



Mental Health & Employment Conference

28 January 2010

Working our way to better mental health: a framework for action

**Dame Carol Black
National Director for Health and Work**

What is our overall goal?

Healthy engaged workforces in well-managed organisations

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graph TD; A[Healthy engaged workforces in well-managed organisations] --> B["• A quality product"]; A --> C["• A high-performing resilient workforce"]; C --> D["• Enhanced productivity"]; B --> E[Contributing to :]; C --> E; D --> E; E --> F["• A well-functioning society"]; F --> G["• UK plc"];
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- A quality product
  - A high-performing resilient workforce
    - Enhanced productivity

Contributing to :

- A well-functioning society
  - UK plc

# Why people are off work in the UK and many other countries

- Two-thirds of sickness absence and long-term incapacity is due to mild and treatable conditions:
  - Depression, anxiety, stress-related mental health problems (est. cost £28.3 bn in 2008)
  - Musculoskeletal conditions – mild and often soft tissue (est. cost £7 bn in 2007)
  - Cardio-respiratory conditions
- **Inappropriate “medicalisation”**
- Poor retention in the workplace of those with disabilities or chronic disease



**‘Causes of the causes’?**

# Mental health: the facts

- 1 in 6 working age adults have symptoms associated with mental ill-health (e.g. sleep problems, fatigue, etc) which do not meet the criteria for diagnosis
- A further 1 in 6 working age adults experience diagnosable mental health problems (e.g. depression, anxiety, etc)
- An estimated 1-2% of the population have severe mental health problems (e.g. schizophrenia, bipolar disorder, etc)
- 44% of people on long-term health related benefits – have a mental or behavioural disorder as primary conditions

The Royal College of Psychiatrists: *Mental Health and Work (2008)*

- 11.4 m days lost in 2008/09 due to stress/depression
- Mental illness causes 46% of all sickness absence (average length of absence 28 days per case)

# Mental health and work

- Being in work generally leads to good mental health, self-esteem and well-being
- Being out of work is associated with poor mental health, increased likelihood of anxiety and depression, and increased use of medication
- When people return to work their mental health and well-being generally improve
- Although work can pose a risk to mental health, the positive effects far outweigh the risks
- People with mental health problems attach a high priority to work, and work can be part of the recovery process
- Poor mental health associates with low earnings, social exclusion, poorer physical health, child poverty, disrupted education

# The 'business cost' consequences of mental health needs in the UK

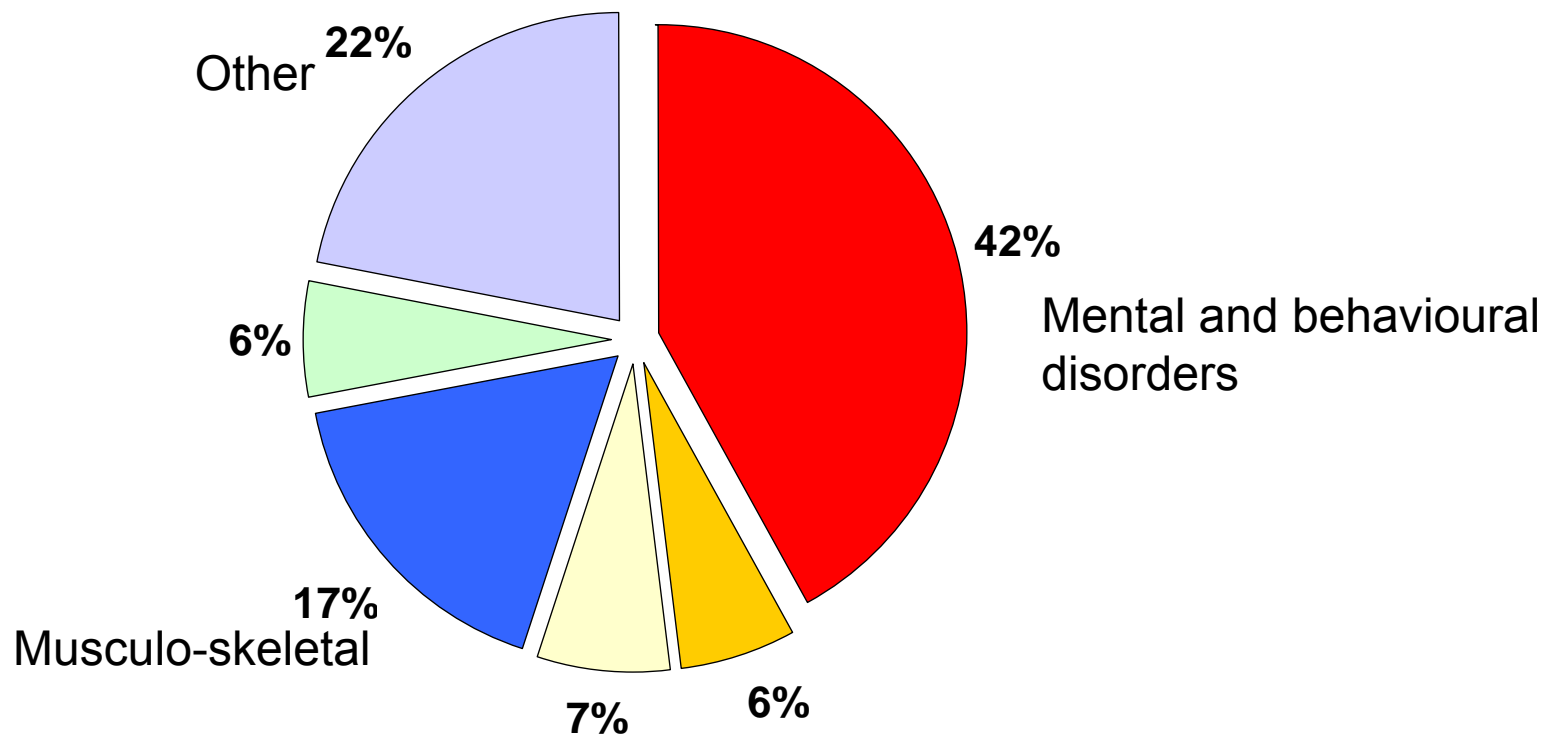
- Overall costs of working age ill-health, sickness absence & worklessness - estimated £100 billion lost to economy
  - £30 - 40 billion because of mental ill-health
  - Governments pay c £8 billion p.a. in benefit payments to people with a diagnosed mental health condition
- Costs to employers - estimated for all ill-health overall pay £9 billion in statutory/occupational sickness
  - around £2 - 4 billion likely to be paid because of mental ill-health

# Other business costs

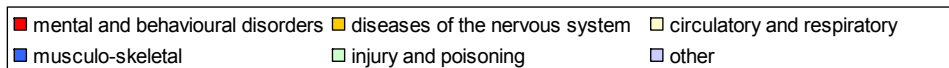
- Other costs more difficult to estimate:
  - staff turnover
  - presenteeism, which is estimated to be a much greater problem in size and cost
  - adverse impacts on working relationships with colleagues; poor morale
  - increased conflict in the workplace
  - stigma and discrimination in the workplace
  - increased risk of poor physical health and injuries

# IB Claimants - primary health reason for claim

## August 2008



Source: DWP



# *Working for a healthier tomorrow, 2008*

*“Tackling stigma around ill-health and disability will be key to enabling more people with health conditions find work and stay in work. This is particularly true for those with mental ill-health, as many organisations often fail to recognise the full value of the contribution they can make”*

*“The sheer scale of the numbers of people on incapacity benefits represents an historical failure of healthcare and employment support to address the needs of the working age population in Britain. Over 200,000 people with mental health conditions flow on to incapacity benefits each year, and this figure has not changed over the last decade.”*

*“Government must fully integrate the option of specialist mental health provision into its employment programmes – not just for those on incapacity benefits – but for all those who are workless, whether lone parent, jobseeker or Income Support recipient.”*

‘Working for a healthier tomorrow’  
Dame Carol Black 2008

# NICE Public Health Guidance: Promoting Mental Wellbeing in the Workplace

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- Guidance aims to help reduce the working days lost due to work related mental health conditions including stress, depression and anxiety
- Guidance highlights how employers and employees can work in partnership to improve mental wellbeing in the workplace
- Recommendations will benefit employees but also help employers reduce sickness absence and staff turnover leading to increased productivity and performance
- Recommendations align closely to the Government's response

# Development of the framework for action

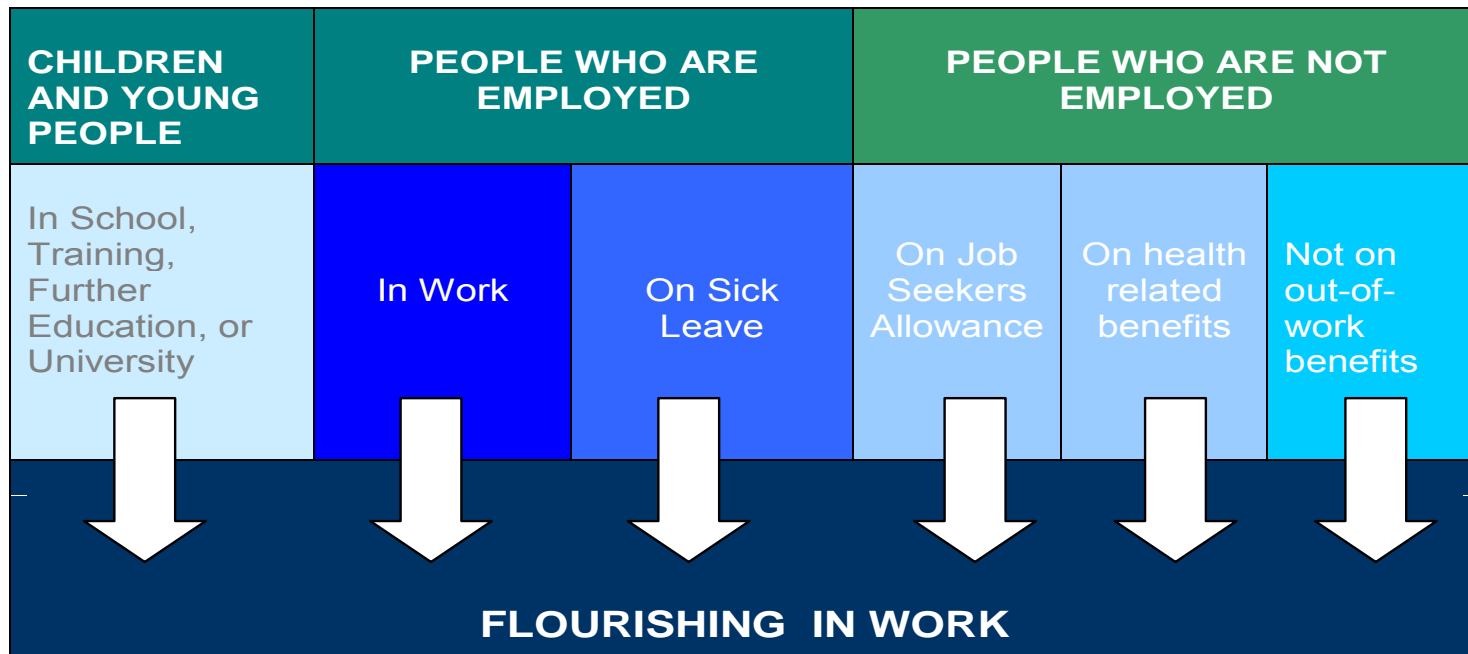
- Commitment to establish a national framework for action on employment and mental health – part of response to the Black Review of the health of Britain's working age population
- An Independent group of experts set up and chaired by Carol Black
  - Series of round table discussion groups
    - people with mental health conditions
    - International experts
    - Service providers
    - Employers
    - Directors of mental healthcare trusts

**The group advised the cross-government steering board.**

# Government's Aim

Improve well-being at work for everyone.

Achieve better employment results for people with mental health conditions



# Results of widespread consultation

- Widespread experience of stigma and discrimination
- Low expectations and widespread stereotyping of people who have mental health conditions
- Evidence that people assume they will face discrimination
- Poorly coordinated services and support – people find it difficult to know where to go, when and for what
- Importance of building resilience – in current working population and future generations
- Support needed by employers as well as people experiencing distress or with mental health conditions
- Little or weak quantitative evidence of the interventions that work in delivering employment outcomes for people with mental health conditions

# Working our way back to better mental health: framework for action

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There are 6 themes:

- Action to change attitudes to mental health
- Action to improve health and well-being for the whole population
- Swift intervention when things go wrong
- Co-ordinated help tailored to individuals' needs both in and out of work
- Action to build resilience from early years and throughout working lives
- Co-ordinated action across Government to ensure we deliver success

# Changing the way we think and act

- Support for a number of initiatives to raise awareness and help improve understanding of mental health
- Learning from successful awareness-raising programmes and campaigns
- Developing further initiatives to tackle mental health stigma and low expectations
  - with partners to demonstrate the positive links between mental and physical health & well-being and promote a public consensus that work is good for mental health and well-being
- Encouraging people to take simple steps to maintain mental health and well-being, using each day Foresight Report's Five Steps (connect with people, be active, be curious, learn and give)
- Encouraging people to support others, and employers to support skills for life training

# Raising Awareness – Reducing Stigma

## Changing the Way We Think – Policy in Action

- **Headroom** is a mental health campaign launched by the BBC. All Headroom materials are publicly accessible and can be adapted by individuals and organisations
- **Time to Change** is an initiative led by Mind, Rethink and the Institute of Psychiatry. It includes the largest ever multi-media awareness campaign for mental health. Many of the materials used are publicly available.
- **Shift**: A Department of Health initiative that tackles the stigma and discrimination associated with mental health across a range of audiences. Products include 'Line Managers' Resource' and Employment films.
- **See me** tackles stigma and discrimination in the workplace and has developed materials, including radio advertising, to raise awareness amongst employers and employees in Scotland. Organisations are encouraged to pledge support to the campaign, and to develop action plans to ensure an end to stigma and discrimination

# Local Initiatives: in the NW Region

- **Altogether Better** is a 5-year programme to help 60,000 people across the region to eat better, be more physically active and improve their mental health.
- It is a partnership of the region's PCTs, local authorities, universities and voluntary organisations, hosted by NHS Yorkshire and Humber, funded by £6.8 m from the Big Lottery Fund's Well-being programme.
- Initiatives like the Yorkshire and Humber HUB on Workplace Mental Health, with information and links to such organisations as the Richmond Fellowship and SANE, can help employers and employees to understand mental health better.
- Such initiatives allow users to interact through a variety of toolkits, reading material, and personal stories,
- Users can learn how, with reasonable adjustments, an unhealthy working environment can be turned into an enjoyable and productive place to work.

# Achieving Well-being at Work

Key features that are common to those workplace organisations which have achieved success in promoting mental health and well-being:

- Senior visible leadership
- Accountable managers throughout the organisation
- Systems of monitoring and measurement to ensure continuous improvement
- Empowering employees to care for their own health
- Attention to both mental and physical health improvements
- Fairness
- Flexible work

# Promotion of health in the workplace



The promotion of physical health and fitness, and the prevention of physical disease, are highly-desirable goals, often pursued by companies.

**But the promotion of positive mental health and fitness is done by too few companies.**

Physical health influences mental well-being.

# Nestle UK Ltd Employee Wellness Roadmap to success



## Wellness Vision



To engage, empower & energise employees to take ownership of their health and develop their energy, vitality and personal performance

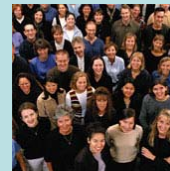
### Nutrition

- Implementation of a catering forum to review food and drink provision for employees
- Provision of healthy food options on all sites
- Working with contract caterers
- Education through training and learning lunches
- GDA information available
- On site wellness events
- Internal communications program
- Make healthy choices simple choices



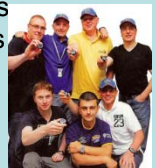
### Mental Resilience through:-

- Being part of a winning team
- Occupational Health Support
- Integrated training –
- Provision of specialist support
- Living Winning behaviours
- Support for Marie Curie
- Employee empowerment
- Better communication & upward feedback
- Good health, nutrition & exercise



### Exercise

- Make healthy choices simple choices
- 33% employees in Global Challenge
- Internal sports competitions
- Links with local sports facilities
- Provision of site cycle shelters



Lifestyle Risk Assessment through health screening & education

# Achieving well-being at work – key commitments

- Reward small business workplace innovation with Challenge Fund
- Develop a UK-wide network of Health, Work and Well-being Coordinators
- Work with European Union partners - to develop new criteria for organisations to assess the quality of their mental health-related workplace health
- Encourage managers to use HSE's competency framework for line managers and commit to training for managers
- Encourage the public sector to review their recruitment retention and mental health promotion and prevention procedures for people who use secondary mental health services
- Promote good practice – there are some fine examples

# We will promote good practice

## GlaxoSmithKline – Energy for Performance Programme

- a full assessment (with family as well as business colleague feedback),
- Fitness and nutrition awareness,
- creation of a personal strategic action plan.

### Evaluation showed

- significant changes in participants' behaviour at work, sustained one year on

*GlaxoSmithKline Employee Health and Performance Services*

## London Fire Brigade – 'Fit for Life Programme'

- aims to increase the resilience of individuals at all levels of the Brigade, by giving them the tools and techniques to develop their self awareness and coping styles.
  - Each session in the programme is based around a key topic, such as 'understanding the effects of stress and its relation to lifestyle'.

### Evaluations showed

- well-being and resilience increased significantly amongst those who attend the course, including the ability to handle bereavement.

*Fit for Life Programme (London Fire Brigade) evaluation*

# HSE Management Standards

- The standards define a desirable set of conditions to work towards
- The descriptors are:
  - Demands which includes issues like workload, work patterns
  - Control which is how much say the person has in the way they do their work
  - Support which includes encouragement and resources provided by the organisation & line management
  - Relationship includes promoting positive working to avoid conflict
  - Role which ensures people are aware of their role in the organisation and there is no conflict in roles
  - Change covers how organisational change (large or small) is managed and communicated by the organisation

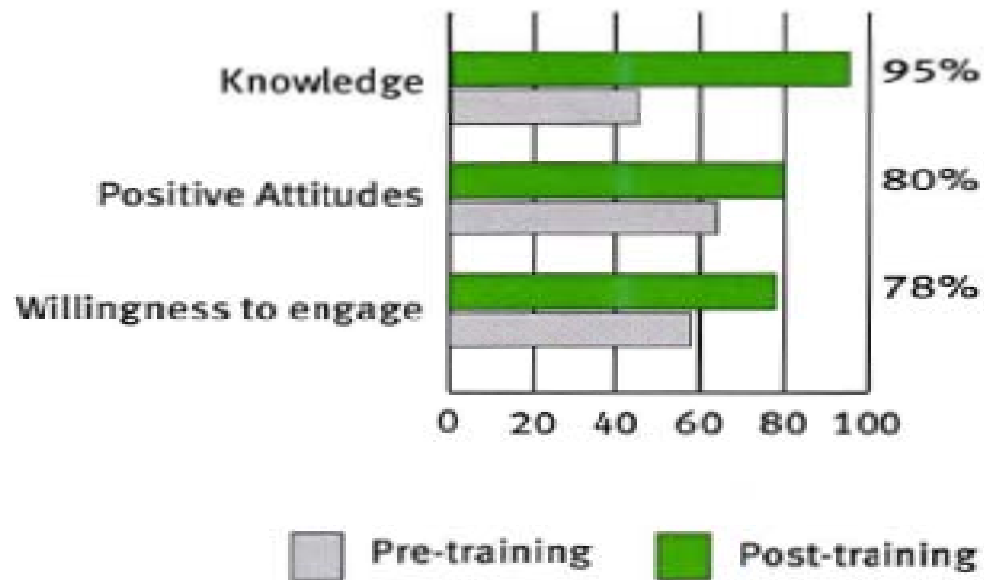
# Line Manager training on Mental Health

Pilot course by Sainsbury Centre for Mental Health, based on *beyondblue's* programme.

Course content:

- Build awareness of depression and anxiety
- Understand how common these symptoms are
- Recognise signs and symptoms in the workplace
- Build skills of managers to identify and respond appropriately to depression in the workplace through discussion and DVD case-study material to explore helpful and unhelpful behaviour
- Time for discussion and thinking through effective strategies in your own workplace

# Line manager training (cont'd)



**Figure 1: the high impact of the training**

# Line Manager Training



**Mental Health  
in the Workplace:**  
Skills for Line Managers

Managing mental health in the workplace is a crucial skill for line managers.

Early recognition and knowing what practical steps to take can mean that employees get help when they need it and minimise any effect on productivity of an organisation.

- Nearly 3 in 10 employees will have a mental health problem such as stress or depression in any one year
- Each case of work-related stress, depression or anxiety related ill health leads to an average of 30.6 working days lost
- The one day training course is packed with practical exercises, case studies and activities.

*“MINDFUL EMPLOYER” –  
training/awareness session*

Aim:

To enable managers to feel more confident about supporting staff experiencing mental ill health

A 3-hour course specifically dealing with this for:

Line managers

HR, equality & diversity and Occupational Health Directors and senior management Union and other staff representatives

# Challenge Fund: Small and Medium Sized Enterprises

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## Challenge Fund

- The first round of the Health Work and Well-being Challenge Fund closed on 31 December. It has been a great success with many applications coming in from each region and country.
- Initial expressions of interest exceeded 500 with over 250 final applications being received by the closing date
- The Local Assessment panels - who will be judging these applications against nationally set criteria - will be sitting over the coming weeks

# Regional Co-ordinators of Health Work and Well-being

- 9 co-ordinators are in post. The two remaining co-ordinators will follow shortly (in both cases, interim resource is in place to cover the duties of the co-ordinator).
- Their role is to:
  - Develop and encourage partnerships between employment, health and other relevant networks within their region and country;
  - Co-ordinate HWWB strategies and activities within and across the English regions and Scotland and Wales;
  - Recognise and promote best practice and innovation within firms on health, employment and skills, working with smaller businesses and local partnerships and in particular using the HWWB Challenge Fund as a key tool to achieve this.

# Intervening quickly when things go wrong: key commitments

- Develop and promote guidance on the use of return-to work action plans agreed between employer and employee
- Work with partners to encourage employers to train managers in good practice in job retention, absence management and rehabilitation
- Pilot an occupational advice line to provide advice for managers to help them with individual employee health and mental health conditions or distress at work
- Introduction of new Fit Note – due April 2010
- Improve access to early intervention – Fit for Work pilots.

# Knowledge, Skills and Training for Employment Retention Officers

- There is a need for front line workers with the knowledge and skills to take on this work, specialist work that crosses traditional professional boundaries. Specific communication and negotiation skills are needed
- Focus of training in these areas must have particular regard to the interface between health and work
- As yet there is no established training or accreditation for this work area
- Sainsbury Centre et al developed a Delphi survey (of expert opinion) to develop a list of knowledge and skills that these workers will require
- The final list derived from the survey specifies characteristics of an excellent job retention worker

# Occupational Health Adviceline Pilots - support for business

## **Aim?**

- Reduce sickness absence and avoidable job loss (through employer action)

## **How?**

- GB wide occupational health telephone adviceline pilot
- Piloted in nine locations – launched and live on 7 December 2009
- Easy access to free, professional occupational health advice on individual problems and information about local services
- Focus on helping manager resolve individual employee health at work problems ( especially mental health issues)
- Target audience – employers/managers in businesses with fewer than 50 staff
- Also in scope – businesses with 50-249 employees, employees, GPs

## **Next steps?**

- Extend offer beyond pilots for fully national service
- Incorporate “Fit Note” support
- Ramp up marketing of the service

# Fit for Work Service Pilots - co-ordinated health and work support for individuals

## **Aim?**

- Reduce sickness absence and avoidable job loss (through co-ordinated services)

## **How?**

- Service for people off work sick for 4-6 weeks
- 10 pilots in locations throughout GB selected via stiff competition
- Early access to co-ordinated health treatment and employment support including debt, housing, learning and skills, employer liaison and conciliation
- Pilots will go live by April 2010 - some already operational
- £13m pump prime funds to co-ordinate, re-configure and procure health and employment related services (focus on common health conditions)
- Testing different local models - case management a key component
- Variety of delivery partnerships – existing and new local consortia

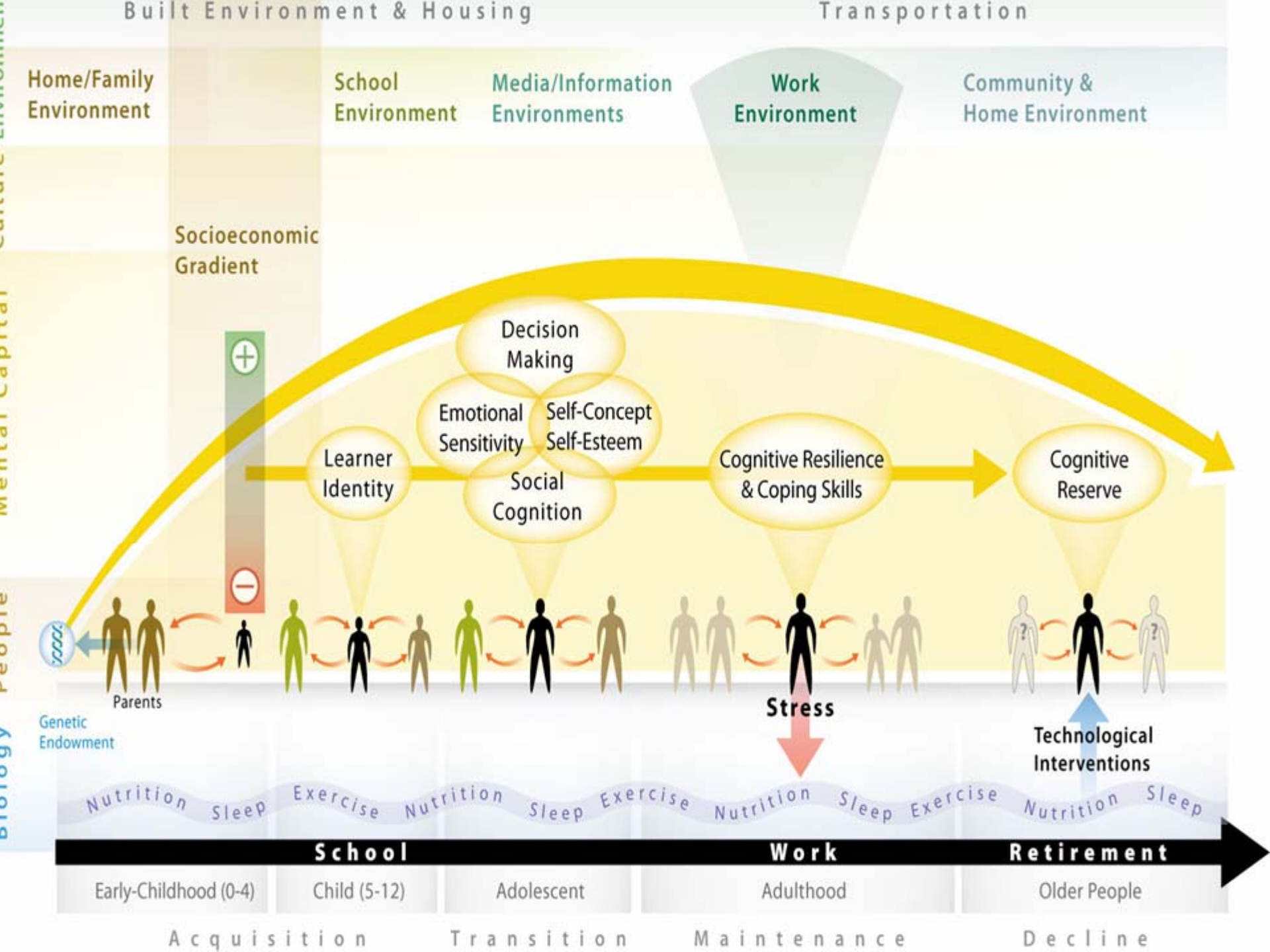
## **Next steps?**

- Select evaluation partner
- Develop the learning network
- Link with the occupational health advice line and the HWWB co-ordinators

# Building resilience for our future workforce

To increase the life chances of young people :

- Improve support in education, for example :
  - Roll out the targeted ‘mental health in schools’ programme in England
  - Establish a new ‘mental health and emotional well-being’ post in Scotland to facilitate mental health improvement in schools
- Encourage supportive parenting and relationships
- Provide early and co-ordinated intervention, for example :
  - Set out a programme of work to deliver the CAMHS review recommendations
  - Consider how mental health needs of parents impact on children
  - In Scotland, improve transitions from children’s to adults’ mental health services
  - In Wales, strengthen the primary care mental health workforce, and improve access to, and the quality of, specialist child and adolescent mental health services



# Joined up Action

- Scottish Government – ***Towards a Mentally Flourishing Scotland*** *Policy and Action plan 2009-11*
- Welsh Assembly Government – ***Our Healthy Future*** – strategic framework includes mental health as one of priorities
- ***New Horizons: Towards a shared vision for mental health*** – a strategy for improving mental health and care services in England, which reinforces
  - link between good work and good mental health
  - importance of building well-being and resilience in childhood
  - effective interventions for mental health throughout the life-course.
- ***Work Recovery and Inclusion*** – a delivery strategy for people who have severe mental health conditions to help them into work
- ***Realising ambitions*** – better employment support for people with a mental health condition.