

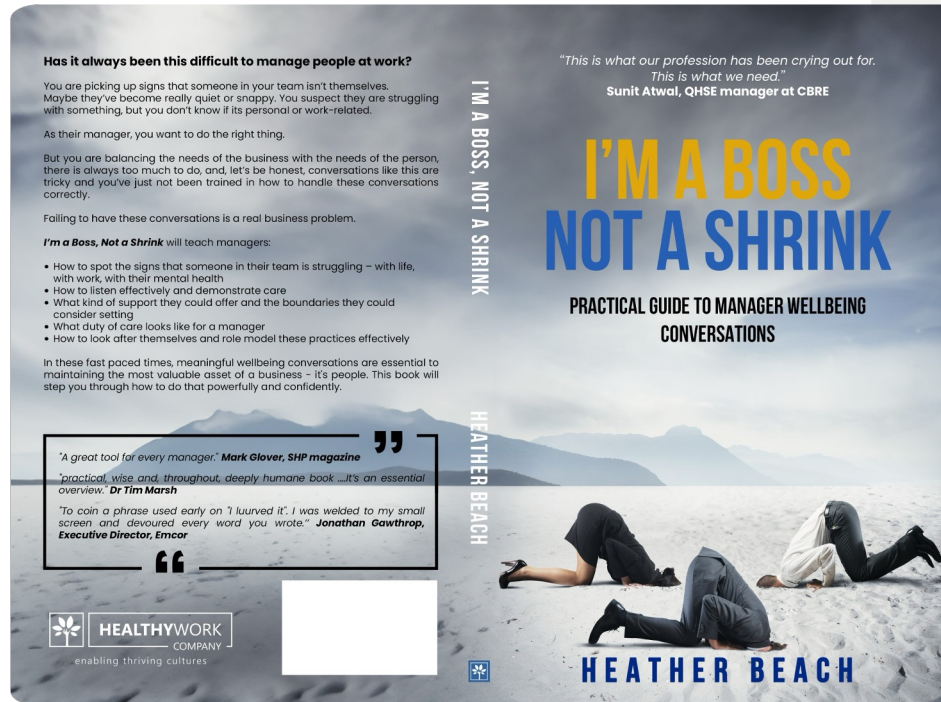


HEALTHYWORK
COMPANY

enabling thriving cultures

Organisational wellbeing

Heather Beach



Student of:

Positive Psychology

Relational Organisational Gestalt

CIM Diploma, CAM Diploma, Cranfield Strategy;
Cranfield Culture

Ex director of Barbour and UBM

25 years plus in Health and Safety – SilverPlatter, Barbour, IOSH
conference, Safety and Health Expo, SHP

Founder of Healthy Work Co

Founder of Women in HS

Key influencer in H&S 2018-2021

Author “I’m a boss, not a shrink” 2023



1. Are our wellbeing strategies working?



What problem were we trying to solve?

- ✓ If it was destigmatizing conversations about having mental health issues, then we are seeing some success
- ✓ If it was raising awareness about mental ill health and how to self manage, then we are having some success

If it was reducing sickness absence, staff retention, staff engagement then we are probably failing



GALLUP®

Britain is sick. The number of people claiming disability benefits has doubled in a year. Working-age deaths (that did not involve Covid-19) are on the rise. As Andy Haldane, former chief economist of the Bank of England, put it in a speech recently: **“For the first time, probably since the Industrial Revolution . . . health and wellbeing are in retreat”**

....while work has become less physically dangerous, it seems to have become more psychologically dangerous. Work-related stress, depression and anxiety began to rise about a decade ago. This surged during the pandemic and now accounts for half of all work-related illness.

Gallup’s global survey at the end of 2022 says that the world's employees are feeling even more stressed than they did in 2020 (the previous all-time high).

Wellbeing at work

2016-2023

Cycle to
work/yoga/ fruit

MHFA

Covid specific
interventions -
managing stress/
wellbeing days

Manager
training/SMT
training

ISO 45003
Wellbeing risk
assessment/
sustainable
cultural approach



Physical health



Mental illness
destigmatisation



Business focused
wellbeing



2. is there safety without wellbeing?



Do you know which of your accidents, incidents and near misses had health, mental ill health, poor frame of mind, fatigue or other impairment as drivers for "human error"?

Impact of mental health on safety: Keil centre

In 2006 the Keil Centre examined the link between psychological ill health, anxiety, depression and safety and concluded (as we all intuitively know) that all can interfere with an individual's performance.



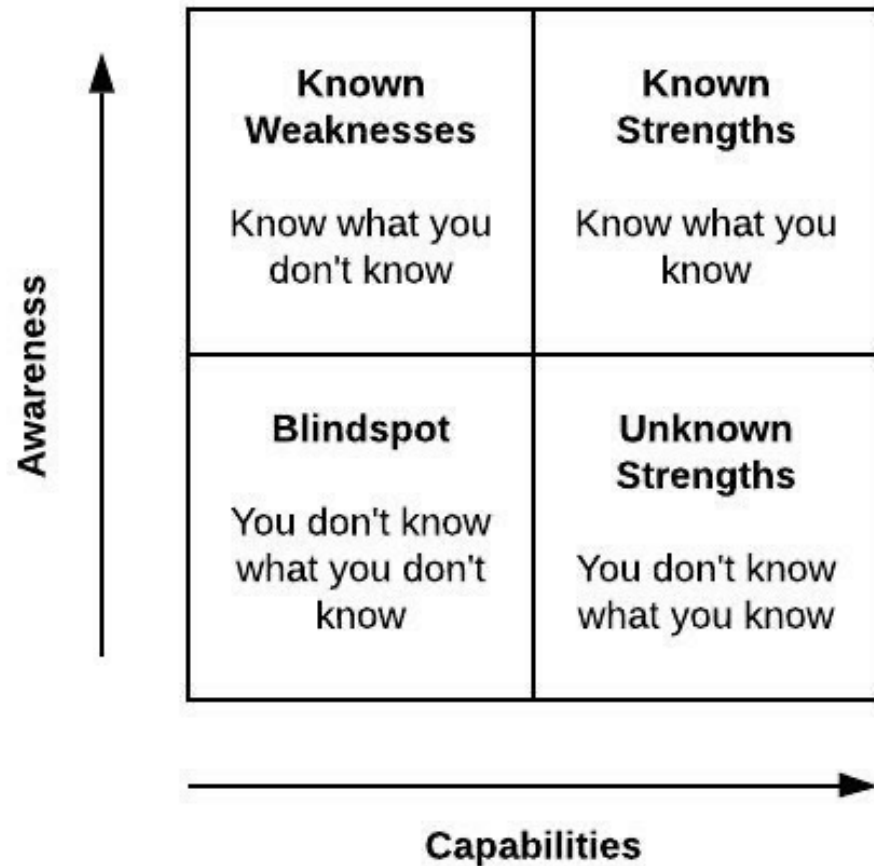
Impact of mental health on safety: airlines

Netherlands 2013 : Pilot mental disorders were believed to have played a part in 17 accidents and incidents over the past 35 years, including nine fatal accidents that resulted in 576 deaths.

The fatal accidents were related primarily to the pilot's difficulty coping with "negative life events" such as relationship problems, legal problems and work-related stress"



We are in uncharted territory....the world has changed



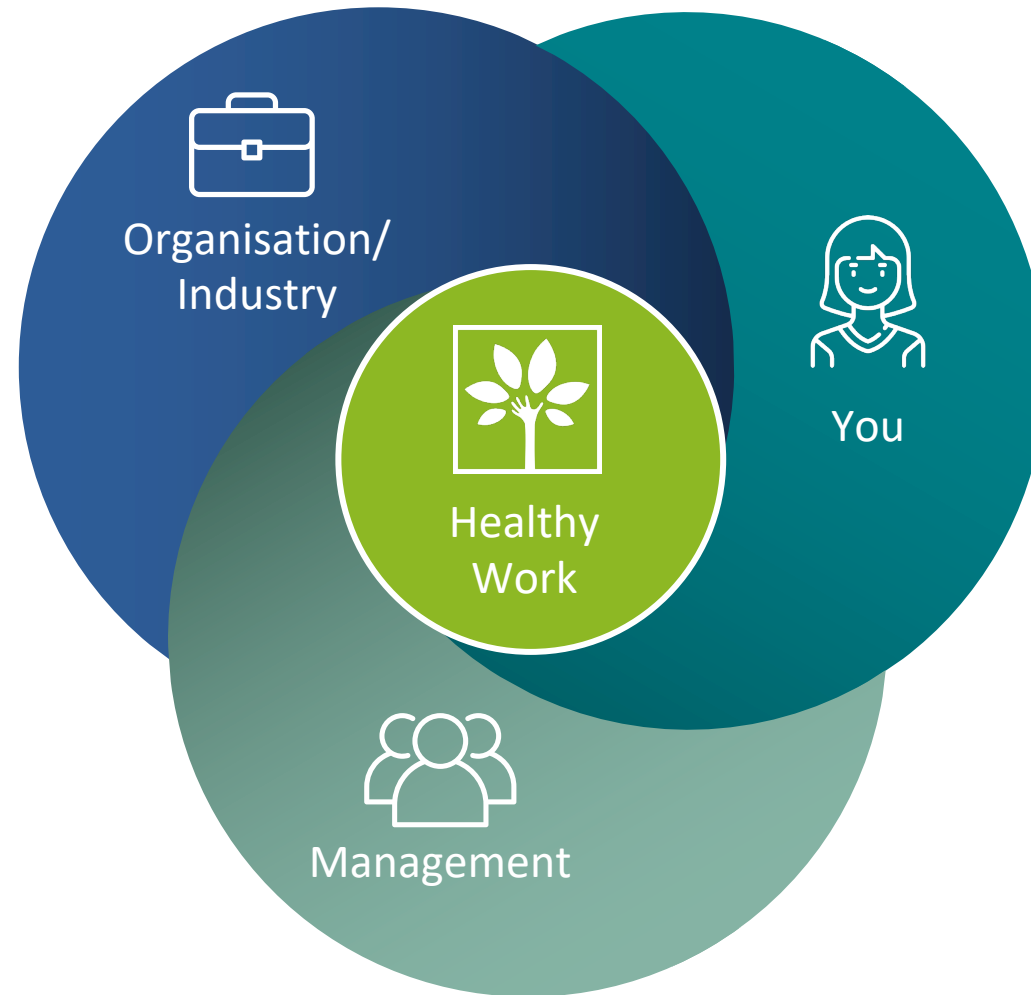
Rigidity in the face of complexity is **toxic**. When we're emotionally rigid, we get hooked by feelings and behaviors that don't serve us. –

Susan David





Workplace wellbeing: creating the conditions for thriving



HSE in relation to managing mental health

Primary (causes)

- Understand the causes of organisational stress
- Design out/mitigate

Secondary (promotion)

- Educating colleagues

Tertiary (intervention)

- Supporting people back to health



1. Define the business case for wellbeing

What is your “burning platform” for creating of a wellbeing strategy?

- What problem (s) are you trying to solve?
- Staff retention/absence/attraction
- What opportunity are you trying to exploit?
- Industry leader/productivity/high engagement

THINK

- Moral
- Legal
- Financial



2. Data

- Look at some of the lagging indicators which may inform your strategy such as
 - Employee engagement surveys
 - Accidents and incident analysis (assuming it has wellbeing/HOP built into it – if not, build it in!)
 - Sickness absence
 - Usage of the EAP
 - Grievances and bad leavers
 - Occupational health data



3. Engage your senior team



- Involve your senior team - get them trained in understanding what organisational and individual wellbeing is and specifically in how their role modelling will make or break what you do next
 - What business levers are there and what is their appetite to solve these?
 - What human imperatives are there

4.Reduce stigma

- In relation to mental health and wellbeing issues/life struggles train people on the basics of understanding themselves and each other better
- Encourage a level of vulnerability - particularly in your senior team



5. Engage your workers in understanding your stress risks

- Involve your workers – understand the stress and other health related risks there are in your organization - Get specific! Don't just treat this as a tick box exercise



6. Pull a team together to inform and enact the strategy



This should involve a coordinator of activity – might be wellbeing, health and safety, HR, L and D or comms



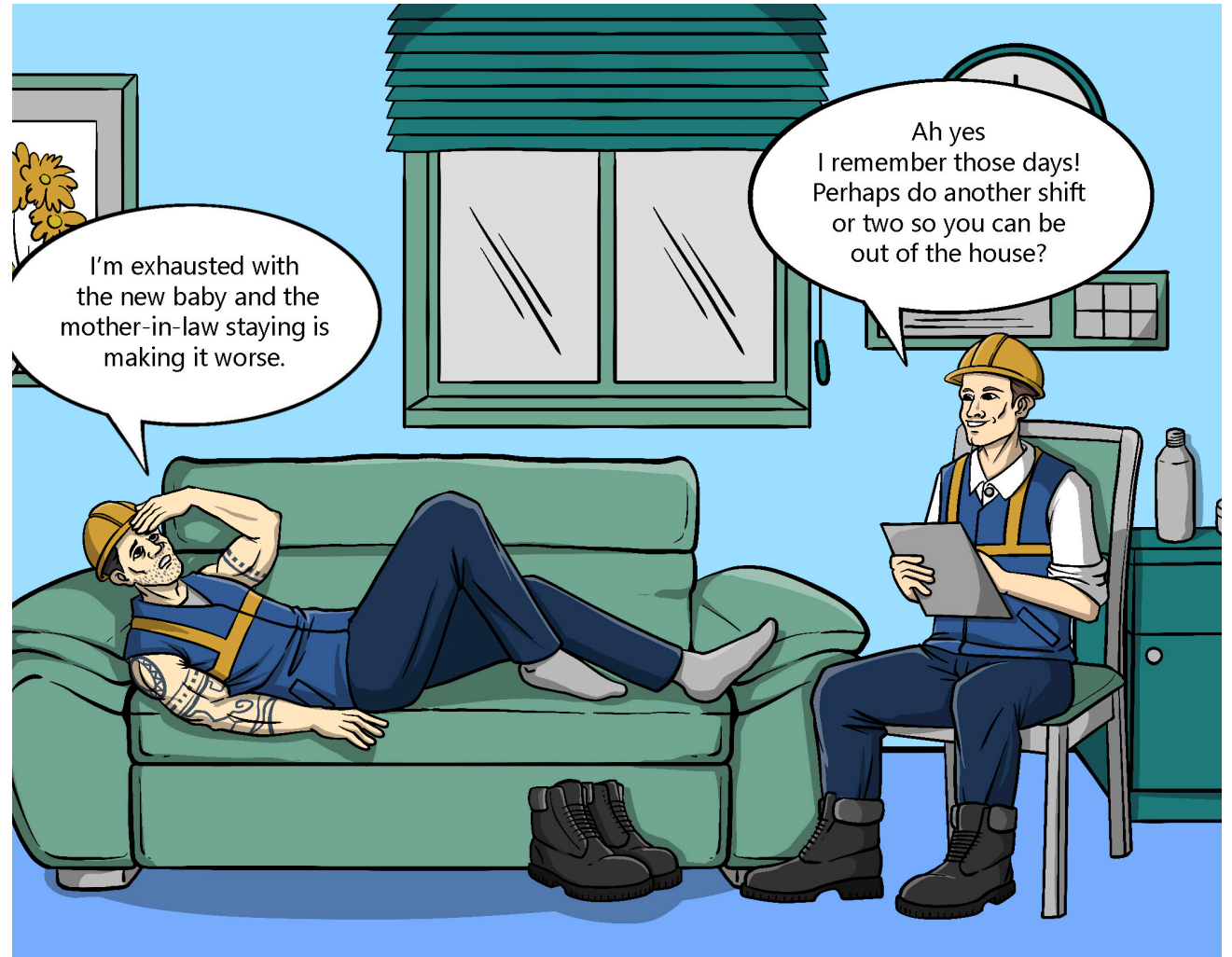
It should involve key functions (and definitely include these above)

7. Invest in your managers

69% of a person's wellbeing at work is down to their relationship with their manager.

Managers need ongoing training and development – particularly in the area of creating psychological safety in their team and in having good conversations with team members who are struggling with their mental health

A behavioural framework for managers should also exist together with ongoing reviews of workload so that they can do this part of their job effectively



8. Get an ongoing training programme in place around your specific demographic/health risks

- Senior team
- Middle managers
- Peer to peer support/mental health champions/first aiders (optional)
- General mental health awareness plus potentially
 - Financial wellbeing
 - Shift work/fatigue
 - Menopause

9.Ensure your tertiary interventions are fit for purpose

- Where and how do you refer to points of next support where people are struggling?
- Do you have an employee assistance programme or provide counselling?
- Some businesses provide online or even a physical GP, or very specific interventions which are relevant to your demographic



10. Continue to review and learn

- Measure what works
 - What were you trying to achieve is integral to this
 - Sickness absence
 - Staff retention
 - Engagement with third party support services
 - Trust or other measures from engagement surveys
- Review at least annually or at points of major change



Psychological safety

Core to your wellbeing strategy

A shared belief within a workgroup that people are able to speak up **without being ridiculed** or sanctioned



In the absence of psychological safety, people will **hesitate to speak up** when they have questions or concerns related to safety. This can lead to **under reporting of incidents** to poor quality of investigation reports and to poor underlying factor analysis (it is easier to point the finger at faulty equipment than at a poor decision made by the unit's manager). It can hinder organisational learning. [Edmondson 2018]

Educating
and
Supporting
our
managers
and leaders
(and
ourselves!)



What's next?



The Railway Mental Health Charter (RMHC)

07/10/2022



The Railway Mental Health Charter (RMHC) is a framework to help promote, manage and support workforce mental wellbeing. Aligned with good practice, the charter responds to industry needs and provides targeted actions and resources for improving mental health in your company.

The rail industry workforce are exposed to unique working conditions. Shift patterns, challenging demands and working conditions, and exposure to potentially traumatic events are some of the issues that make the management of mental health in the industry particularly important. To support the workforce, it is vital for companies to take a structured and evidence-based approach to managing mental health.

The RMHC framework provides seven key actions, to support companies in preventing and addressing mental ill health. It is totally free for organisations to use and there is no cost associated with membership.

Guidance for implementation

Read the RMHC Brief for guidance on how to implement each of the seven actions. The brief includes examples and gives access to selected tools and resources.

[View brief >](#)



29th Nov

Practical approaches to wellbeing strategy



Conference 29 November – VIP invite and special price for
PABIAC members

