



Effective management of mental distress in the workplace

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Myths and realities

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- ❑ Common mental health problems are common but not on the increase.
- ❑ “Presenteeism” costs twice as much as sickness absence
- ❑ Less than 20% of mental ill health in the workplace is caused by work
- ❑ Early identification, appropriate treatment and effective management support – avoid unnecessary job loss
- ❑ Treatment is effective – most people recover without needing extra help
- ❑ Depression becomes increasingly apparent in people with other conditions the longer they are off work

Knowledge

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Employers' perceptions:

- nearly half of employers think that *none* of their workers will *ever* suffer from a mental health problem
- over two-thirds think prevalence is in the range 0 – 5 per cent

Shaw Trust (2006)

Skills and confidence

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Line manager's response

- A recent survey of managers also found that they feel they need more appropriate training and support at work to effectively manage staff experiencing mental health problems.

Employers' Forum on Disability (2008)

Sainsbury Centre workplace programme

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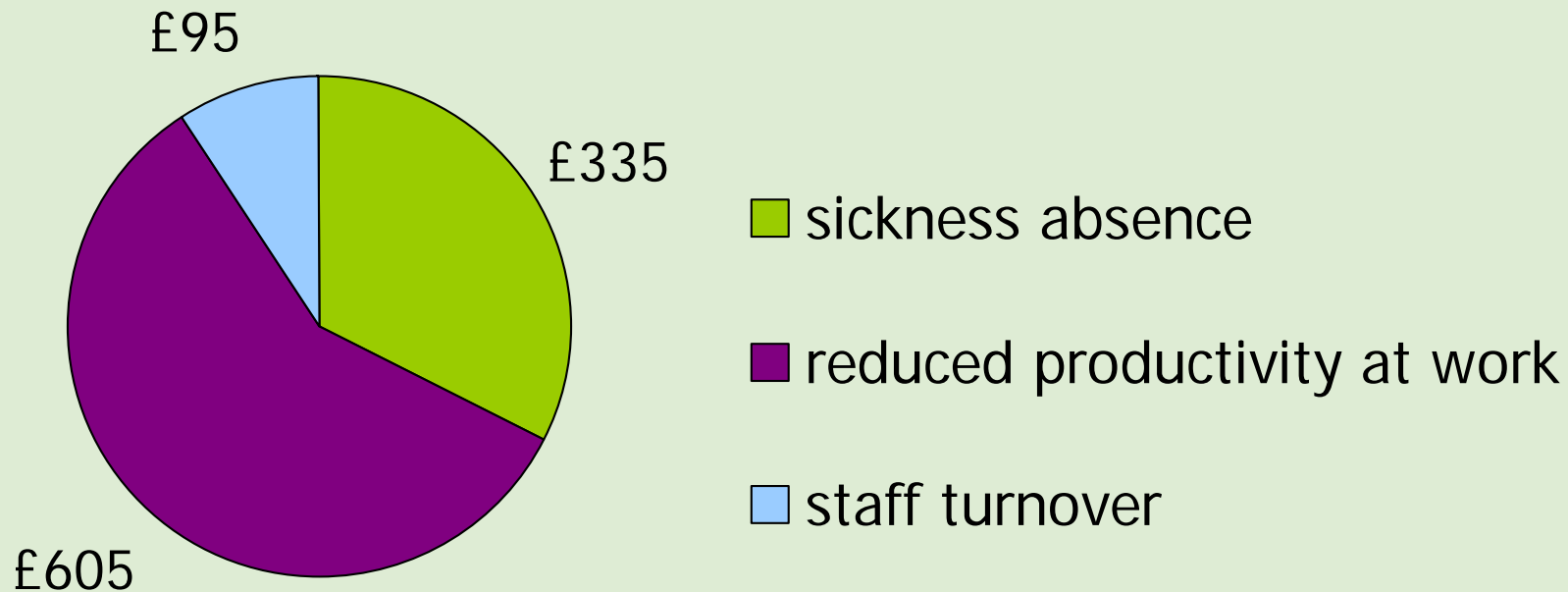
- Identify the costs of mental health problems in the workplace: Mental health at Work - the Business Case (December 2007)
- Support employers to navigate the *'mental health management market place'* - the Independent Review Panel
- Make available high quality training for line managers - the *beyondblue* national workplace programme - UK pilot

The Business Case

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Total cost per average employee = £1,035 / year



Source: Sainsbury Centre, 2007

Effective management

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- ❑ Organisational policy and procedures
- ❑ Workplace modifications and adjustments
- ❑ Individual support and coping mechanisms
- ❑ Can save companies 30% of these costs

HSE / CIPD management competencies and stress management standards www.hse.gov.uk

Mental Health at Work: the business case Sainsbury Centre (2007)
www.scmh.org.uk

The Independent Review Panel

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- ❑ Employers bombarded with guidance and initiatives on mental health at work
- ❑ We were regularly receiving requests from people to comment on mental health resources aimed at employers
- ❑ In partnership with SHIFT, formed the Independent Review Panel
- ❑ Reviews and recommendations on submitted resources
- ❑ See: www.shift.org.uk/reviewpanel

Building the skills of line managers

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To be able to:

- Identify early signs of mental distress in their staff and colleagues
- Appropriately support and manage people at work

The *beyondblue* workplace programme

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It is effective in Australia:

- ❑ Line managers' knowledge about depression increased
- ❑ The proportion of line managers who said they would be prepared to support a colleague with depression rose significantly.
- ❑ Understanding of how to manage depression at work and knowledge of where to go for support rose markedly
- ❑ These changes were not affected by the type of employment, by the organisation the manager was from or by the trainer

The *beyondblue* workplace programme

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It has the potential to be delivered on a large scale:

- ❑ *beyondblue* has an established programme and set of quality assurance systems
- ❑ It is already operating across a range of employment sectors
- ❑ The criteria for selecting trainers are applicable to the UK
- ❑ Initial applications of interest suggest that we have a suitable number of qualified trainers

The *beyondblue* workplace programme

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Evidence-based philosophy and approach:

- ❑ The workplace has an important role both in the promotion of good mental health, the prevention of mental ill health and in supporting effective interventions which enable staff to remain in work
- ❑ Encourage people to access treatment at an early stage while continuing to support people appropriately in the workplace
- ❑ Building people's conversational skills and their confidence to maintain positive relationships in the workplace.

(BOHRF, 2005; Black, 2008; Waddell and Burton, 2006; Waddell et al, 2008)

The UK Pilot

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- ❑ Employer partners include: the Department of Health, Kent County Council, Royal Mail Group, the submarines business of Rolls-Royce, the Royal College of Nursing, BBC Learning and Tate & Lyle Sugars.
- ❑ Delivered through a small team of UK based trainers who have been trained in the programme by the Sainsbury Centre and *beyondblue*.
- ❑ We will evaluate the success and impact of the training as well as the feasibility for delivery in the UK
- ❑ Findings will be published in Spring 2009.



Thank you

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