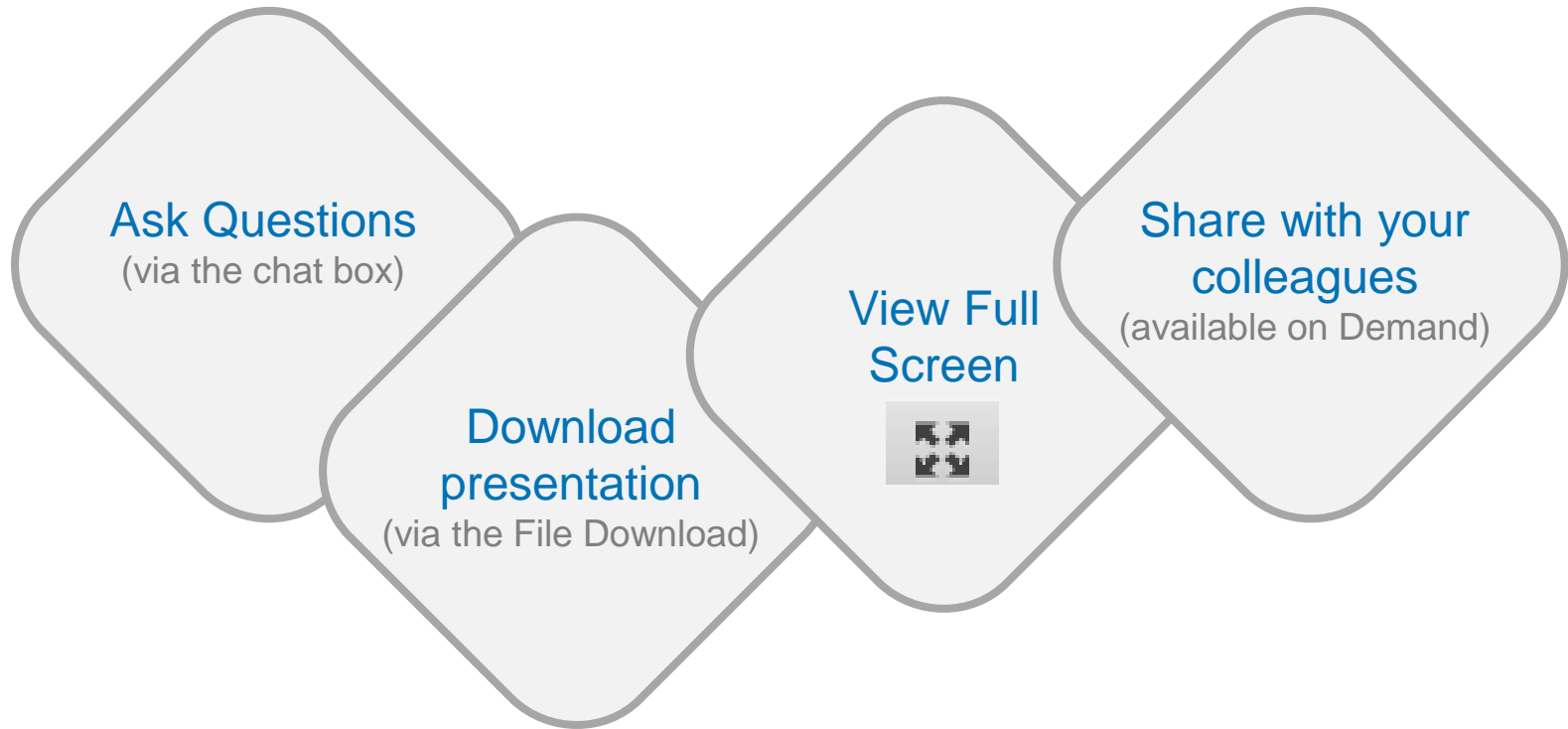


Mind The Mental Health Gap Series: The Critical Role of Line Managers In Initiating And Managing The Dialogue:

June 23rd, 2020 3.00 CET



Making the most of the webcast



Tell us about your experience to help us improve our future program



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- ✓ Click ‘ok’ for 3 popups that occur during the program



Panelists:



Michel Syrett

Founding Member

Lived Experience Research Collective, UK Mental Health Foundation
 Michel Syrett is a Senior Human Capital Fellow at The Conference Board. He has had a bipolar diagnosis since 1997 and is a founding member of the Lived Experience Research Collective at The UK Mental Health Foundation. He has a background in HR Research, was a founding trustee of the British char...[Full Bio](#)



Marion Devine (Moderator)

Senior Human Capital Researcher, Europe
 The Conference Board

Marion Devine is Senior Researcher in Human Capital for Europe, based in TCB's Brussels office. Marion brings a European perspective to TCB's HC work and contributes across a broad spectrum of HC topics in support of the various HC Centers. Marion brings a wealth of expe...[Full Bio](#)



What's Important about Line Managers (and other people managers)?

- With daily contact with all staff in their care, they are in the best position to spot the early signs of mental distress
- Early identification means early corporate interventions combined with support from families and/or friends, online social support and possibly medical treatment
- Early interventions increases the likelihood of early recovery
- Early recovery reduces lengthy disruption and pain for the individual and lengthy and costly sick leave for the employer



What Line Managers CAN do

- Provide sensitive moral support
- Facilitate expert corporate intervention
- Work with specialist HR practitioners and/or occupational health experts to identify and implement reasonable adjustments to the individual's working conditions
- Draw on these adjustments to support the individual's return to work
- Undertaking all of these tasks with the agreement of the individual and being strictly respectful of his or her wish for confidentiality



What People Managers CANNOT do

- Diagnose the condition
- Provide professional counselling
- Determine the right medical intervention
- Determine the right length of sickness leave



Focus for Training

1. What atypical behaviours to look for
2. How to broach the issue
3. How to respond in the right way
4. The importance of trust and respecting confidentiality
5. The importance of good listening skills
6. What corporate support is available
7. What reasonable adjustments are available



Atypical Behaviours to Watch For

- Aggressive or confrontational
- Withdrawn and internalised
- Defensive and brittle
- Tearful and emotional
- Morbid and depressive
- Promiscuous and sexually provocative



Reasonable Adjustments (Examples)

- Flexible working times (eg outside busy commuting hours)
- Access to private or quiet working spaces (particularly in the case of open plan offices)
- Flexible options for short work breaks at the discretion of the individual
- Time off for appointments with GPs or consultants and helpful physical or psychological therapies
- Temporary or permanent reductions in performance targets
- Temporary or permanent redeployment



Issues To Grapple With

- Encouraging disclosure while guaranteeing confidentiality
- Managing the recovery of an individual who is neither perfectly well nor perfectly ill
- Balancing a duty of care to all staff in your care while treating the atypical behaviour of one individual as a health rather than a disciplinary issue



Building Blocks for Designing or Scaling up a Well-Being Program

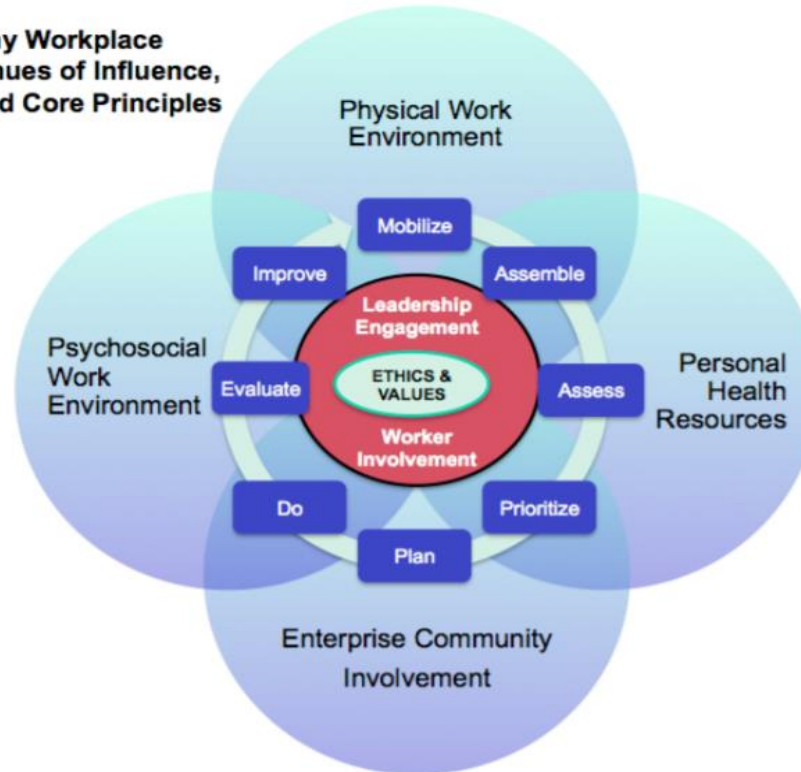
Building Block for Well-being

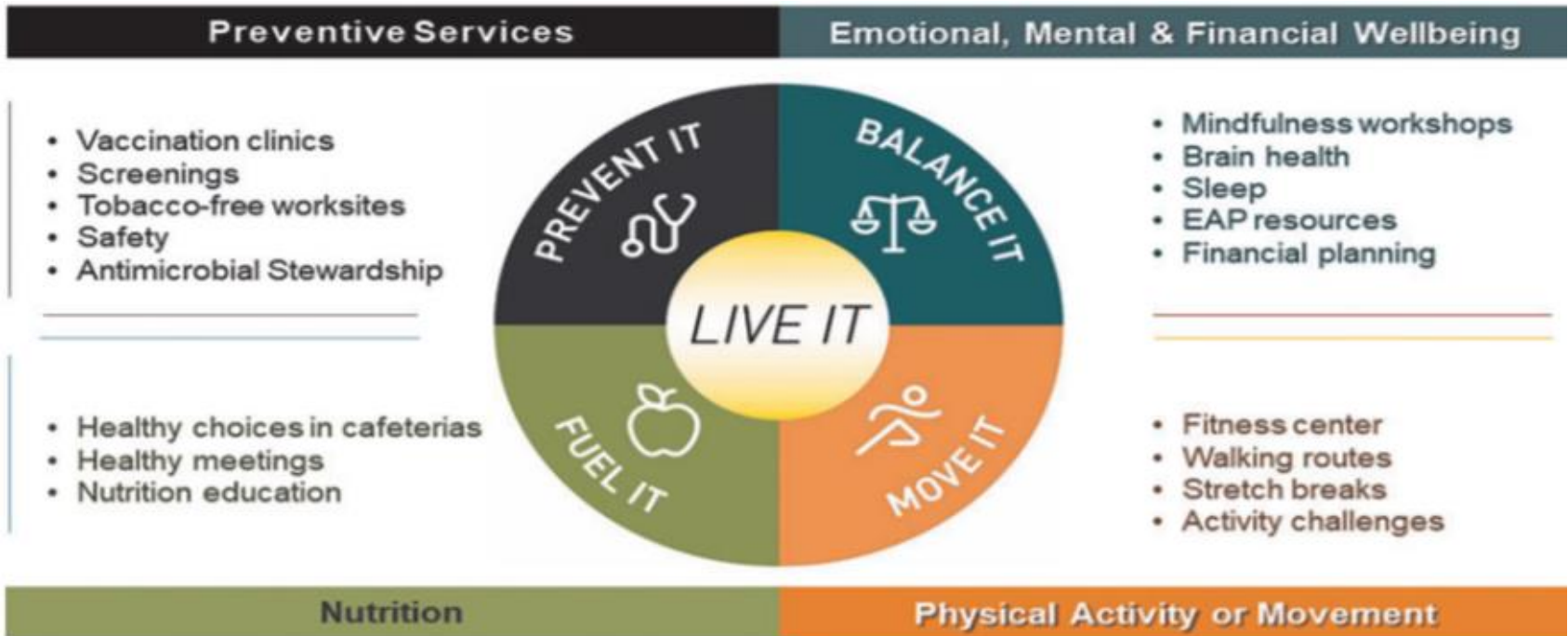
- 1. A Holistic Model** for Health & Wellbeing – globally consistent, but can be flexed for regional/cultural priorities
- 2. Build the Business Case for a global framework:** evidence based, internal and external data
- 3. Sponsorship & Ownership** – personal, active; widening to a powerful coalition of business heads and networks of wellbeing ambassadors
- 4. Build on a foundation** of regional initiatives and best practice
- 5. Strong Branding** – clear, consistent messages and signposting
- 6. Integrate and embed wellbeing** into cultural DNA; key HR processes; training for managers, peer-to-peer support (Webcast 2)
- 7. Monitor and measure** via metrics & ROI (webcast 3)



WHO's Healthy Workplace Model

Figure 9.4
WHO Healthy Workplace
Model: Avenues of Influence,
Process, and Core Principles





Unilever's Holistic Approach to Wellbeing

PHYSICAL
Looking after our health, fitness, diet, sleep & energy levels so we approach challenges with zeal.

MENTAL
Managing our mental choices & reactions to distractions & competing pressures.

EMOTIONAL
Finding ways to feel positive & to confidently face the challenges life throws at us.

PURPOSEFUL
Identifying what really matters to us & connecting to that as much as possible in all we do.

LINE MANAGER
Supporting you & your team's wellbeing so that everyone can be the best they can be.



Building the Business Case for a Global Framework: multistep approach

- What is the present state of workforce health & wellbeing?
- What is the cost of ill-health (physical/mental) to individuals & the business?
- How do employees feel about the current programs and efforts deployed to improve health & wellbeing?
- What is the awareness and utilization of current resources, tools, and services?

Draw on external benchmarks; evidence-based literature of benefits: productivity, healthcare costs (direct/indirect) diversity & inclusion; engagement & satisfaction; stock market performance of BP companies; safety; evidence of ROI

Establish a baseline assessment using multiple internal aggregated data sources from health, disability, and pharmacy claims, health risk appraisals (HRAs), biometric screening, and employee engagement surveys etc



Example Roadmap for a Global Well-being Program



Deep & Wide Sponsorship & Ownership

- Leadership from the top – active, personal
- Corporate centre's role is to establish goals, metrics, framework
- Governance – ownership and accountability for implementation given to business/regional heads
- Networks of wellbeing ambassadors – key change agents; employees with 'lived experience'; relevant Employee Resource Groups or affinity groups
- Continued involvement of employees – focus groups, pulse surveys, continuous listening
- Consolidate and engage suppliers



Build on a foundation of regional initiatives and best practice

- Step-by-step approach
- Select a small number of flagship initiatives best aligned with business priorities
- What can be scaled up?
- Where can Best Practice be shared and expanded?
- Areas of strong need/hotspots?
- Gaps in provision?
- Is this a good opportunity to reposition health & wellbeing team?

“Don’t try to boil the ocean!”



Communications: specific, targeted and consistent



Creating a great place to work **RBS**

- Time to Change pledge
- Launched Mental Health toolkit, Managing Change and Helping prevent and manage stress guide
- Mindfulness roadshow
- Mindfulness toolkit coming soon
- Moments that Matter guide to support a colleague when you're worried about them
- Targeted Mental Health Awareness programme for managers
- Launched Guide to Resilience
- Building Resilience Programmes for employees and managers
- Resilience seminars for senior managers

What we're doing to understand more

- Wellbeing Supplier Forum
- Wellbeing Index in our annual employee survey
- Learning from others – what works well and what makes the difference
- Asking our employees for their views

Our top wellbeing challenges

- Anxiety
- Depression
- Stress
- Musculoskeletal health issues
- Mental Health

What we've put in place to support our employees

- All employees have access to our Employee Assistance Programme
- Suite of wellbeing workshops and audies through our Learning @ Work events
- Sell selected health and wellbeing options through our flexible benefits offering
- All employees offered the opportunity to participate in the Global Corporate Challenge – over 52,000 employees took part this year
- Personal Health Checks helping people know Their Numbers
- Launched Babylon app for employees with Private Medical Insurance giving free access to GPs through video link
- Wellbeing Health Kiosks in our main hubs



Monitor & Measure: measure changes in performance against strategic imperatives and track progress toward best practice

- Internal biannual surveys: engagement, inclusion, well-being index, pulse surveys
- Medical cost trend
- Injury and safety event rates
- Occupational illness and injury trend
- Absenteeism rates – disclosure patterns
- Disability rates
- Time to fill positions
- Turnover rates
- Attraction & Retention of top talent
- Earn external awards to build reputation for commitment to employee health and wellbeing



Key Takeaways

- Creating an organisational culture in which it is safe for employees to admit to mental health problems, together with interventions that support the individual who has periodic episodes of an enduring mental health condition, is a significant change management exercise
- Like all change management exercises, it requires visible and active leadership from senior management, focussed training for line managers and supervisors and measured milestones to ensure that the desired change is occurring
- The return for this investment of time and effort is increased work performance, greater retention of talent, better workforce wellbeing and reduced sickness costs





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your experience!*

