

Mental health at work



**There's a culture of praise
for coming in
when you're sick**

I pleaded for an
Occupational Health
referral

It never happened

**People don't have mental
health problems here**

**High blood pressure maybe,
but not mentally ill**

**After two weeks off with stress
I got lots of stuff thrown at me.**

**I left within the hour.
No one even asked me how
things were**

**I hear terms like 'nutters'
flying around the office.**

**I hesitate to ask for
adjustments**

**Let's get everyone a basket
of fruit on a Friday**

And gym membership!

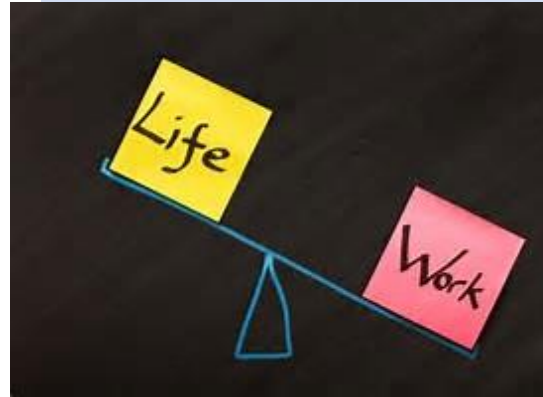
**Does anyone recognise
statements like this?**

**They're all real.
And it's not acceptable.**

**We all have
mental health.**

All the time.

What makes us unwell?



And also...

- **Poor diet, sleep, exercise, booze**
- **Past trauma, future worries**
- **Life – hatches/matches/dispatches**
- **Work events – both good and bad**

Poor health attributed to:

- **7% work**
- **39% personal life**
- **54% work and personal**

35-40% of absences are mental health related yet

50% do not take time off

**Your problem is NOT
those who take time out.**

**It's those who work
unwell.**

Unwell at work

- **Difficulty concentrating (85%)**
- **Difficulty making decisions**
- **Increased conflicts team/customer**
- **Presenteeism**

**There's no evidence of stress
in our absence data or
surveys.**

Because we lie

- **Stigma**
- **Taught to soldier on**
- **Doing nothing is easier**
- **No one wants to notice**
- **Physical illness is celebrated**

Does this all matter?

Lives matter

- **Construction – tough, macho, male**
- **Suicide is 6x more likely on site**
- **1419 suicides (2011-2015)**
- **“We’re just a long way away”**
- **Industry starting to create campaigns**

The perfect storm

- **Huge awareness, however...**



- **Few role models**
- **No CIPD learning**
- **No SME support**
- **Trust and Wellbeing Service stretched**
- **GPs – sick note/pills**
- **Counsellor courses**

How do we get it wrong *in the workplace?*

Getting it wrong

- ⚠️ Poor HR policies
- ⚠️ Banter culture
- ⚠️ No MH specialists
- ⚠️ Ostrich attitudes
- ⚠️ No training
- ⚠️ The weird absence 'contract'

Getting it wrong II

- ⚠ Managers unable to speak about it
 - ⚠ Presenteeism is rewarded
 - ⚠ Sickness & 'disciplinary'
 - ⚠ Bad absence forms
 - ⚠ No one in charge of agenda
 - ⚠ Timesheets more than turnover

**How do we make
improvements?**

**How do we know when
we've got it right?**

Good starting questions

- 1. What's our business case?**
- 2. Does our support work?**
- 3. What could we prove to HSE?**
- 4. How good is our data?**
- 5. What if I was ill?**

The business case

unsupported person

vs

a supported employee

£neu

- Employee becomes unwell

**NO
support**

£-

- Manager does not notice or discuss

£--

- Employee takes time off, performance drops

£---

- GP signs off - three weeks sick, disengages

!!!

- Long term sick? Grievance? Tribunal? Exit?

£neu

- Employee becomes unwell

Support

Low cost

- Manager listens, engages

Low cost

- Adjustments, counsellor, team & family rallies

Benefit

- Employee performance improves in time

Yay!

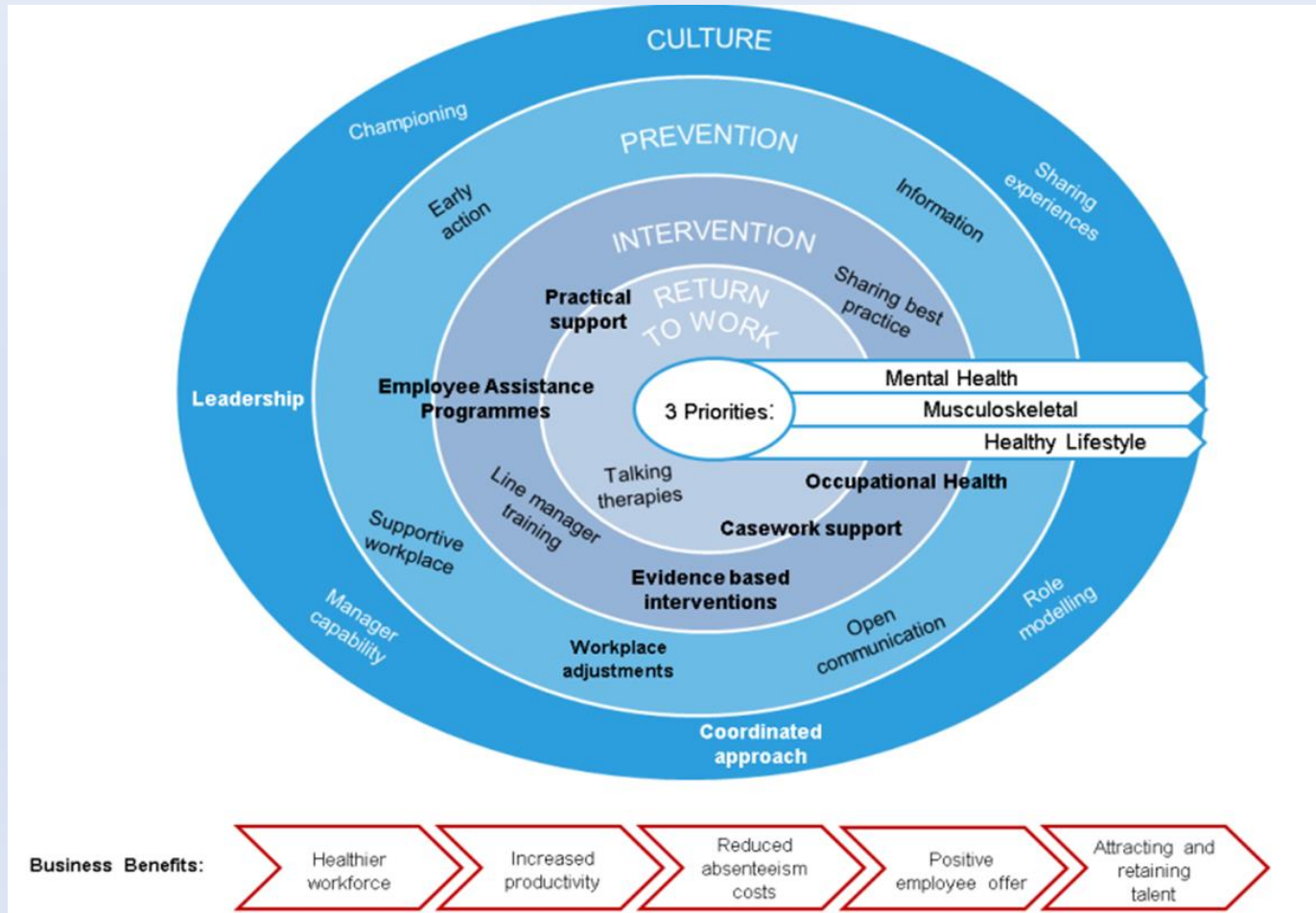
- Employee skills are retained – family **advocate**

Common arguments

They'll say...	You'll say...
We'll encourage absence	Train HR and managers
It'll cost us...	Yes. £300 = six therapy sessions
What if senior people take time off?	Would you prefer them to work ill?
What do we tell clients?	Tell them you care. Cover as you might for holidays
It's not our place to do this	Boost productivity, reduce costs, keep talent here...

What a strategy can look like

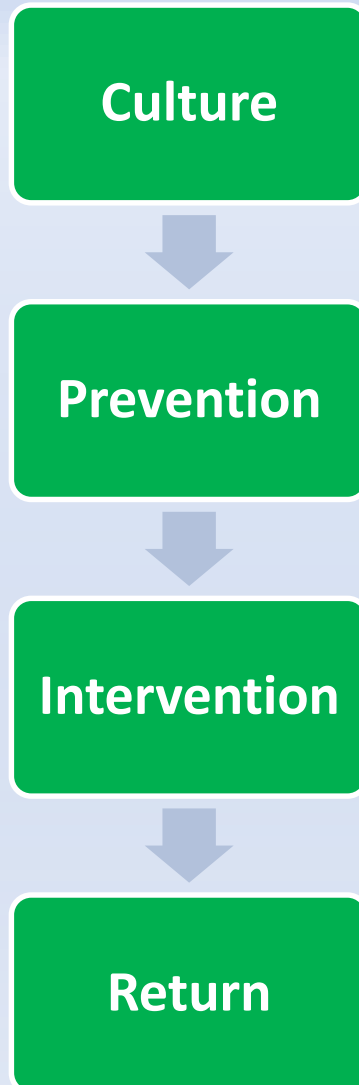
Civil Service strategy



The Bamboo beehive



Spheres of activity



All these stages are necessary for full value.

Commitment, not cost, is vital.

A good plan

	MD/ CEO	HR/ H&S	Managers	People	Comms
Culture					
Prevent					
Help					
Return					

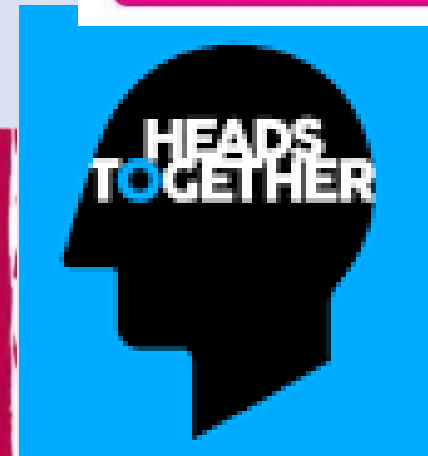
The minimum standard

- Statement from the top
- An Employee Assistance Programme
 - Trained managers
 - Aware workforce
 - A simple HR policy
 - Specialist knowledge
- HSE risk-assessed, RIDDOR recorded

Some great things companies do

- GlaxoSmithkline – minute mindfulness
 - Laing O'Rourke – policy tear up
- Bank of England – in house counsellors
- DFID – Director speaks on mental health
- Transport for London – stress reduction
 - Larking Gowen – wellbeing week
 - IPRS – video therapy access

Campaigns you can use



**How do we know when
we've got it right?**

**We will support
you on mental
health**

We put health and
fulfilment before
timesheets at appraisal

Mental health
affects us all

What great leaders say

I manage my
mental health.
Here's how...

**I will not tolerate
people making fun of
colleagues who are
struggling**

Managers have a
responsibility for
team health

**What's been
happening?**

**You're important,
let's talk now.**

**Let's come up
with a plan – see
what we can do**

**What great
managers
say**

**Tell me about
working with
the condition**

**Do you know how
you'd like support?
Or shall I help?**

**Let's get you
better and take
things from there**

**I know about
self-care**

Work gives me sense
of purpose,
volunteering

**I take my
holiday**

**What resilient
employees
do**

I feel in control of
tasks and get
quality feedback

**I work out of hours
by arrangement**

**I can turn off
phone and
email**

**I know
where to
go for help**

What do I do now?

Undertake a review

Business case & strategy

Interview people with experience

Give clear help options

Train managers

Get good data

Launch by leaders

Events and activities



**Culture –
not a
campaign**



**Low cost,
high value**

Thank you

Over to you

Contact me:

Reviews, manager training, talks

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The business case

The following slides help to understand the statistical picture and are useful as further sources of information.

The statistics are freely available and can be used to create a business case.

The Stats (HSE)

Stress, anxiety or depression underpin account for 9.9 million days of sickness absence in 2014-15 on average, 2.3 days lost per person.

35% of all days missed from work due to ill health.

Highest prevalence of ill health from work-related stress included health and social care, teaching, public administration and defence (HSE, 2015).

The Stats (from Time to Change)

One in four people will experience mental ill-health **in any one year**

Only 47% of managers have the right support info

23% of people suffering receive **no support at all**

Construction workers six times more likely to complete suicide than die from a height-fall

The Stats (from CIPD)

Stress and mental ill-health as two of the three top causes of long-term absence for non-manual workers (CIPD 2015).

Two-fifths (41%) of organisations claimed an increase in reported mental health problems in the past 12 months

Only 43% of people disclose their mental health problems to company/manager

Impacts: (from CIPD 2016)

Most common impact = difficult to concentrate

(85% of respondents)

taking longer to perform tasks (64%)

difficulty in making decisions (54%)

struggle to juggle a number of tasks (48%)

less patient with customers or clients (48%)

...as a result of attending work

with poor mental health.

£70bn & one-in-four

Mental health issues cost the UK around £70 billion every year, according to research by the Organisation for Economic Co-operation and Development (OECD 2014).

Report: *Mental health and work: United Kingdom*, found = 53% loss in employment and productivity.

One in four? The reality is that we ALL have mental health all of the time. Me, you, the team...