

Healthy Bodies, Healthy Minds

Creating a Mentally Healthy Workplace



Robert Atkinson
Organisational Lead
Occupational Health and Safety
NHS Health Scotland

Aims of today

- Obtain a broad understanding of mental health and how it impacts on the workplace
- Highlight some of the things that contribute to a healthy workplace and therefore a mentally healthy workplace/college
- The manager's and their role
- Tools to help

https://www.youtube.com/watch?v=ABKuz8BCb_8

Definition of Mental Health

“Mental health influences how we think and feel about ourselves and others and how we interpret events.

It affects our capacity to learn, to communicate; and to form sustain and end relationships.

It also influences our ability to cope with change, transition and life events: having a baby, moving house, experiencing bereavement”

(Friedli 2004)

Thriving at work

The Stevenson / Farmer review
of mental health and employers



October 2017

Our work has revealed that the UK is facing a mental health challenge at work that is much larger than we had thought. Not only is there a big human cost of poor mental health at work, there are also knock on impacts for society, the economy and Government. Employers are losing billions of pounds because employers are less productive, less effective, or off sick.

www.healthyworkinglives.scot



Thriving at work

The Stevenson / Farmer review
of mental health and employers



October 2017

“Many employers are already creating healthy, inclusive workplaces, but more needs to be done so that employers provide the support needed for employees with mental health conditions.”

Prime Minister Theresa May, 2017

Working to improve mental health care is not just the preserve of the NHS or the health portfolio. We will be working not only across the Scottish Government, but also across the wider public services to harness the broadest range of opportunities to improve the population's mental health. This work is broad and far-reaching, for example:

- Education:** Support from teachers and other school staff can be vital in helping ensure the mental wellbeing of children and young people.....
- Employment:** Not having a job is the single biggest inequality that people with mental health problems can face. We will use our new employability powers to work across health and employability services to support people with mental health problems to stay in work and to support people to get back into work. We will also encourage employers to support the mental wellbeing of their employees.

Mental Health Strategy:
2017-2027



Mental Health Strategy:
2017-2027

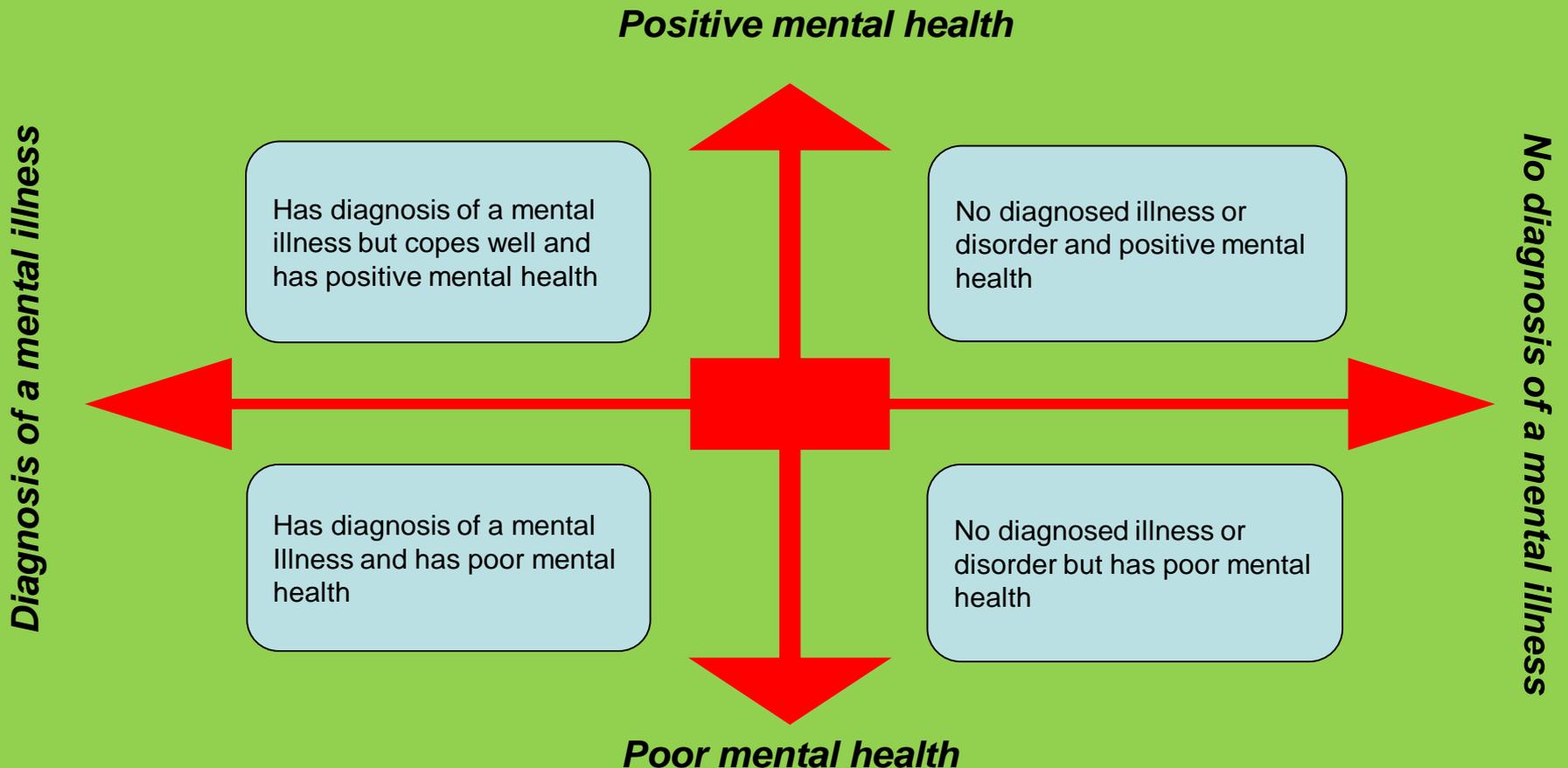


36. Work with employers on how they can act to protect and improve mental health, and support employees experiencing poor mental health.

37. Explore innovative ways of connecting mental health, disability, and employment support in Scotland.

Prevention, Early intervention, Treatment, Maintaining physical health

The Mental Health Continuum

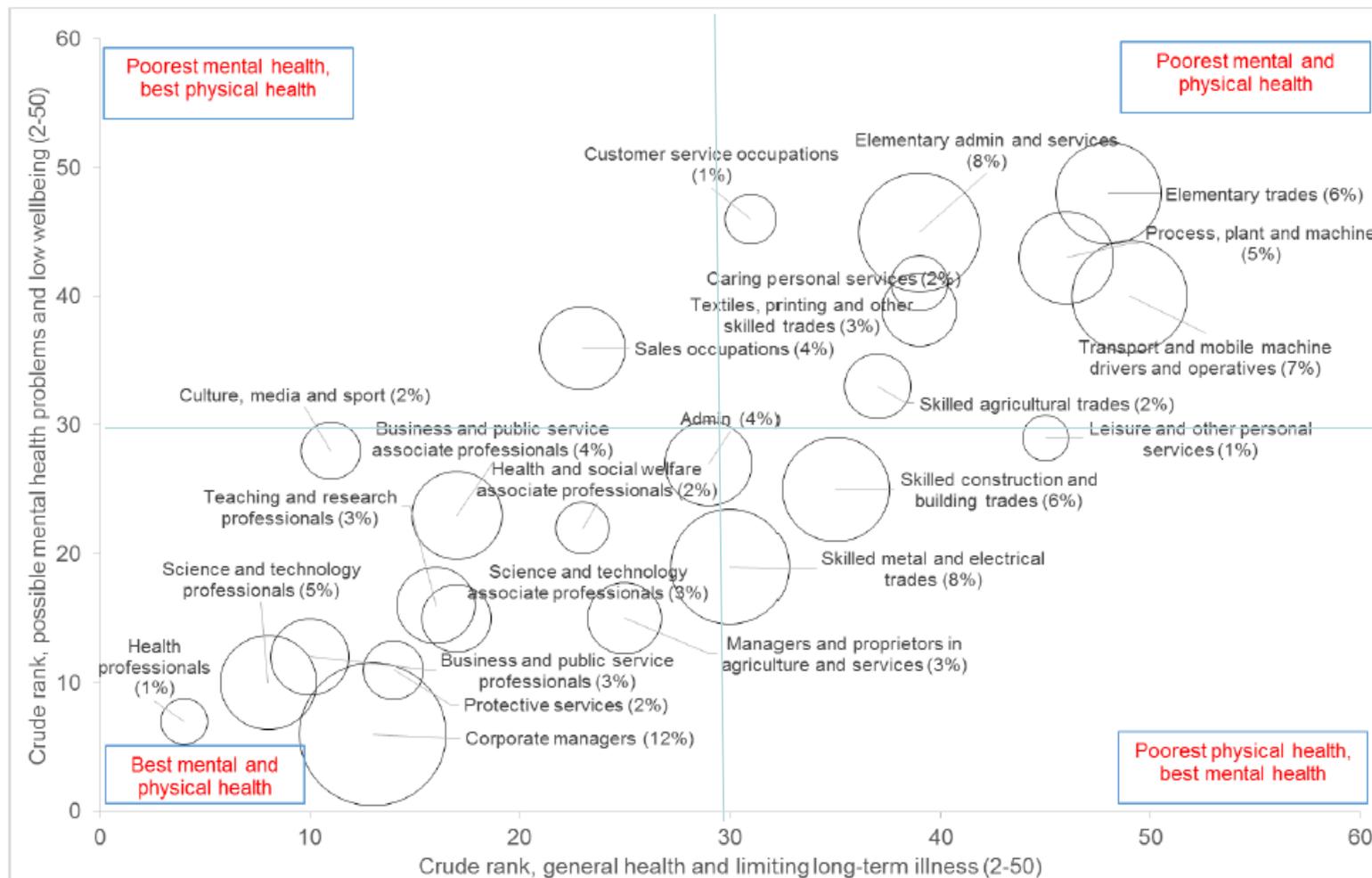


Current Workplace Attitudes

- **79%** of people with serious long term mental health problems are not in employment (SAMH)
- Less than **40%** of employers would employ someone with a mental health problem (SAMH)
- Reluctance to disclose conditions to employers. **48%** of people don't tell their employers about mental health problems for fear of losing their job. (See Me)
- On average, each person suffering from stress took **21- 24 days** off work. (LFS, 2013)
- Around 11.3 million working days lost to mental health absence each year. (Black and Frost 2011)

- In Scotland, cost Scottish employers over **£2** billion per year. In year, cost of mental health problems per employee for Scottish employers £970 (SAMH, 2011)
- Europe wide stress and mental health issues account for 50-60% of all absence (Eurostat 1999-2007)
- 50% of managers say none of their staff will suffer from psychosocial health problems (Eurostat 1999-2007)
- 40% of employers say its more difficult to manage than traditional OHS risks (Eurostat 1999-2007)
- **Multi-component health improvement interventions** have the potential for an annual return on investment of more than 9 to 1

Figure 3: Men aged 16–64 years, by current/last job SOC summary health outcomes: Scotland, 2008–2011.



Source: Scottish Health Survey 2008–2011. Estimated percentage of those aged 16–64 years with current/last job estimated from Annual

Health outcomes and determinants by occupation and industry in Scotland, 2008–2011



www.healthyworkinglives.scot

Main causes of work-related stress:



12 million working days lost per year in the UK

**Over half
of employers
want to improve
staff wellbeing**



but don't
have the
right
training

Features of a Mentally Healthy Workplace

- Some control over pace and style of working
- Clarity about role / expectations
- Supportive policies and procedures (eg.RTW)
- Supportive management
- Regular supervision / appraisal
- A healthy physical working environment
- Socially inclusive environment
- Consultation on key changes
- Contributions are acknowledged / valued
- Effective communication / consultation
- Early support can prevent escalation of a condition

A Workplace that promotes health.

- Diet
- Physical activity
- Stress management
- Smoking prevention
- Good mental health
- Drugs awareness and action
- Supporting attendance

What is Stress?

‘The adverse reaction people have to excessive pressures or other types of demands placed on them’

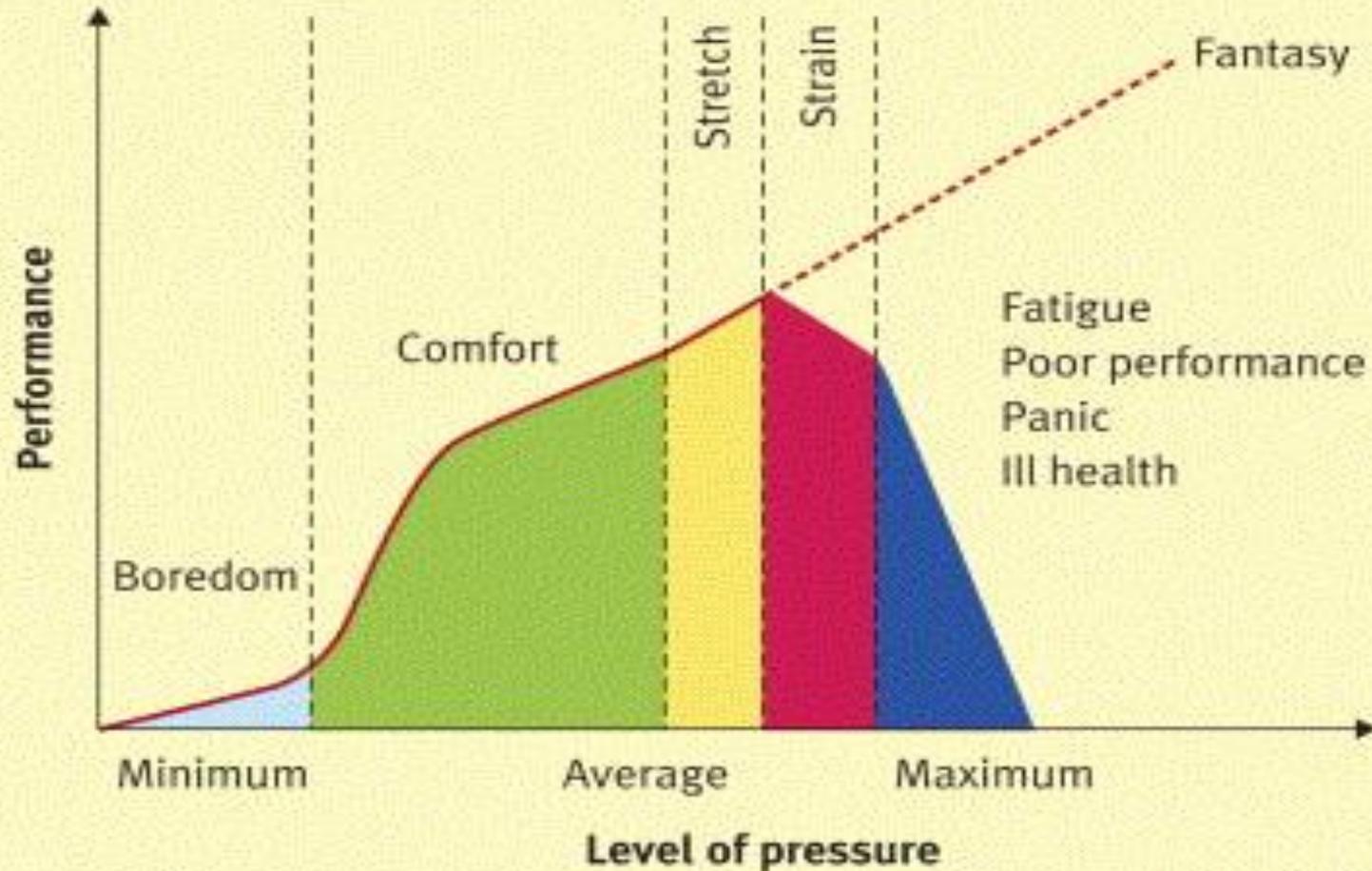
Health and Safety Executive



Effects can be Physical, Emotional and Behavioural

Human Function Curve

Pressure performance stages



Adapted from P. Nixon

Effects of Stress

- Emotional – tearfulness/irritation
- Absenteeism
- Presenteeism
- Poor time keeping
- Inability to deal with usual workload
- High staff turnover/job dissatisfaction
- Increased forgetfulness, accidents and mistakes
- Reduced productivity
- Indecisiveness or rash decision making

Identifying Workplace Stress

- Consult staff
- Use staff reviews or performance appraisals
- Consider sickness and recruitment/turnover patterns
- Consider feedback given at return to work and exit interviews
- If an organisation wide risk assessment is necessary consider using Work Positive (workpositive.org.uk)

Responsibilities as a manager

- Managers' behaviour can prevent (or cause) stress.
- Managers' influence can protect employees from, or exposed to, stressful working conditions.
- Managers are well positioned to identify early stress in staff.
- Managers are likely to be involved in the solution.
- Managers likely to be responsible for the roll-out of stress risk assessments.
- Managers often being an intermediary
- Dealing with absence or conduct issues
- Being first to know about medical conditions or working relationships.

The manager's role

- Encourage, motivate and support team members
- Communicate clearly and effectively
- Provide a healthy physical environment
- Provide regular support and supervision
- Give clear direction and leadership
- Ensure clarity of roles and expectations
- Provide development opportunities

Chartered Institute of Personnel Development (CIPD)

The Management Standards

- **Demands**
Includes workload, working hours and targets
- **Control**
How much say an employee has in the work they do
- **Relationships**
Includes relationships between line managers and staff
- **Change**
How organisational change is handled and communicated in the workplace
- **Role**
The extent to which there is clarity around job roles
- **Support**
Such as encouragement, resources and training to meet the needs of the job

Mentally Healthy Workplaces

- Adequate working conditions – safety, space, light, heat, ventilation
- Reduce stigma of mental health problems by educating staff
- Train managers to support staff
- Encourage open and honest communication
- Review and amend attendance policies etc
- Carry out a regular stress risk assessment, inform employees of the findings and involve them in solutions
- Help employees to identify and cope with sources of stress both inside and outside work.
- Ensure staff have opportunities to feedback - how they are feeling
- Be positive about reasonable adjustments
- Encourage overall staff health improvement

A Scottish Plan for Action on Safety and Health 2016 and beyond



Helping Great Britain Work Well



Acting together
Promoting broader ownership of health and safety in Great Britain



Supporting small employers
Giving SMEs simple advice so they know what they have to do

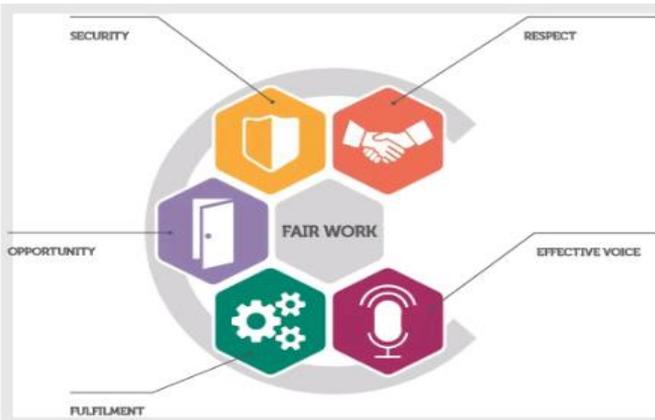


Tackling ill health
Highlighting and tackling of work-related ill health



Sharing our success
Promoting the world-class health and safety culture

FAIR WORK CONVENTION



Health and Work strategy plan: Work-related stress

Current position

Work related stress (WRS) is the second most commonly reported cause of occupational ill health in Great Britain. It is recognised as a major health issue for employees and employers in all sectors. The highest incidence rates are recorded in the public sector – education, health and social care, government – with increasing evidence that it is becoming a significant problem in other sectors.

Priorities

HSE aims to bring about a reduction in the number of work-related stress cases by 10% by 2020. This will be achieved through the promotion of a 'best practice' approach and effective controls and measures which can prevent or reduce the risk of work-related stress. We will publish a refreshed suite of guidance for employers, employees, industry, and professional bodies. We will also carry out a series of priority actions – education and training for SMEs, research and advice for SMEs, and support for SMEs.

Nature and size of the problem

The health challenges in workplaces are many and varied, from the genetic (eg stress) that occur in all industry sectors to the specific (eg mesothelioma) and from the well-understood to the newly emerging. An estimated 1.3 million people who worked in 2015/16 were suffering from an illness they believed was caused or made worse by work. This included 1.1 million workers in England, 98 000 in Scotland and 69 000 in Wales. HSE also estimates that there are 13 000 deaths a year linked to past exposures to hazardous substances at work.

HSE's strategic approach

Our approach focuses on:

- working with others, using our expertise for the wider good of workers, businesses (especially SMEs) and government;
- championing the need for prevention; and
- focusing our inspection and enforcement activity where it can have the greatest impact.

While recognising the importance of enforcement, we will continue to focus on prevention and drive collective action towards business responsibility for health and safety. We will continue to work with our partners to raise the profile of work-related stress and support the development of a national strategy for work-related stress. We will continue to work with our partners to raise the profile of work-related stress and support the development of a national strategy for work-related stress. We will continue to work with our partners to raise the profile of work-related stress and support the development of a national strategy for work-related stress.

SPIASH@hse.gov.uk

www.healthyworkinglives.scot



Creating a Healthy Workplace?

- Free and Confidential Adviceline Ph. 0800 0192211
- www.healthyworkinglives.scot
- Access to free resources and training courses
- Healthy Working Lives Award Programme
- Follow us on @NHS_HWL
- <https://youtu.be/1JkmynvkXJo>
- https://www.youtube.com/watch?v=ABKuz8BCb_8

Healthy Bodies, Healthy Minds

Creating a Mentally Healthy Workplace



Robert Atkinson
Organisational Lead
Occupational Health and Safety
NHS Health Scotland

Definition of “Disability”



**Healthy
Working
Lives**

“A physical or mental impairment which has a substantial and long term adverse effect on a person’s ability to carry out normal day to day activities”