



Mental Health and High Performance

Ian Wright

Our Mission



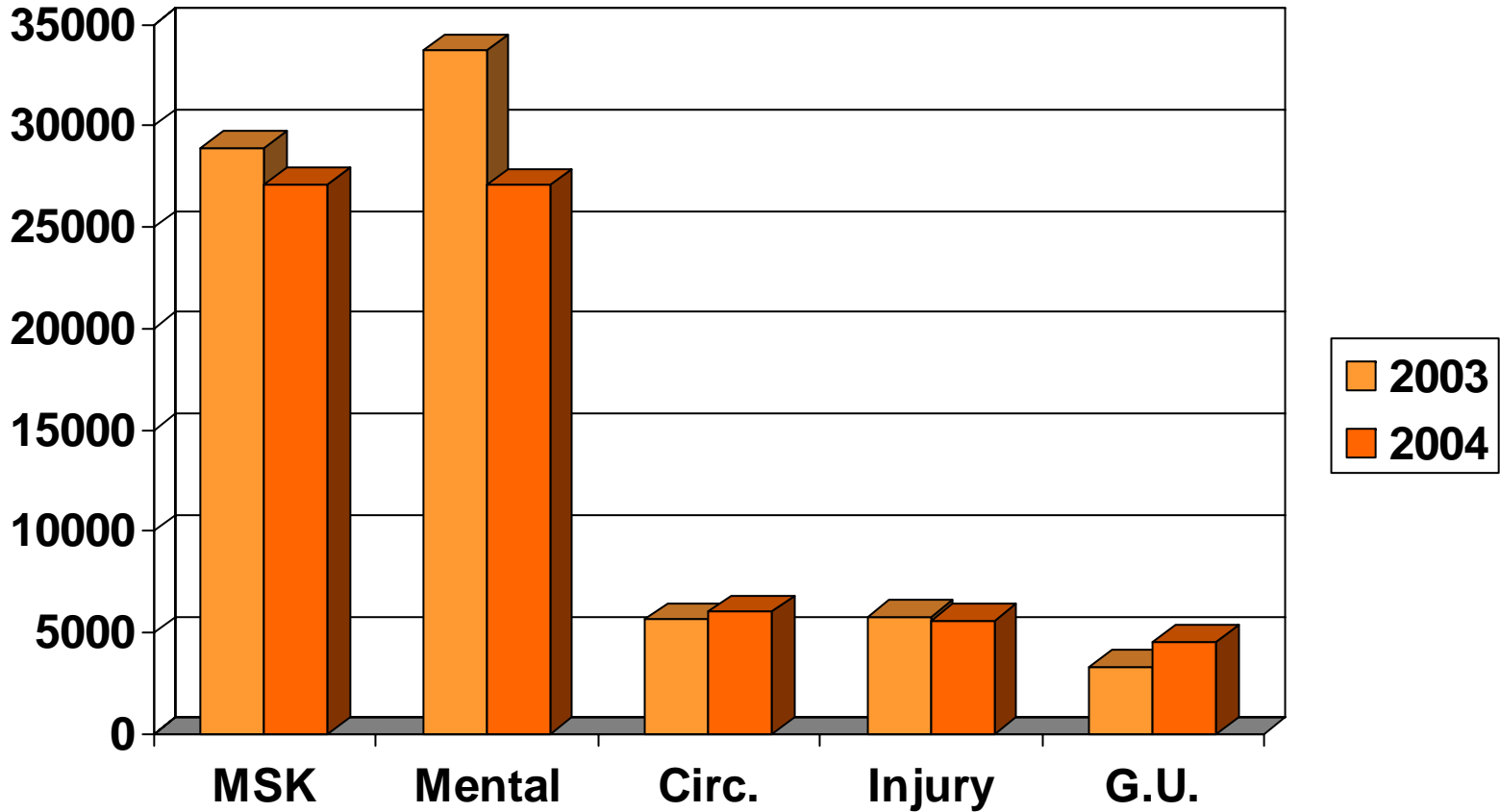
To improve the quality of human life
by enabling people to

domore
feel better
live longer

Levels of Performance

- High performance
- Performing
- Performing, but at risk
- Sub optimal performance
- Absent

Absence over 7 days

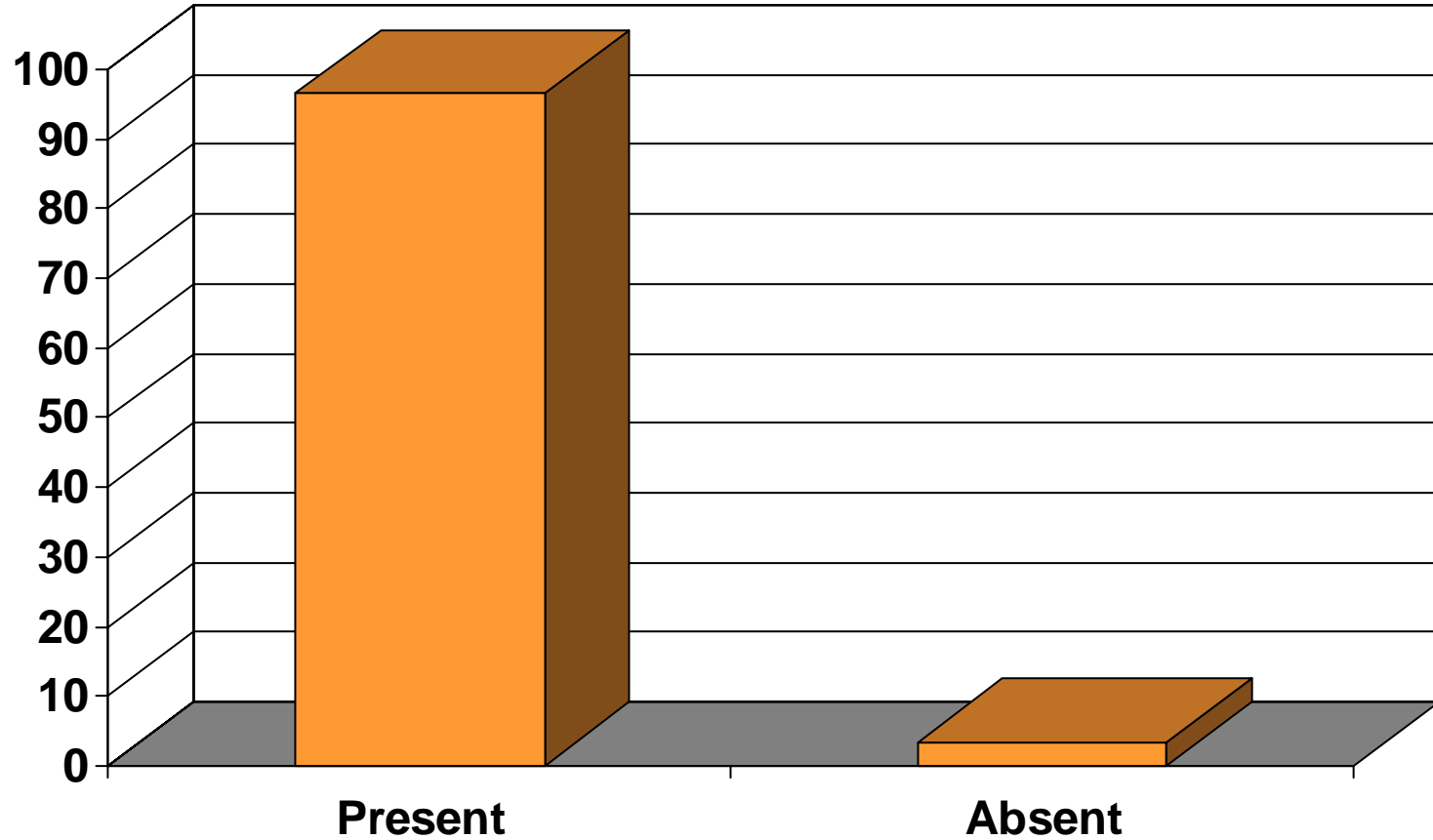


Levels of Performance

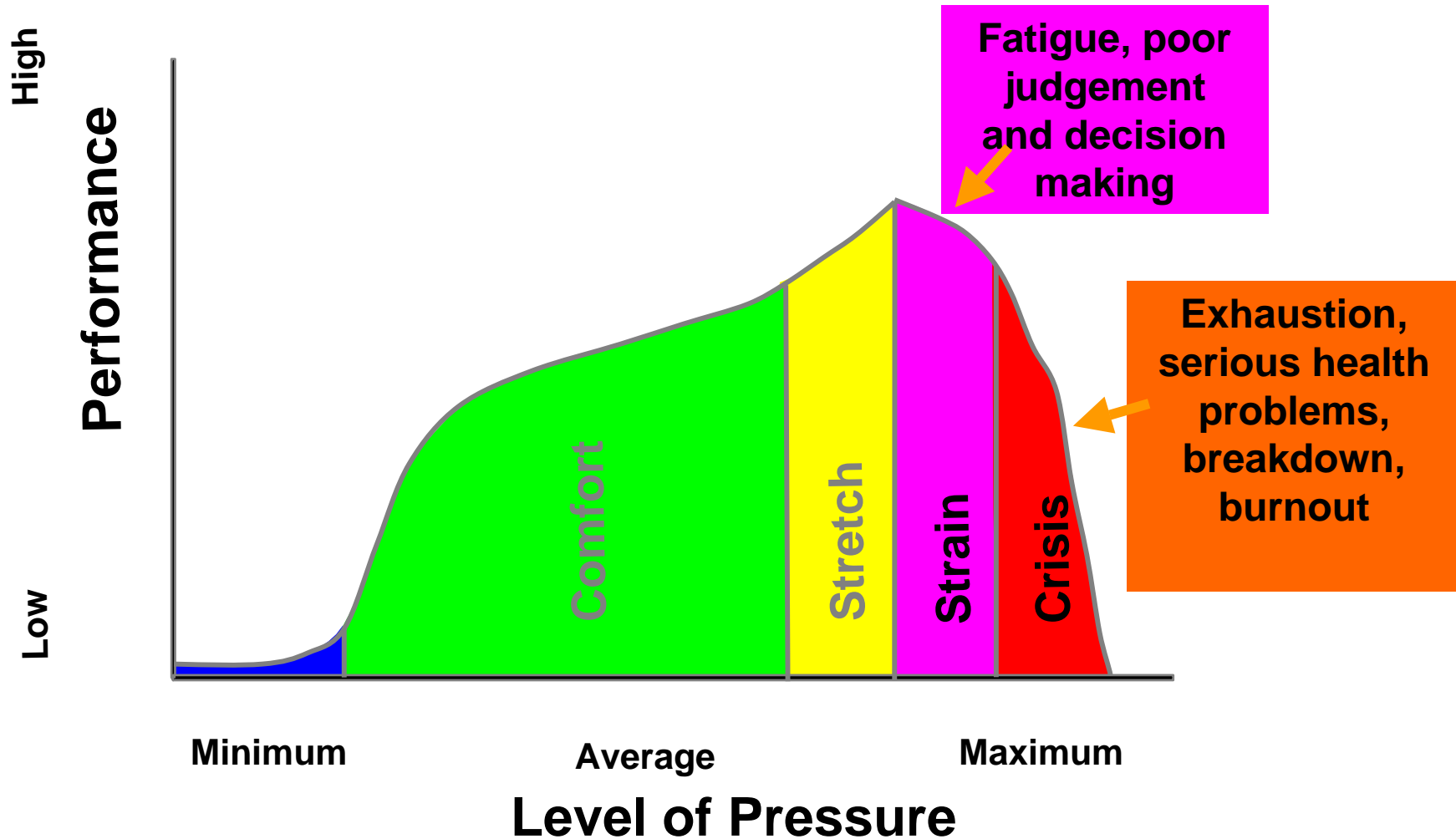
- High performance
- Performing
- Performing, but at risk
- Sub optimal performance
- Absent

- Optimal performance

Absence v Sub-optimal Performance



The effects of pressure on performance



A Resilient Person

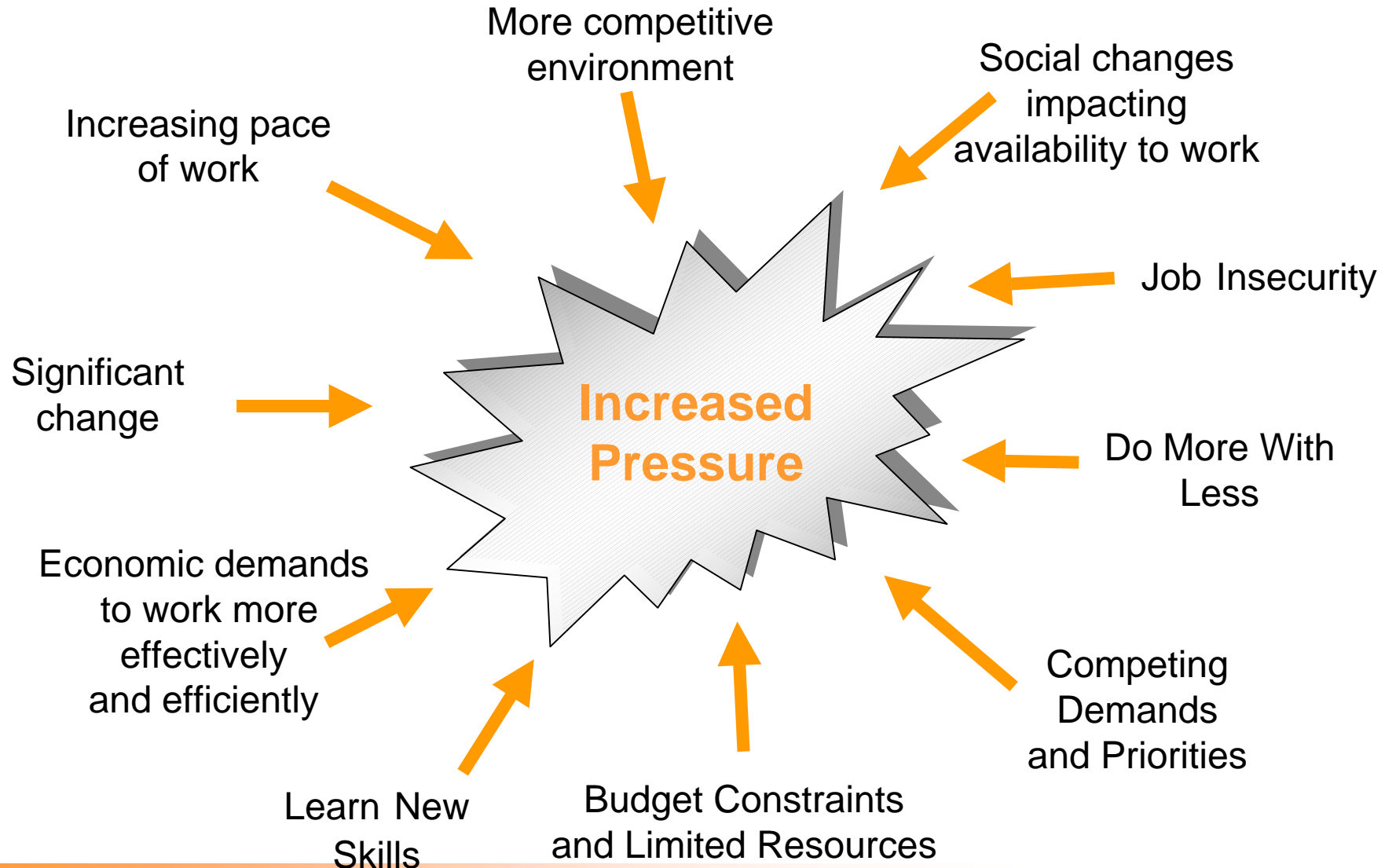
- Demonstrates confidence, adaptability and flexibility even in a fast-paced, highly pressured and continuously changing environment (mental well being)
- Displays energy and stamina in meeting challenging goals (physical well being)
- Draws on all areas of life to maintain a healthy and balanced perspective (emotional intelligence and work life balance)

A Resilient Organization

- Management and employees understand and **clarify** roles, goals and expectations
- Management and employees demonstrate **support**, trust and mutual respect for business and personal priorities
- Management and employees **experiment** with new ways of working to better meet business goals and personal needs

Dual focus on both personal priorities and business objectives is key

What's driving the need for resilience?



Why?

- Can afford it
- Cannot afford not to do it
- Mutual benefit employee and company

"Healthy people make healthy companies. And healthy companies are more likely, more often, and over a longer period of time, to make healthy profits and to have healthy returns on investments."

Robert Rosen

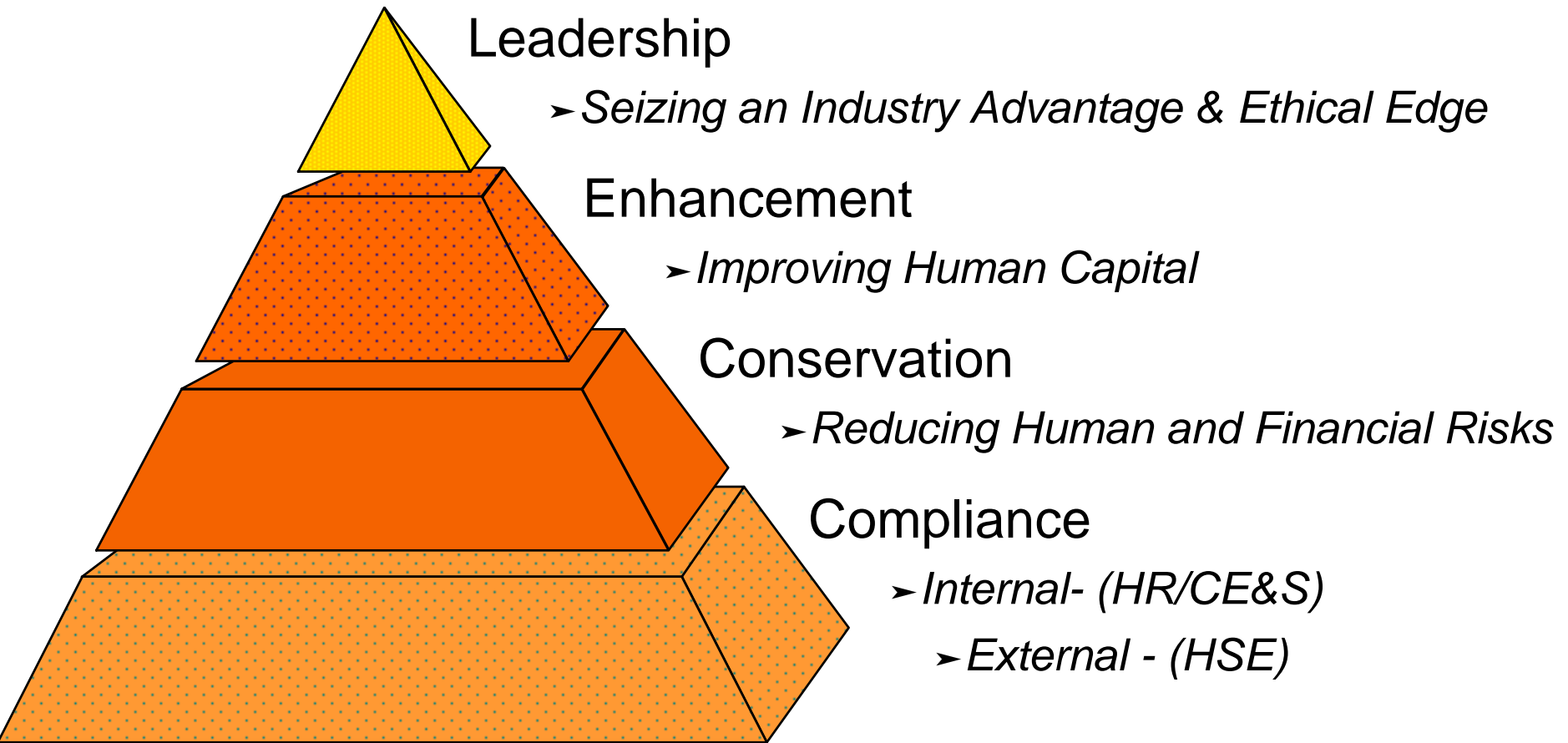
"The Healthy Company"



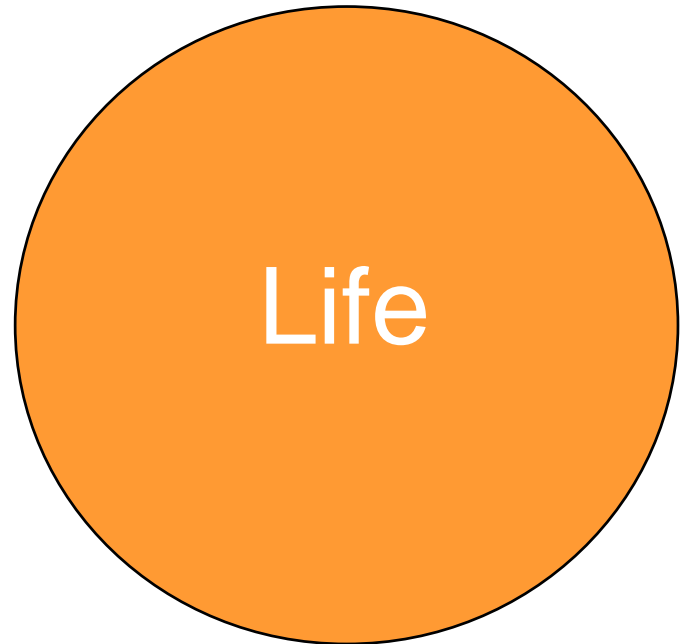
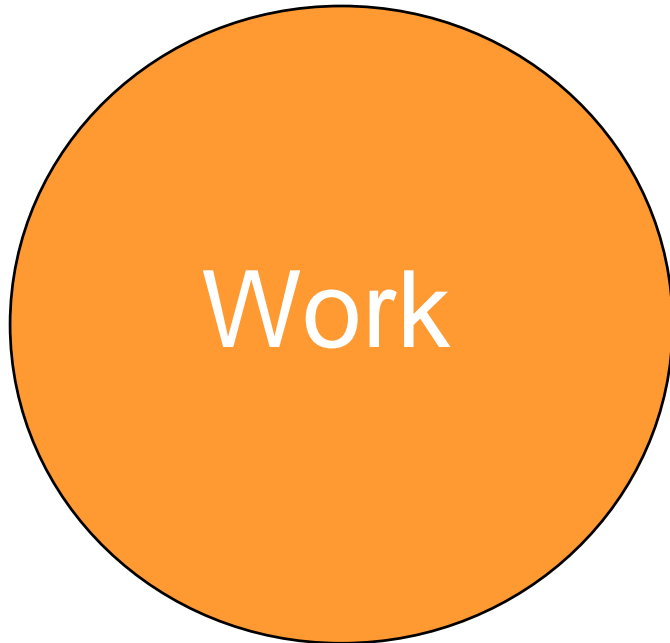
“You don’t have to be ill to get better”

Dr D Murphy - BUPA

Levels of Health Management



Traditional

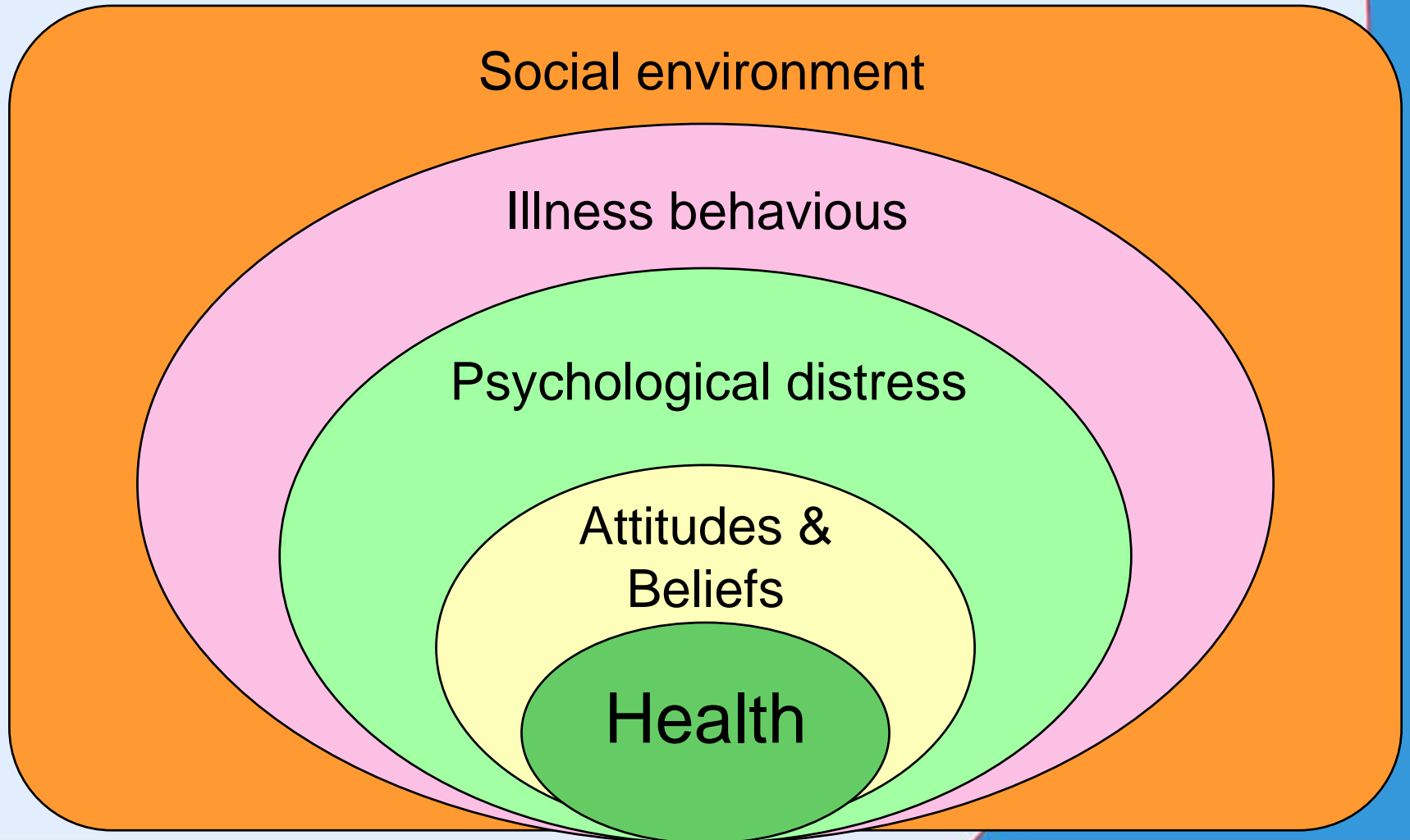


Life



Work / Personal

Biopsychosocial Model



Back Pain -Psychosocial Barriers to Return to Work

Site A

- Ave 15 days to contact
- 36% contacted <1 week
- Ave 9 day absence

Site B

- Ave 3 days to contact
- 85% contacted <1 week
- Ave 5 day absence

Integrated Approach

- Policies and procedures
- Medical Plan
- Employee Assistance Programme
- Health Risk Assessment
- Team Resilience Questionnaire
- Fitness Centre Provider

Employee Health Strategy

- Recognizes contribution of people to success of the organization
- Recognizes role of health in human performance
- Recognizes that performance requires ability and availability
- Needs to be aligned with key business drivers and risks
- Identifies implications of health and resilience factors on capability
- Metrics and data individual and organisation
- Uses work environment as reinforcer/enabler

What workplace factors can impact

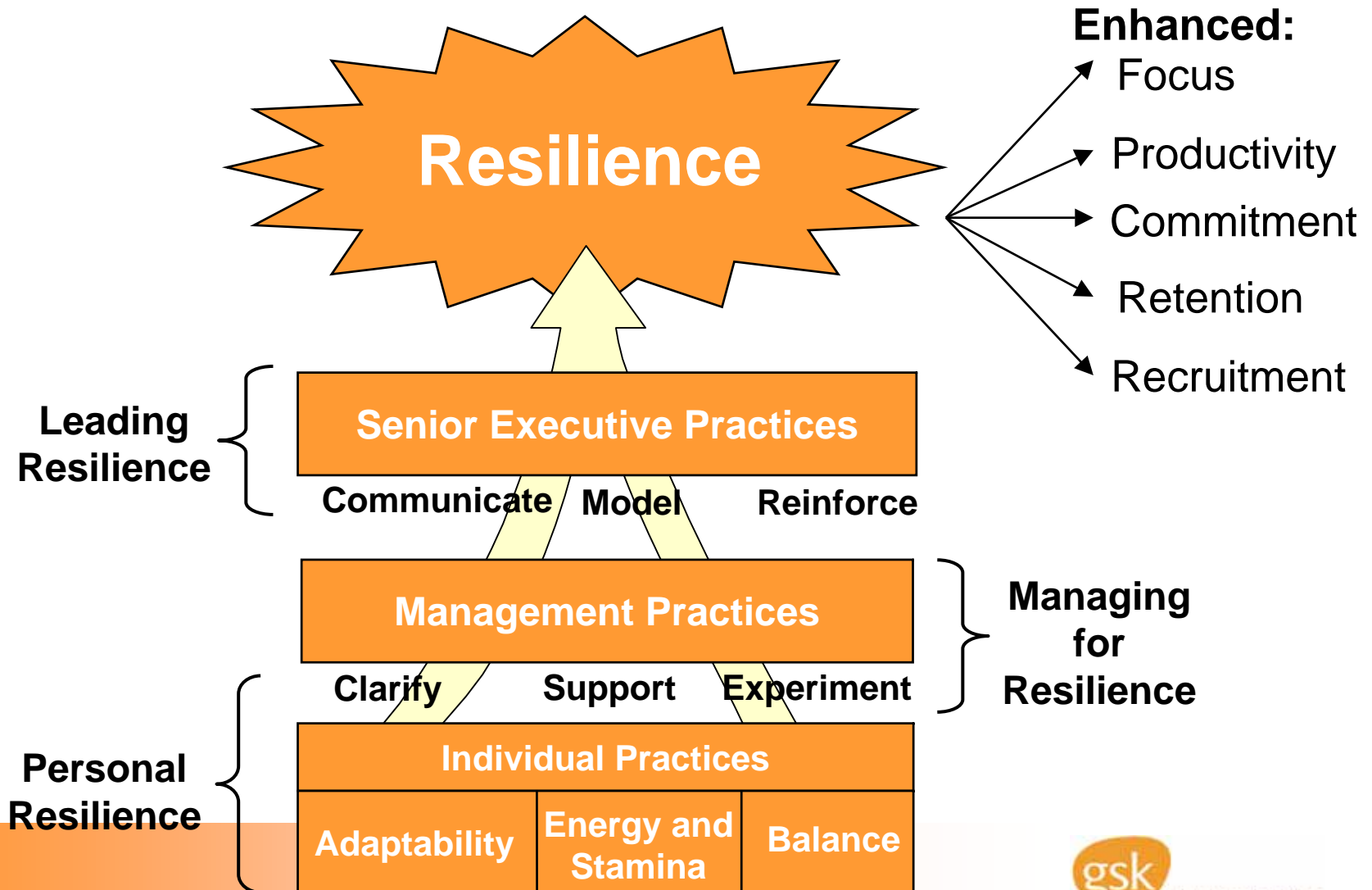
- Work Demands
- Control
- Support
- Role and Clarity
- Relationships
- Change



Team Resilience

*A strategy and set of management tools
to enhance performance and provide
human sustainability to GSK*

Building Organization Resilience



GSK's Award Winning Recognition – ***Beacon of Excellence***

“The GSK stress prevention strategy is probably one of the best that we have seen. “

It is underpinned by a group wide commitment to a comprehensive approach to supporting and enhancing the the resilience of managers and staff, paying attention to stress prevention, pressure management and work-life balance.

The term of "resilience" is used by GSK to engage managers and staff with the business case for workplace health and wellbeing. It emphasises the positive nature of organisational initiatives aimed at improving performance in a competitive business environment as well as emphasising the positive nature of taking personal responsibility for maintaining good health at the individual level .”

HSE Report Oct 2003 - Beacons of Excellence in Occupational Health

GSK Strategy

Prevention

Problem-Solving

Individual

- Personal Resilience
- Support Services

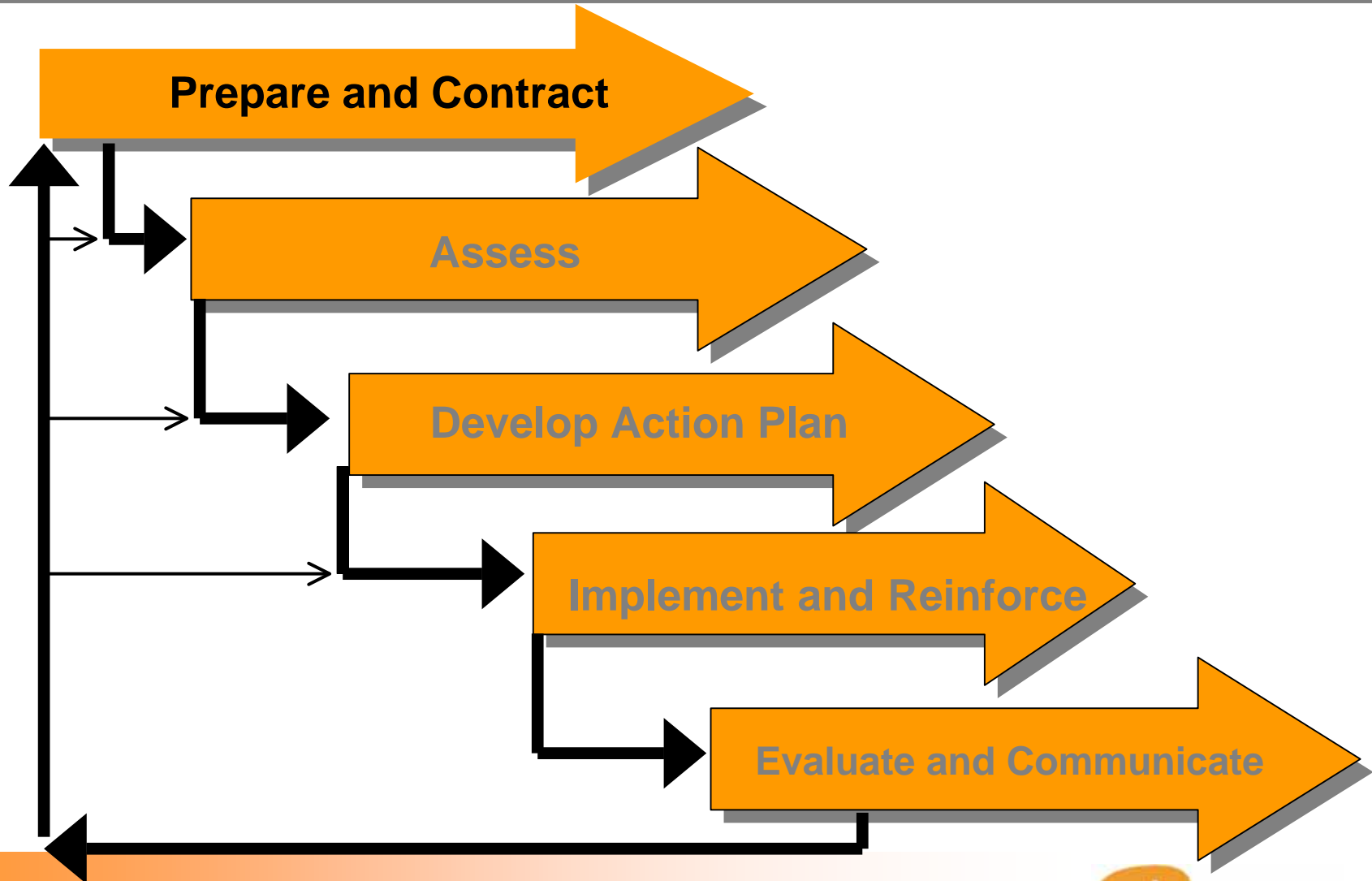
- Diagnosis/assessment
- Stress Management
- EAP
- Rehabilitation

Workplace/
Team

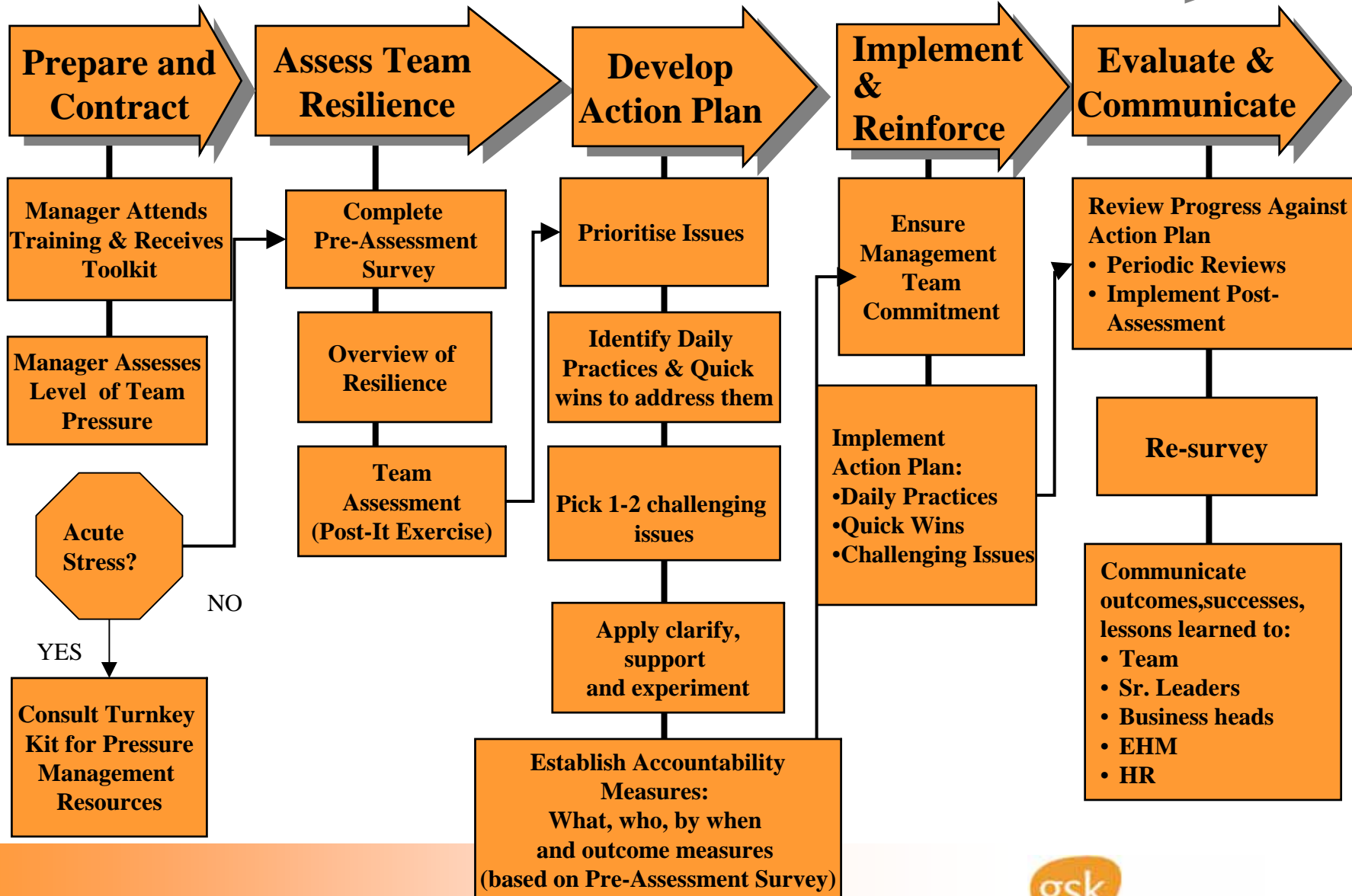
- Visible commitment
- Manager and employee practices
- Work processes

- Assessment
- Line manager and team interventions

Protecting and Enhancing Resilience



Protecting and Enhancing Resilience



Develop an Action Plan

- **Keep it Simple!!!**
- **Focus on:**
 - **Daily Practices:**
 - personal, interpersonal and leader behaviours that would create a more supportive work environment to achieve business and personal goals
 - **Quick Wins**
 - easy fixes, simple changes that will relieve pressure
 - **Challenges within Control**
 - 1 or 2 more challenging issues within the team's control

Resource provided to line manager

- Year 1
- **Facilitated support** for team via EHM, HR, OD or EHS trained facilitators
- Currently 50+ trained facilitators
- Skills and competence of facilitators to continue to be upgraded

Year 2

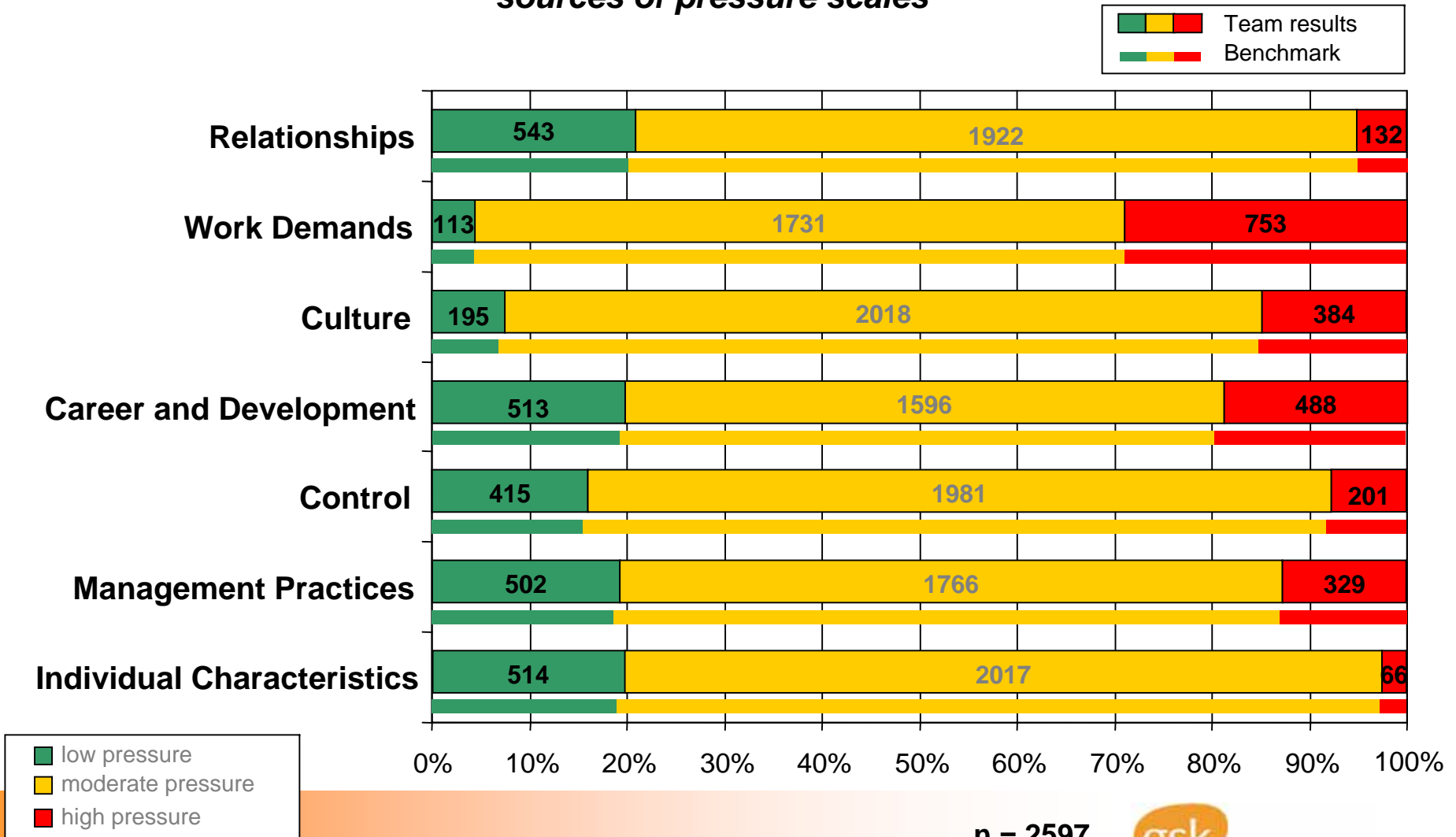
- **Consultation available** with trained facilitator by manager leads
- Facilitator present if –
- Management practices are ‘red’
- Team going through significant change
- New manager to team

Year 3 and Subsequent Years

- **Stand Alone Manager**
- Advice from facilitator available on request

Overall Summary of GSK to date

The chart shows the number of employees in each of the three categories for the seven sources of pressure scales



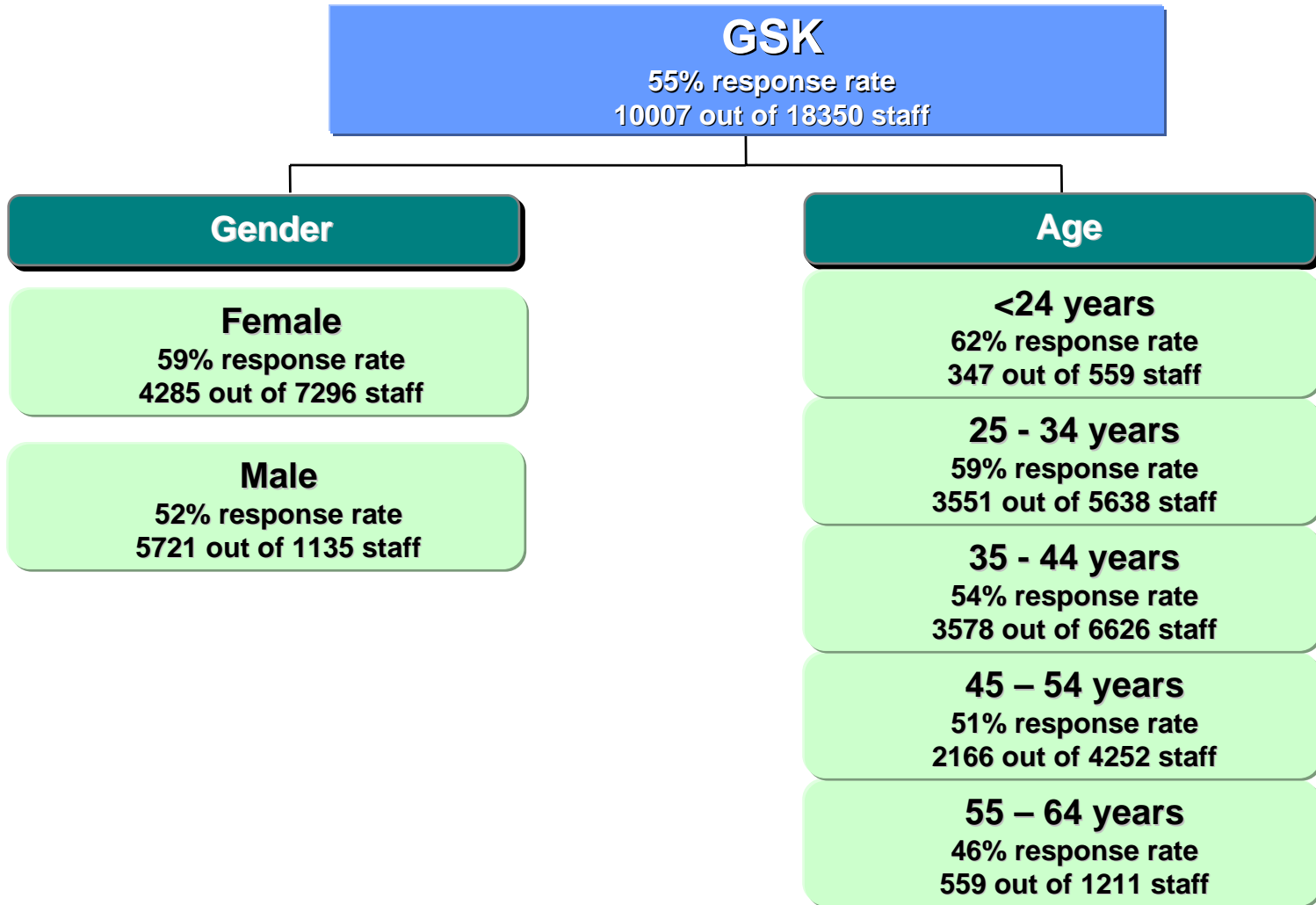
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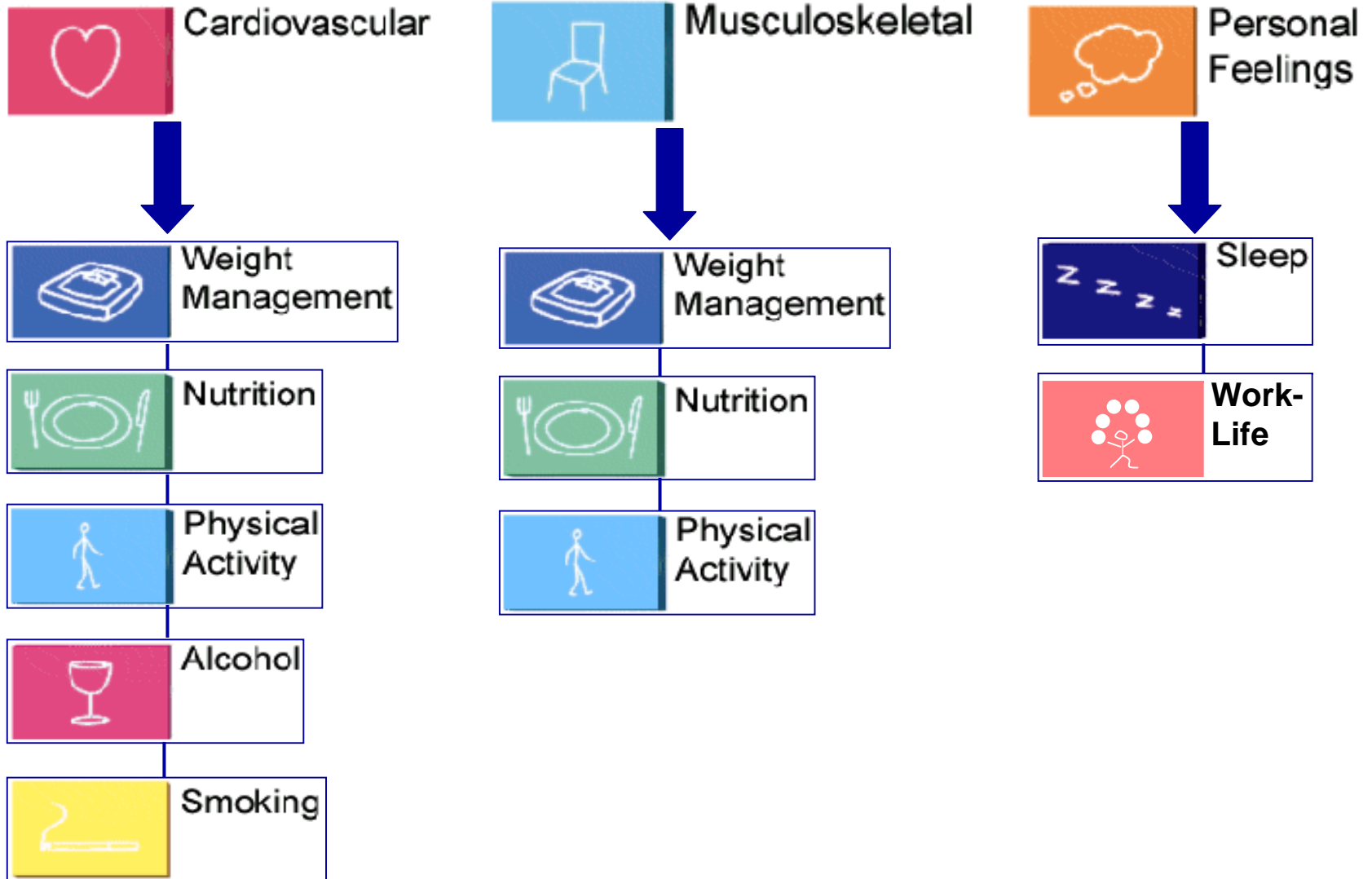
Health Risk Appraisal

An approach to improving health and realising accurate group information.

-)} Determines employees' health and lifestyle risks, health education needs/interests and their readiness to change a behaviour
-)} Focuses on the areas that have the biggest potential health impact on people's professional performance
-)} Encourages awareness and ownership of health
-)} Allows tailor made health promotion interventions and programmes



Interlinked Approach



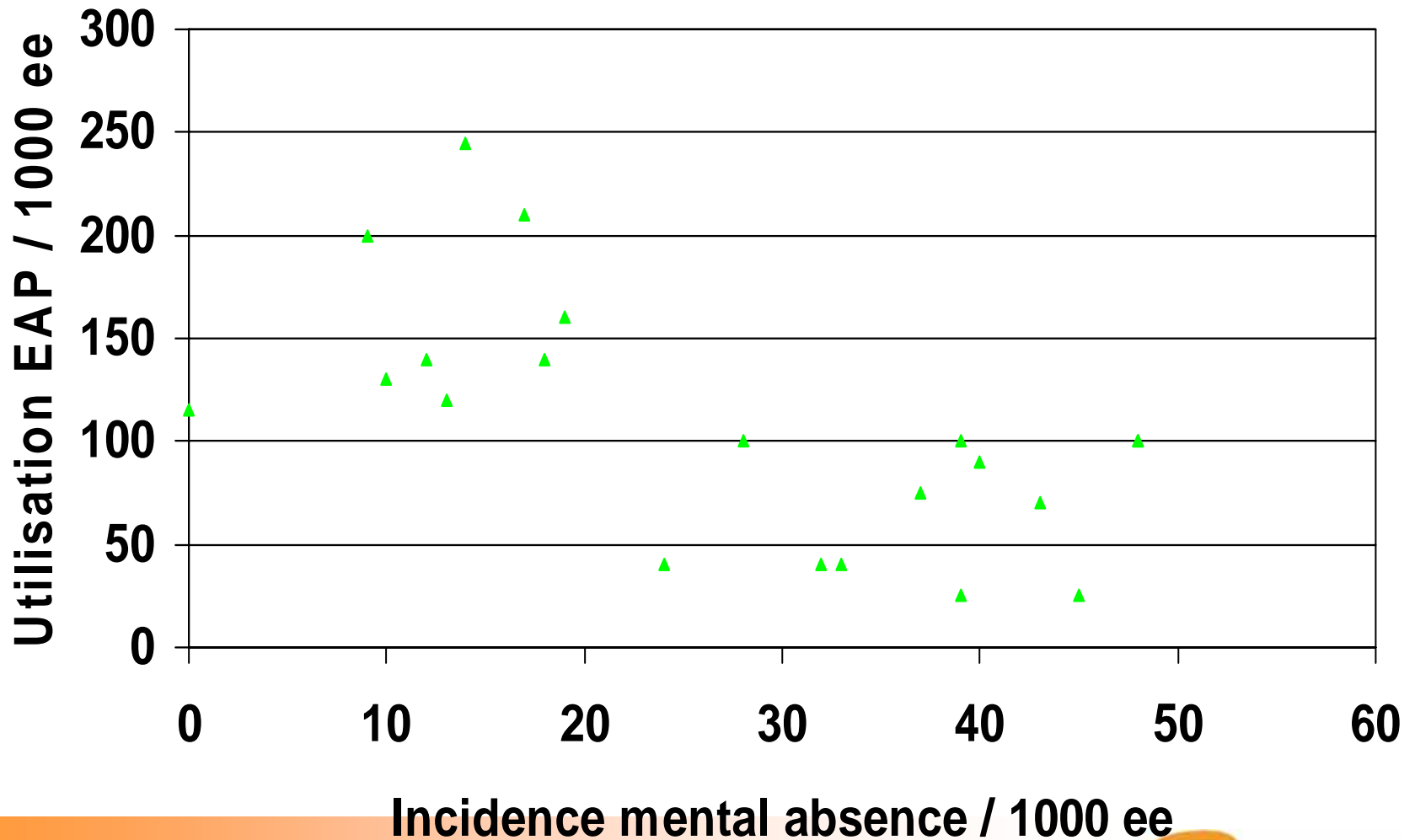
Work Life Balance

- Not influenced by:
 - Extent of daily commuting time
 - Travelling abroad
 - Number of nights away
- Poor WLB associated with requirement to travel in UK

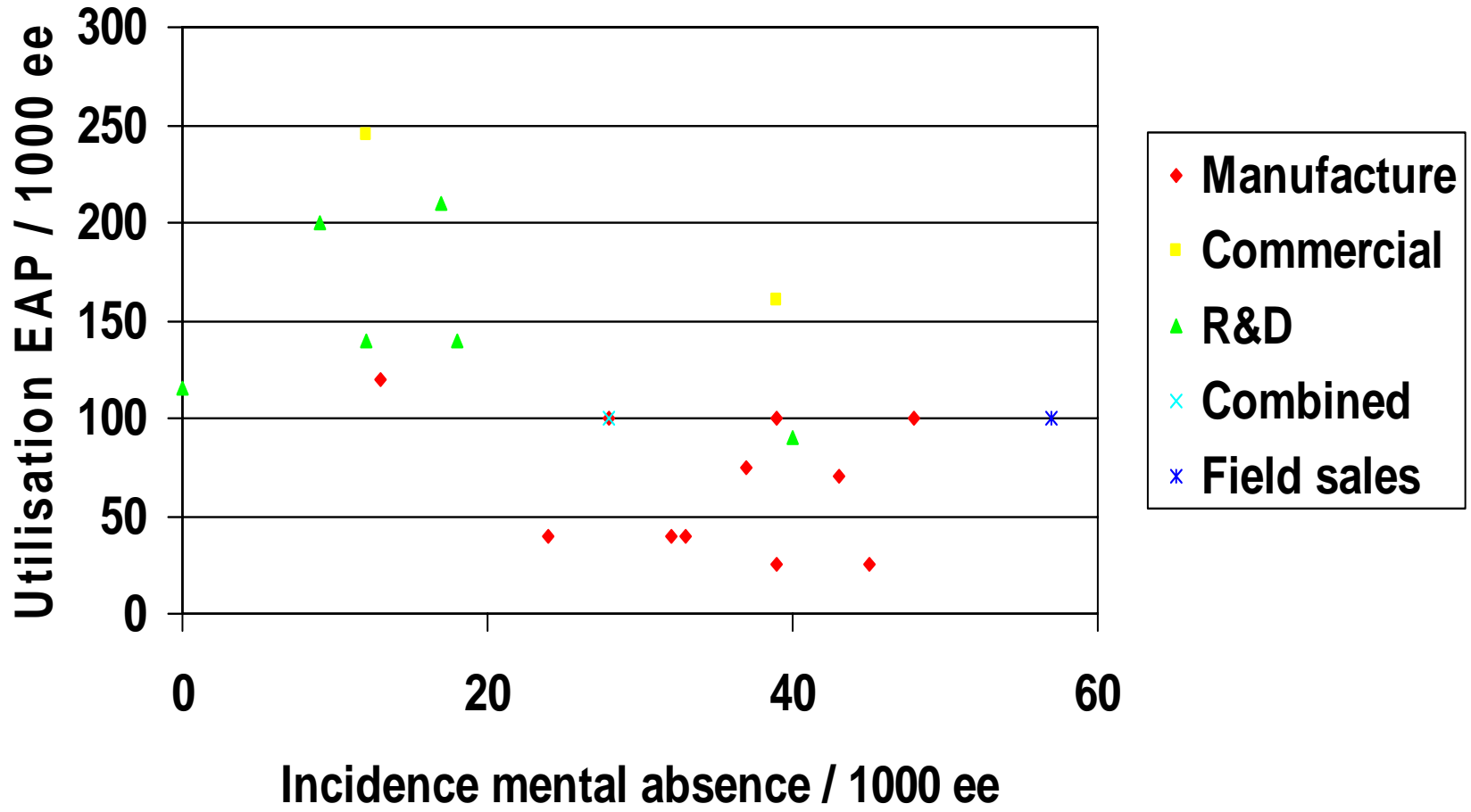
Work Life Balance

- Not influenced by:
 - Age
 - Gender
 - Length employment
 - Level of responsibility
- Poor WLB associated with lack of comfort in delegating

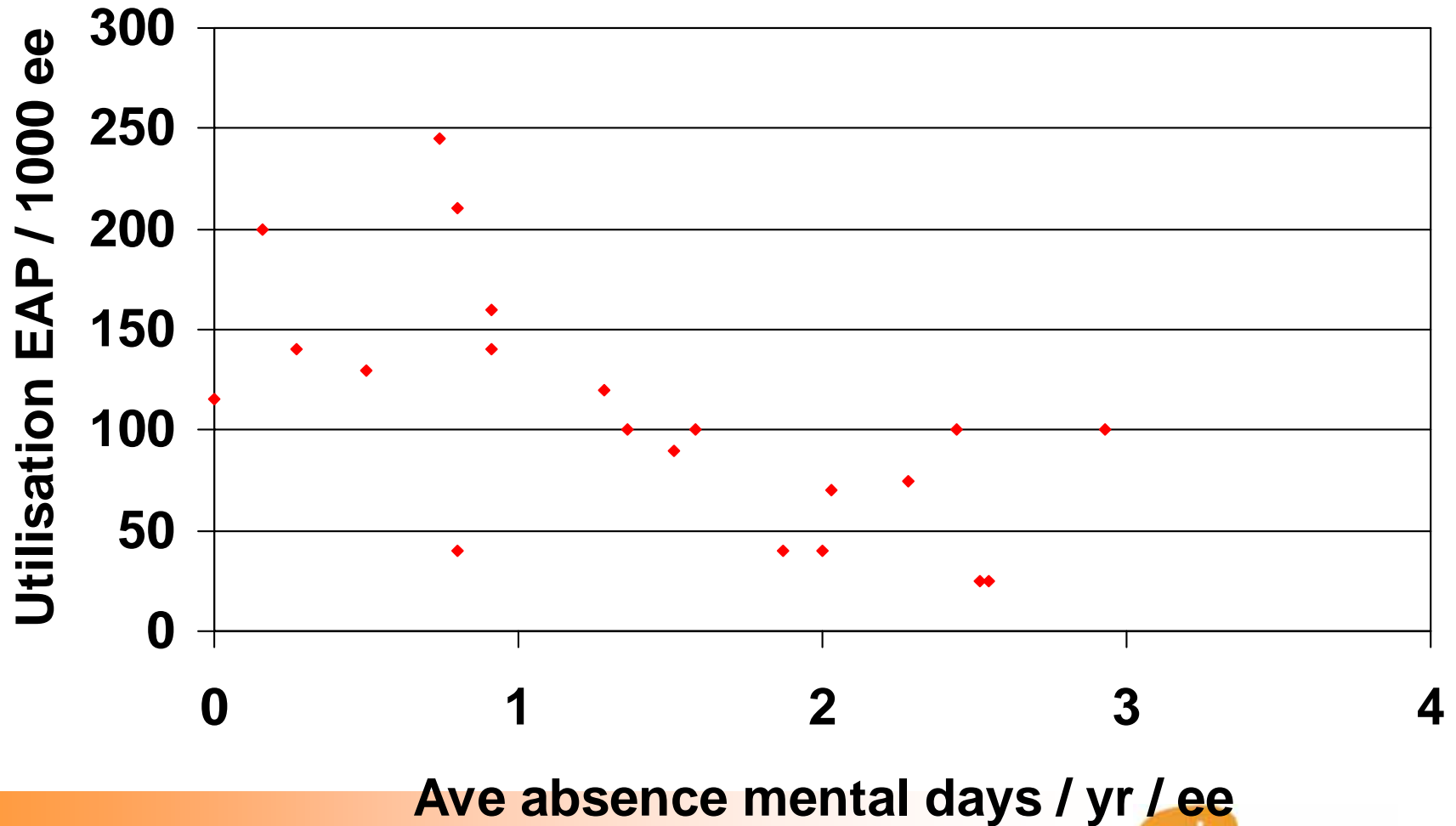
Utilisation of EAP v Incidence Mental Absence



Utilisation of EAP v Incidence Mental Absence by Business Sector



Utilisation of EAP v Mental Absence / Employee



Do more,
feel better,
live longer.



Our Mission



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by enabling people to

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