PROMOTING MENTAL HEALTH IN THE WORKPLACE:

SEVEN STEPS TOWARDS A MENTALLY HEALTHY

ORGANISATION

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FURTHER INFORMATION

WORLD BANK / WORLD HEALTH ORGANISATION

'OUT OF THE SHADOWS: MAKING MENTAL HEALTH A GLOBAL PRIORITY'

http://www.worldbank.org/en/events/2016/03/09/out-of-the-shadows-making-mental-health-a-global-priority

WORLD ECONOMIC FORUM

'SEVEN ACTIONS TOWARDS A MENTALLY HEALTHY ORGANISATION''

Website:

http://www.joinmq.org/pages/seven-actions-towards-a-mentally-healthy-organisation

Blog and White Paper:

World Economic Forum Agenda https://www.weforum.org/agenda

Social Media hashtag (Twitter/ Facebook/ LinkedIn): **#futurehealth** and **#mentalhealthnow**

- Twitter: **@TineVanBortel**

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Seven steps towards a mentally healthy organisation

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2. Seven steps towards a mentally healthy organisation:
   - Action 1: Be aware of the workplace environment and how it can be adapted;
   - Action 2: Learn from the motivations of organisational leaders and employees who've taken action;
   - Action 3: Case studies: Don't reinvent wheels, be aware of other companies who have taken action, and how;
   - Action 4: Understand the opportunities and needs of you and your colleagues;
   - Action 5: Take practical steps to help your organisation;
   - Action 6: Find out where to go if you or a colleague need help;
   - Action 7: Get started!
   - Further information and links;

Why focus on mental health in the workplace?

The **Workplace** has been identified as one of the key priority settings for 21st-century health promotion;

Work (or the lack of it) and **workplaces** directly influence the physical, mental, economic, social and environmental health and wellbeing of workers and their families, communities and (local/global) society.

21st-centruy changing work and workplaces due to globalisation, technology, global travel and trade, the global economic recession (2008), economic migration and more which brings new opportunities but also new expectations, changing boundaries, pressures, stresses, worries, fears and exploitation impacting our overall health and wellbeing.

Why focus on mental health in the workplace?

Clear relationship between employment/unemployment, the workplace and our mental health with potentially significant consequences for the individual, their families, communities, organisations, the wider economy and society.

UK example → in 2014, the OECD estimated that mental ill-health cost the UK economy around £70bn a year and found that it was the cause of 40% of the 370,000 new claims for disability benefit each year (the highest recorded among the 34 nations that belong to the so-called "rich man's club"). It was also estimated that the UK costs from failure to adequately address mental health problems was 4.5% of GDP each year due to lost productivity, higher benefit payments and increased National Health Service (NHS) costs. The OECD warned that much better policies and practices by employers and the health system are needed to help people deal with mental ill-health and help them get back to work (OECD, 2014).

Why focus on mental health in the workplace?

(Mentally) Healthy workplaces are becoming increasingly important and more organisations recognize that future success in a globalizing marketplace can only be achieved with a healthy, qualified and motivated workforce.

Unfortunately, globally, it is not widely accepted yet that the workplace is an important arena for various health and mental health campaigns; equally, basic occupational health and safety programmes are not widely accepted yet. Awareness raising, advocacy and research are needed.

Workplaces provides an ideal setting to support the promotion of mental health of a large group. Therefore, the concept of the 'health promoting workplace' (HPW) is becoming increasingly relevant and important.

Focus of the World Economic Forum

Global Agenda Council on Mental Health:

'Seven steps towards a mentally healthy organisation'

World Economic Forum Global Agenda Council on Mental Health:

Seven steps towards a mentally healthy organisation

Focus of the work:

Broader topic → Addressing and promoting mental health in the workplace;

Setting (workplace) → Formal sector (not informal); Large global multi-nationals (not small and medium organisations); Organisations with a mental health (or integrated health) strategy;

English as main governing language of the large organisations;

Global examples and learnings (from/across various continents);

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Methods:

Global literature review on mental health in the workplace;

Collated and analysed more than 20 **global business case studies** regarding their policies, strategies and interventions to address mental health in their respective workplaces;

Investigate the **motivations** of organisational leaders and employees who have taken action to address and promote mental health in their workplace (including '**return on investment**');

Compilation of a **Toolkit** for organisations and a Toolkit for individuals who are looking for help and/or want to learn more about what can be done;

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Know your workplace:

Every workplace is unique. It's important that before taking any action or learning about this information, you need to know your own work and workplace to determine what policies will be best suited to your company.

Organisations with positive work environments actively support the mental health of employees, leading to greater productivity, creativity, and satisfaction.

Conversely, negative work environments with jobs with high workload, time pressure, and low levels of autonomy and authority increase stress and the risk of ill health. In addition, when employees perceive that rewards are not commensurate with the effort they invest in work, the risk of poor mental health increases. The perception of fair processes in the workplace - notably, accuracy of assessment, inclusion in decision-making and respectful treatment by supervisors - also influences mental health.

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<u>Why addressing mental health in the workplace?</u>

Consultation on the <u>motivations</u> of organisational leaders and employees who have taken action

In consulting business leaders we have found that their motivations for implementing workplace policies and practices that support the mental health and wellbeing of an organisation's staff vary. There is typically no single motivation but, rather, several motivations working in combination.

Those most commonly cited are:
1. Protecting the mental health and wellbeing of employees
2. Doing the "right thing"
3. Benefits in employee engagement and reputation
4. Managing costs and liabilities
- 5. [return on investment (ROI) – calculations in links provided]

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Case Studies from more than 20 global multinational organisations

(1). Global findings across the board:

- Organisations are increasingly recognising mental health as an essential component of promoting employee health, welfare, safety;

- Growing trend to place as much importance on promoting and addressing mental health as physical health in the workplace.

- Typically, mental health is delivered as part of a holistic and integrated health and well-being strategy. Initiatives are built on prevention, early recognition, support and rehabilitation.

- Increased drive towards a 'Vitality' approach in which all aspects affecting our overall heath and that impact our vitality are addressed (i.e. healthy eating and drinking, regular breaks, social environment, built environment, sports, good relationships, career development opportunities, part-time and flexi-work, fostering enthusiasm, and more) in order to develop and maintain thriving workforces and ultimately get the best out of individuals and groups.

[Key elements of organisational strategies to protect, promote, and address mental health in the workplace are presented here further]

(2) Common themes in workplace strategies to protect, promote, address mental health:

- Public commitment to support mental health issues by signing pledges;
- Support and participate in National Campaigns and linking these to internal workplace strategies;
- Campaigns to promote mental health awareness and address stigma in the workplace;
- Training such as Managing Mental Health training, Mental Health First Aid (MHFA) training and resilience training. Resilience training typically develops skills to help people to take responsibility for their own wellbeing, and helps identify personal stressors and build resilience. A novel approach to enforce uptake is to auto-assign training with timeline alerts;
- Developing a range of tools such Health and Wellbeing Passport and the Stress Risk Assessment and Management Tool;
- Psychological Rehabilitation and case-management services to provide support to remain at work while dealing with mental health issues;
- 'Wellbeing Champions' / 'Wellbeing Officers' who are staff trained to support prevention and early identification of mental illness, and to help create an environment that encourages people to speak up and seek help;
- Range of resources available to all employees to help build mental health literacy, identify local community resources and to combat stigma. The intranet is a useful portal for housing this information;
- Counselling and Cognitive Behavioural Therapy (CBT) services at work (or offering outside);
- Employee Management Program (EAP) and Employee Assistance Program (EAP);
- Flexible working and Swap-pay-for-leave Policies;
  -

(3) Practices used to reduce stress and promote mental health:

- Implementation of practices that support health and safety, including identification of distress and illness and providing resources to manage them making it clear to all staff that such support is available;
- Ensuring employee involvement through increased autonomy and participation in decision-making (empowerment, citizenship, belonging …);
- Supporting practices that help employees balance work and non-work demands;
- Supporting employee growth and development through training and career development opportunities;
- Employee recognition and provision of rewards;

(4) Innovation:

- Vitality approaches;
- Standing and walking desks;
- Technology (in positive way);
- Automatic email deletion when 'out-of-office' is on;
- Baby and/or Pets at work (stress and anxiety reduction);
- Integrated workplaces / Virtual workplaces;

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Toolkits

Good Mental Health

what can employers do to promote good mental health in the workplace?

Toolkit for organisations (employers, managers, etc)

Toolkit for individuals (employees, colleagues, etc)

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Conclusion:

It is clear and encouraging that some very good steps have been made in the right direction to promote and address mental health and overall wellbeing in the workplace; however, much more needs to be done in terms of awareness raising, advocacy, research, and more. Let's join forces for positive sustainable actions and thriving people and workforces around the globe.

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Pan American Health Organisation / World Health Organisation
World Day for Safety and Health at Work
26th May 2016

THANK YOU

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