

HEALTHYWORK

COMPANY

Building a mental health and wellbeing
strategy

Ex director of FTSE 250 co
25 years plus in Health and Safety
Founder of Healthy Work Co
Key influencer in H&S 2018-2020



Heather Beach

Student of:

Positive psychology,

Relational Organisational Gestalt

CIM Diploma, CAM Diploma, Cranfield
Strategy; Cranfield Culture

“For as long as I can remember I have been
learning about what helps people thrive in life”

WHO WE ARE

Wellbeing training and services

- The Healthy Work Company provides proactive wellbeing solutions
- We provide training and strategy support to over 100 UK and global organisations

 **mace**

Balfour Beatty

hs2

itv

Heathrow

RSC
ROYAL
SHAKESPEARE
COMPANY

 **EUROSTAR**


London Luton Airport

The Telegraph


BATTERSEA
POWER STATION

LAING O'ROURKE

CAPITA

arqiva

wmtrains

ARKONI
METALWORKING SPECIALISTS

Biffa


SONOCO



**ONE THING YOUR NEIGHBOUR HAS DONE FOR THEIR WELLBEING
IN THE LAST SEVEN DAYS**

WHAT IS MENTAL HEALTH?



Google search:
Mental health



Google search:
Physical health



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MENTAL HEALTH and MENTAL ILLNESS

Mental health encompasses our psychological, social and emotional wellbeing. We all have mental health and it impacts on how we think, feel and act.

Mental health is a neutral or positive term.

Mental illness is a diagnosable, and treatable, health condition which can be severe enough to disrupt everyday life.



WHAT IS WELLBEING?

The World Health Organisation says...

Wellbeing is not just the absence of disease or illness. It is a complex combination of a person's physical, mental, emotional and social health factors.

Wellbeing is strongly linked to happiness and life satisfaction.

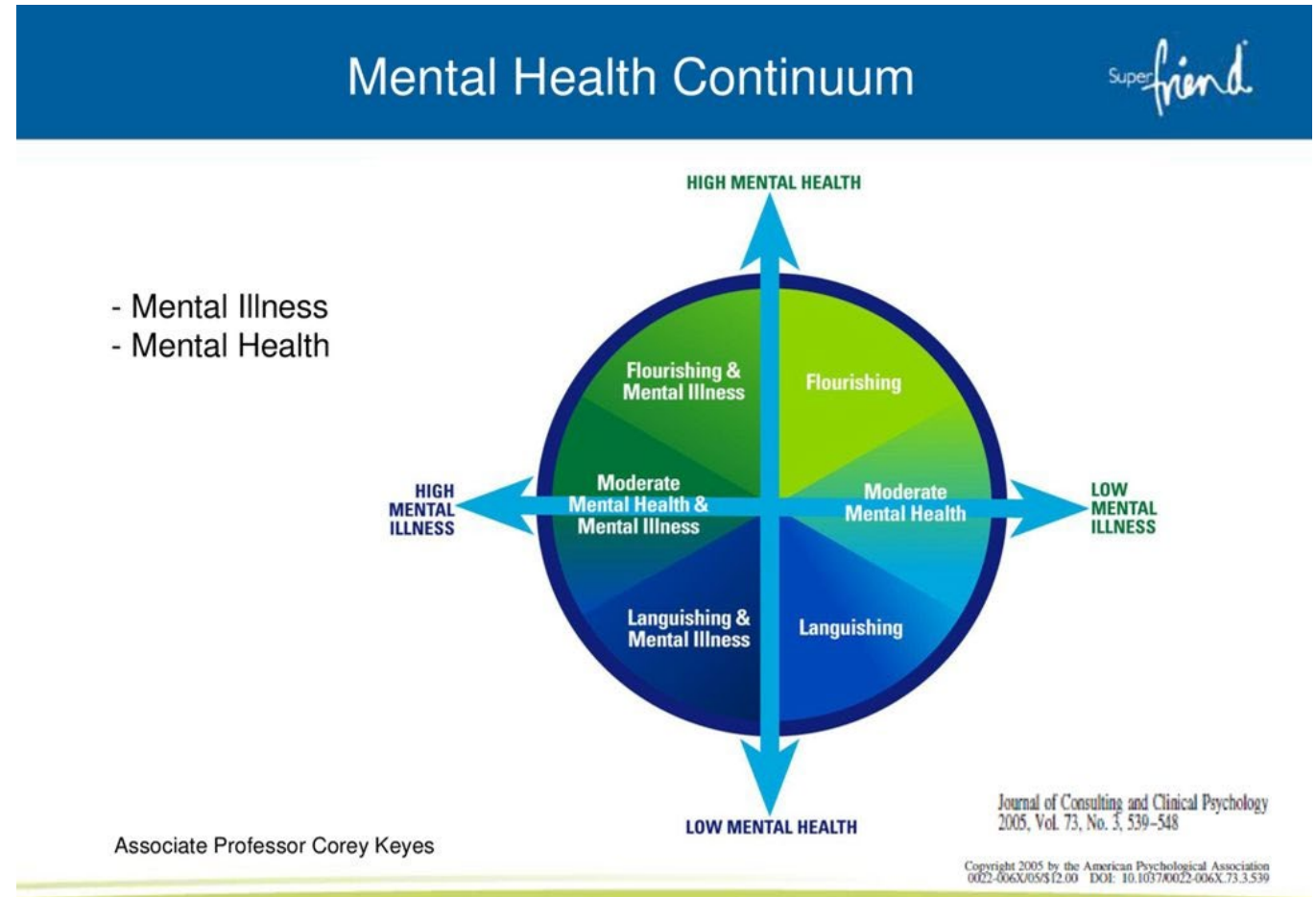
In short, wellbeing could be described as how you feel about yourself and your life.

THE CONTINUUM OF MENTAL HEALTH

Mental health:

“We start from the position that the correct way to view mental health is that we all have it and we fluctuate between thriving, struggling and being ill and possibly off work. “

– Stevenson/ Farmer 2017



ANY ONE OF US CAN STRUGGLE WITH OUR MENTAL HEALTH

1. Stressful life events
2. Environmental factors
3. Work
4. Our psychology/individual attributes

GROUP 1: STRESSFUL LIFE EVENTS

- Death of a spouse
- Jail sentence
- Death of immediate family member
- Immediate family member completes suicide
- Getting into debt beyond means of repayment
- Period of homelessness
- Immediate family member seriously ill
- Unemployment (of head of household)
- Divorce
- Break up of family

BACKGROUND RISK FACTORS

INDIVIDUAL ATTRIBUTES & BEHAVIOUR

- Genetics
- Mindset
- Expectations
- Low self esteem
- Cognitive/emotional immaturity
- Loneliness/bereavement
- Alcohol or drug abuse
- Race
- Sexuality

WORK

- Demands
- Control
- Support
- Relationships
- Role
- Change
- Perceived justice

ENVIRONMENTAL FACTORS

- Exposure to violence or abuse
- Low income or poverty
- Educational difficulties
- Work stress/unemployment
- Homelessness
- Imprisonment
- Adverse events s a child
- Neglect/family conflict
- Poor access to basic services
- Injustice, discrimination, gender inequalities
- Exposure to war or disaster
- Work stressors

MENTAL HEALTH AND WELLBEING HISTORICALLY

Historic HR and
benefits/reactive
measures

Benefits
approach –
apples/yoga

EAP/Occ health

MHFA training
and MH
awareness

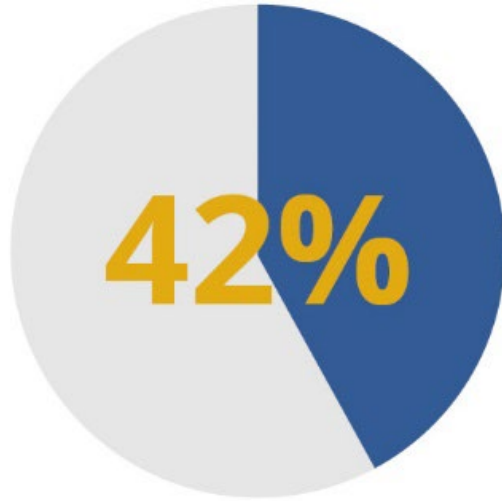
Pandemic
measures

Wellbeing
surveys

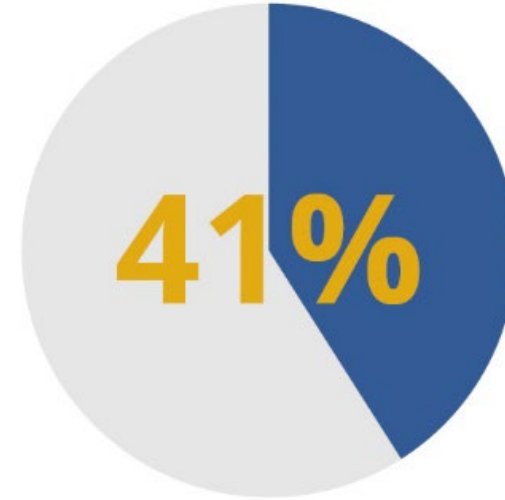
Individual
resilience
training

Importance of
communication

IN THE WAKE OF THE PANDEMIC....



of boards report health and wellbeing are now a primary concern



of organisations took on additional wellbeing training



CREATING A CULTURAL APPROACH

"THE WAY THINGS ARE DONE AROUND HERE"

How does having a cultural approach to wellbeing impact on safety culture?

Hierarchy of Controls

Most
effective



Least
effective

Elimination

Physically remove
the hazard

Substitution

Replace
the hazard

**Engineering
Controls**

Isolate people from
the hazard

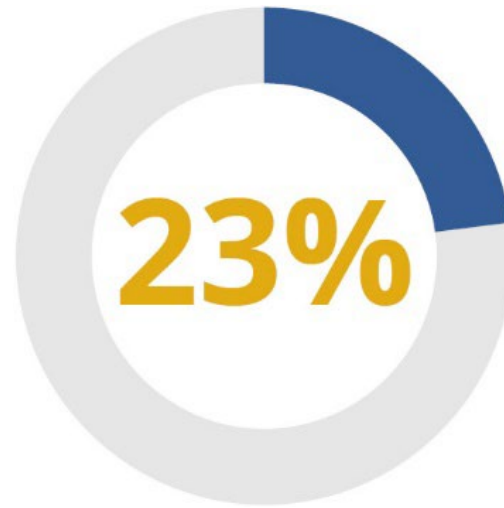
**Administrative
Controls**

Change the way
people work

PPE

Protect the worker with
Personal Protective Equipment

IS WELLBEING OWNED BY THE BOARD IN YOUR ORGANISATION?



of organisations have
trained their Board in
understanding wellbeing

HAVE PEOPLE MANAGERS BEEN TRAINED TO HAVE WELLBEING CONVERSATIONS IN LINE WITH THEIR MANAGER DUTIES?



of People Managers have been trained in understanding their own wellbeing and having wellbeing conversations with their team

DIFFERENCES BETWEEN THE REQUIREMENTS OF A MENTAL HEALTH FIRST AIDER AND A MANAGER

FIRST AIDER



CONFIDENTIAL CONVERSATION

Unless there is a risk to life.
Always anonymise.



NOTES

Should never make a note
of conversations.



FOLLOW UP

No obligation to follow up,
may want to check in.



NO POWER RELATIONSHIP

Can support the person.

MANAGER

NOT CONFIDENTIAL CONVERSATION

May discuss with their manager or
HR for advice.



NOTES

Should always make a note of
conversations and action agreed.



FOLLOW UP

Needs to follow up in line with Equalities
Act. Consider reasonable adjustment



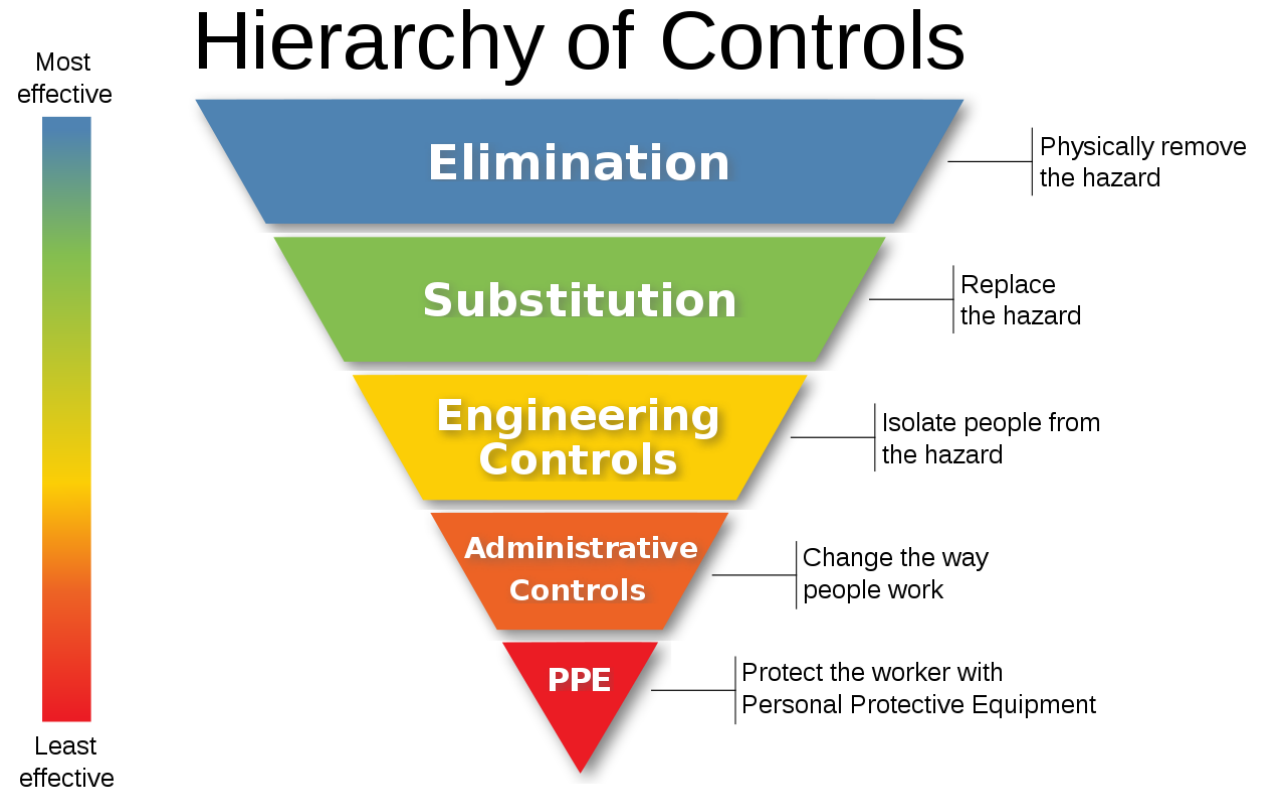
POWER RELATIONSHIP

Needs to balance the needs of the
business with the needs of the people.



SETTING A WELLBEING STRATEGY: HOW

- A risk-based approach based on your industry/demographics/data on stress risks-include regular feedback loops
- Sit it within your company mission and values – do you want a model e.g., a thriving one?
- A training needs analysis – SMT/Managers/Peer to peer support/Individuals/induction programmes
- Senior team engagement is a must



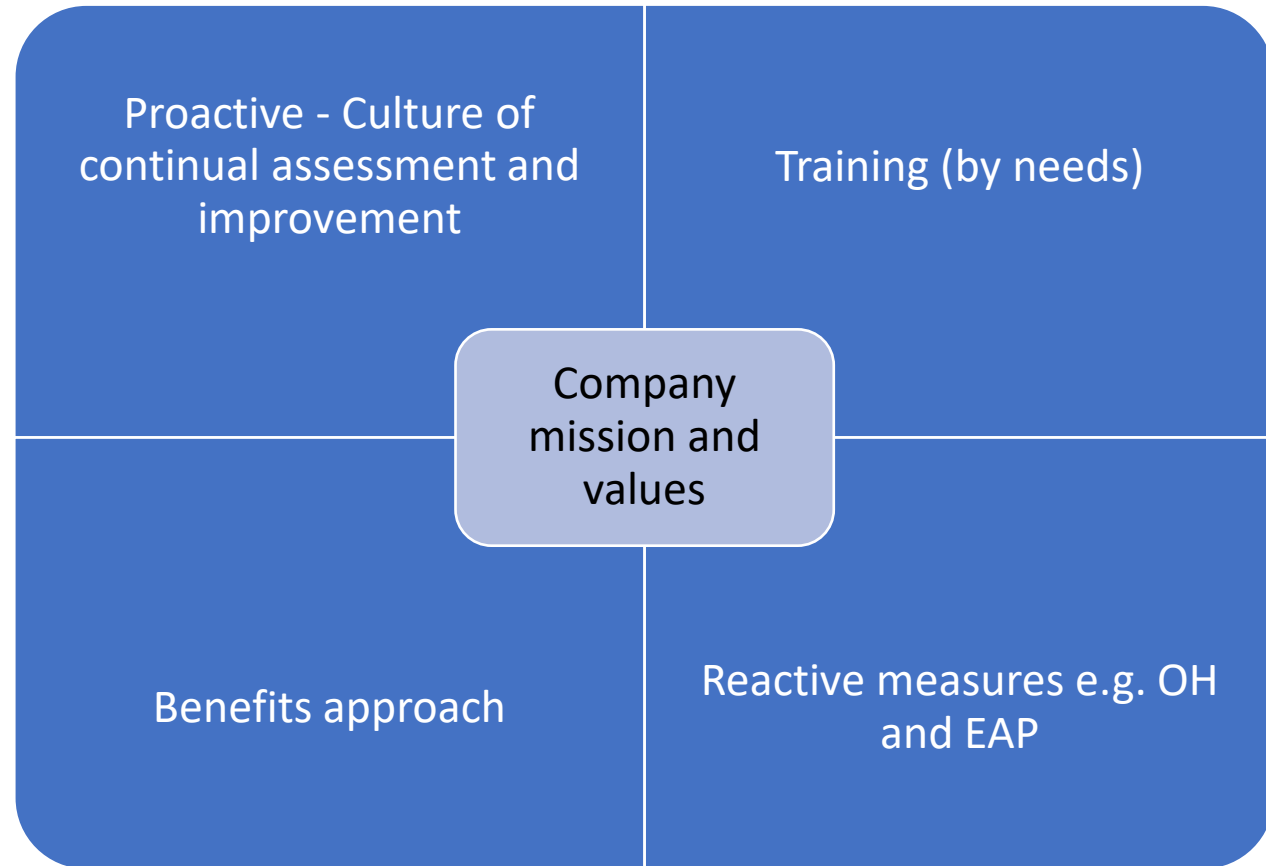
WELLBEING STRATEGY – WHO

- H&S and HR to work together to create and implement strategy?
- If you have employed a wellbeing manager, do they have any power or are they there to coordinate?
- Use a senior team/group and some wellbeing ambassadors at more junior level in the business?
- Have your senior team speak out about life struggles.



WELLBEING STRATEGY: WHAT

- Have you got proactive and reactive measures in place?
- Consider wellbeing risks at the inception of a project the same as safety risks



ISO 45003 - the first global standard for mental health.

Simple, practical advice for all
organisations.

bsi.

The British Standards
Institution

**MENTAL
HEALTH
AT WORK**

Curated by

mind

WELLBEING STRATEGY

- Identify your senior and junior team for wellbeing : Who needs to work together to create your strategy ?
- Get information to inform it – stress risks/demographics/HR Engagement surveys/other feedback loops
- Create a training programme with the right info for the right people
 - SMT
 - Managers
 - Peer to peer support
 - Mental health awareness for all
 - Other demographic specific e.g. Financial wellbeing
- Have your senior team speak out about life struggles.
- Plan-do-check-act (and keep the feedback loops)

THANK YOU!



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