



**Opening  
Minds**

MENTAL HEALTH  
COMMISSION  
OF CANADA

# **The ROI of Workplace Mental Health: What Leaders Need to Know Before They “Do the Math”**

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# About Us

Opening Minds is a not-for-profit social enterprise that provides training and the tools to talk about mental health, change negative attitudes, and reduce stigma related to mental illness.

Opening Minds was established by the Mental Health Commission of Canada (MHCC) and is the largest systematic effort in Canadian history focused on eliminating stigma.





# Our Impact



**1,000,000+**

People Trained



**1,600+**

Organizations Supported



**2,260+**

Certified Facilitators

Our community and suite of tools allow reach in every province and territory across Canada.





**Mental health clearly affects work, but many leaders aren't sure how to talk about its impact confidently.**





**6 billion** is the annual indirect cost related to lost productivity in CAD.



**500,000/wk**

Number of workers unable to work due to poor mental health.



**30%** Of short and long-term disability claims are related to mental health issues.

# In Canada





# The Measurement Challenge

**What we see**

**What Drives Cost**





# Framing ROI Conversations

Guides leadership decisions

Frames mental health as a business issue

Keeps focus on what matters







## **The Cost Is Already There**

- **Organizations are already absorbing mental health related costs every day.**





# What Changes Before ROI Improves

- **Conditions shift first**
- **Their effects become visible later**
- **Outcomes move last**





# The Conditions That Shift Outcomes

- **Increased mental health literacy**
- **Shared, non-stigmatizing language**
- **Earlier recognition of signs of distress**
- **Supportive, appropriate action by role**



# Literacy Enables Visibility



- **You can't measure what isn't recognized**
- **You can't act on signals that aren't named**
- **Shared understanding connects drivers to outcomes**





**Grounded in evidence, not opinion**

**Focused on recognition, not diagnosis**

**Applied within everyday roles**

**Strengthening  
the Conditions  
That Shape  
Performance**





# Understanding the Starting Point

- **Visibility comes before ROI**
- **Context matters before calculation**
- **Baselines shape interpretation**





**No single metric explains impact**

**Change over time matters**

**Patterns strengthen  
understanding**

# Looking at indicators together





# Why This Matters to Performance

- **Conditions shape behaviour**
- **Behaviour influences indicators**
- **Indicators move before outcomes**





**ROI: from math → decisions**

**Outcomes → conditions**

**Capacity, not crisis**

**What We've  
Actually Changed  
Today**







# **Continue the conversation**

**[solutions@openingminds.org](mailto:solutions@openingminds.org)**

**Subject Line: ROI webinar**





**Questions or reflections?**