Hänsel Processing</td>
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<td>Hüttenwerke Krupp Mannesmann (30%)</td>
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Costs for the company caused by mental disorders

- Ca. 8,000 employees are working at the Salzgitter location (5,350 blue-collar employees; 2,650 white-collar employees).
- There are 114.5 mental sickness-days per 100 employees.
Sickness-days per 100 employees at Salzgitter AG

- Diseases of the musculoskeletal system
- Diseases of the respiratory system
- Injuries caused by accidents
- Mental and behavioural disorders
- Diseases of the digestive system
- Diseases of the circulatory system
- Certain infectious and parasitic diseases
- Neoplasmas
- Diseases of the nervous system
- Diseases of the skin and subcutaneous system
- Urogenital
diseases of the ear and mastoid process
- Diseases of the eye and adnexa
- Endocrine, nutritional and metabolic diseases
Costs for the company caused by mental disorders

- Ca. 8,000 employees are working at the Salzgitter location (5,350 blue-collar employees; 2,650 white-collar employees).
- There are 114.5 mental sickness-days per 100 employees.
- Direct costs: ~ 9,000 calendar days (= 3,600,000 Euro) / year
- Indirect costs (e.g., poor work performance, high staff turnover): ????
Agenda and aim

1. Integrated care procedure
2. Four steps of a diagnostic consultation
3. Multilevel assessment approach

What are essentials for diagnosing mental disorders in an occupational health service?
Integrated care procedure

8,000 Employees

- 5 physicians
- 1 social worker

Occupational health service

35,000 insurants,
- about 700 identified with mental disorders
  or two unclear psycho-somatic complaints,
- > 4 weeks sick absences in one year

- 4 case managers
- 1 quality manager

Bio-psycho-social information

Outpatient unit for psychotherapy at the Institute of Psychology
  of the Technical University of Braunschweig
- 2 clinical psychologists
- 1 Supervisor

Detailed report

Short recommendation
Four steps of the diagnostic consultation

1. **H** - Health information on bio-psycho-social perspective has to be integrated
2. **E** - Explore the complaints and the perspective of the employee
3. **L** - Lead him to an assessment with reliable and valid instruments
4. **P** - Plan the further steps and give a feedback to all participants
A multilevel assessment approach

Structured Clinical Interview for Mental Disorders (SKID-I)

Symptom Checklist (SCL-90-R)

Beck - Depression Inventory (BDI)

Life Satisfaction (FLZ)
- Marital satisfaction
- Parenting
- Recreational behaviour

Work-related experience Pattern (AVEM – Self)

Neuro-psychological impairments (e.g., executive function, memory, and attention)

Osnabruecker Work Capacity Profile (O-AFP - Other)
Integrated care procedure

8000 Employees

Occupational health service
- physicians
- 1 social worker

X000 insurants,
- about 650 identified with mental disorders or two unclear psycho-somatic complaints, and > 4 weeks sick absences in one year

- 4 case managers
- 1 quality manager

Detailed report → Bio-psycho-social information → Short recommendation

Outpatient unit for psychotherapy at the Institute of Psychology

Four steps of the diagnostic consultation (HELP)
The recommendation for the healthcare provider

- Inpatient psychiatric crisis intervention
- Psychosomatic rehabilitation
- Outpatient psychotherapy
- Psychiatric care
- Further medical diagnostics, such as:
  - Nutrition counselling
  - Preventive back pain training
- Consultation with integration management
- Other Problems (e.g., language skills)
- Step-by-step reintegration
- In-company job switching (e.g., to avoid night shifts)
- Risk of reduction in earning capacity
- Consultation with case manager
Conclusions

1. A cooperation between the service providers as well as a transparent and structured procedure has to be stipulated.

2. Strengths, difficulties and deficits of the employee as well as those of the workplace should be identified in a multilevel assessment.

3. The diagnostic consultation including four steps (HELP) leads to a recommendation for action.
WHO (2005) „Mental health policies …“

„The development and implementation of a workplace mental health policy and programme will benefit the health of employees, increase productivity for the company and will contribute to the wellbeing of the community at large.“
Next steps …

- Implementation of an outpatient treatment with Cognitive-behavioral therapy (BOHRF, 2005)
  - a short waiting time (only 14 work days)
  - 25 session and the option to extension
  - In-session-focus towards reintegration (> 4 sessions)
- Application at the Research Fund for Coal and Steel
Thank you for your attention!