

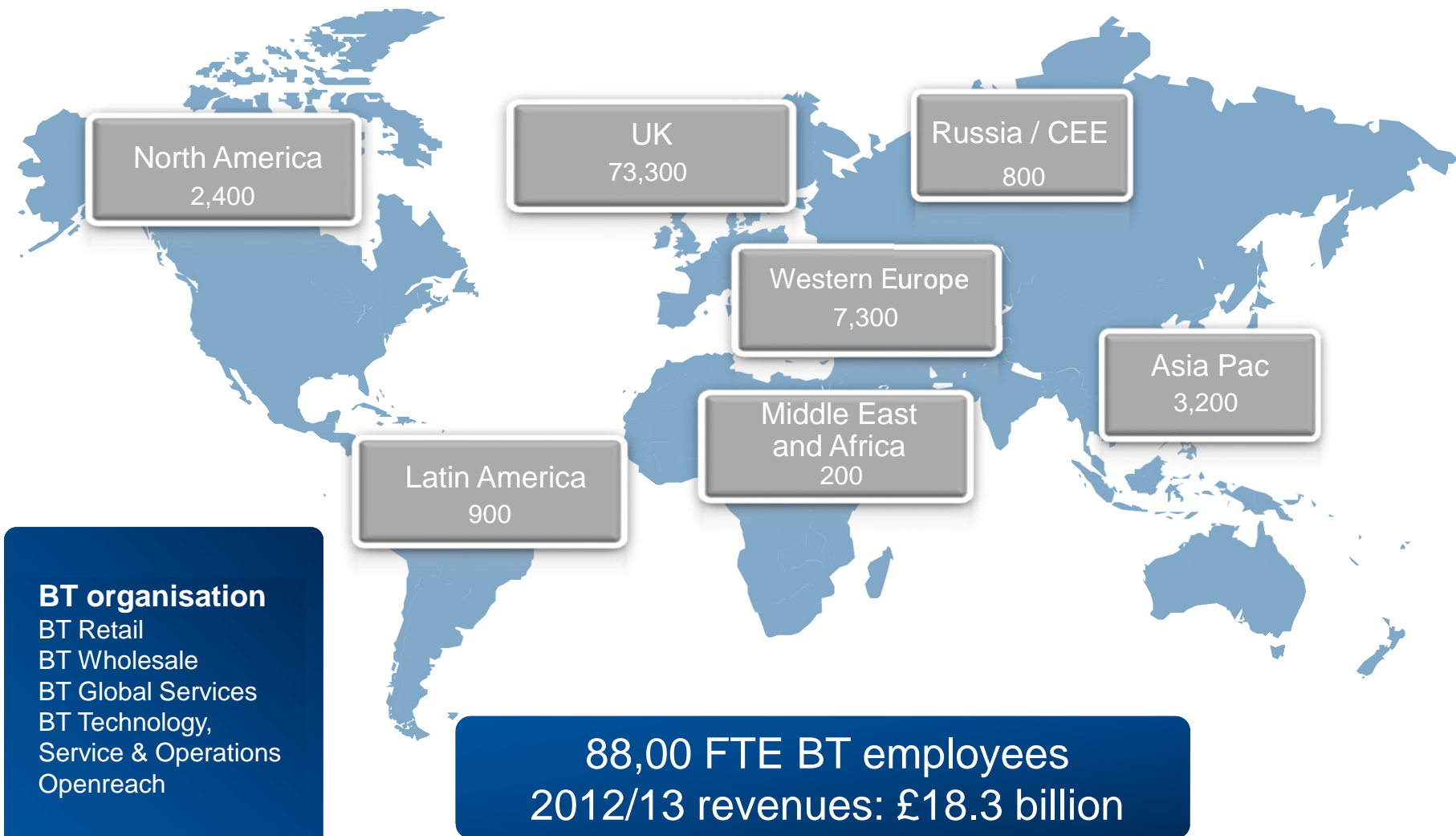


Mental Health – An Employer’s Perspective

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About BT - March 2013



Organisations and business health


Performance



What an enterprise delivers to stakeholders in financial and operational terms



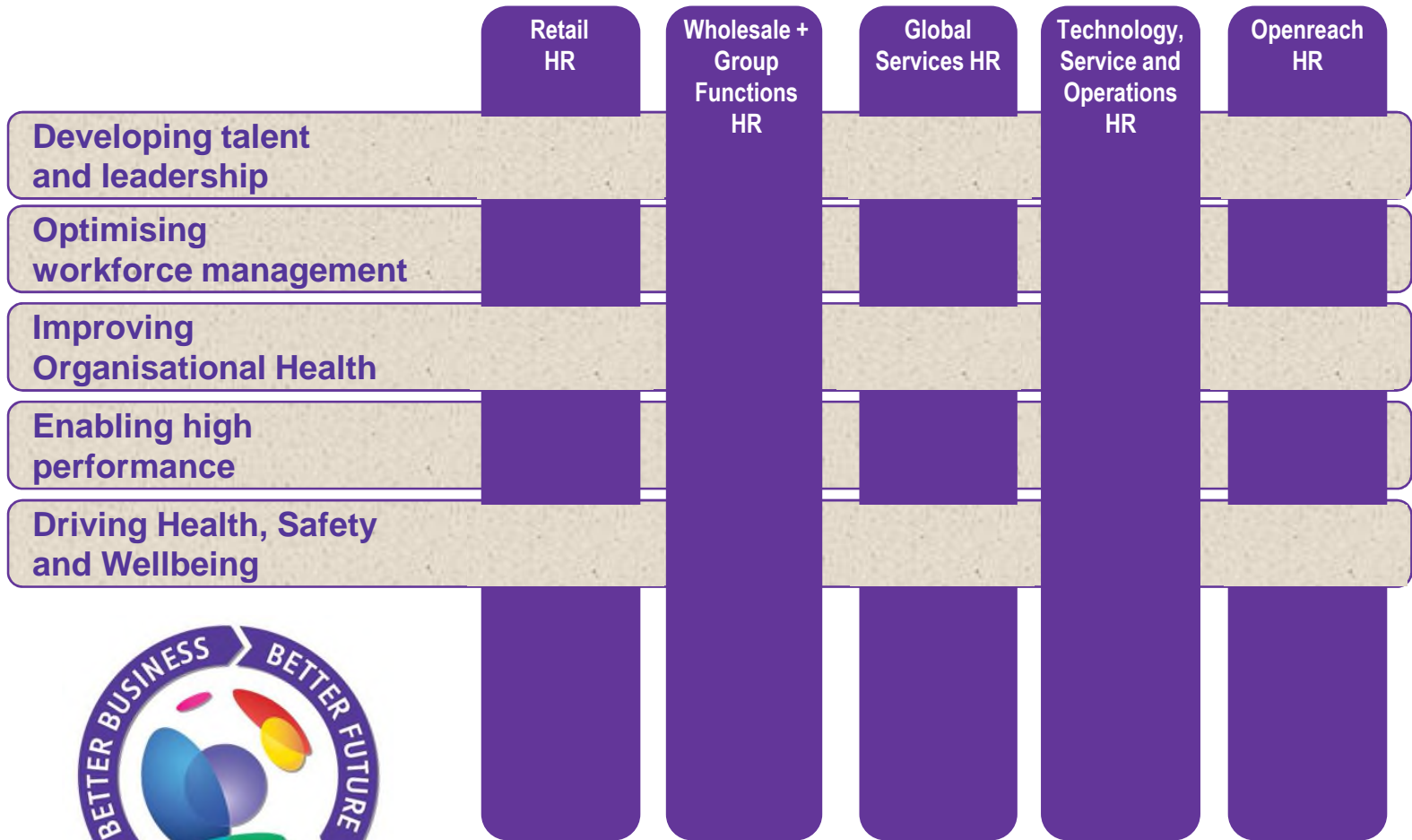
Health



The ability of an organisation to align, execute and renew itself to sustain exceptional performance over time

Source: Scott Keller and Colin Price, 'Beyond Performance: How great organisations build ultimate competitive advantage', John Wiley & Sons, 2011.

HR priorities in supporting the business strategy



Resilient organisations, resilient people

- Business performance linked to organisational health
- Higher levels of personal psychological wellbeing/resilience linked to
 - Better physical health
 - Better relationships
 - Greater openness to ideas
 - Higher engagement
 - Increased performance
 - Reduced absenteeism
 - Higher levels of community involvement

Augmenting organisational health

Need to pay specific attention to...

Personal physical and psychological health



Organisational integrity



Leadership commitment to wellbeing



...so that we can...

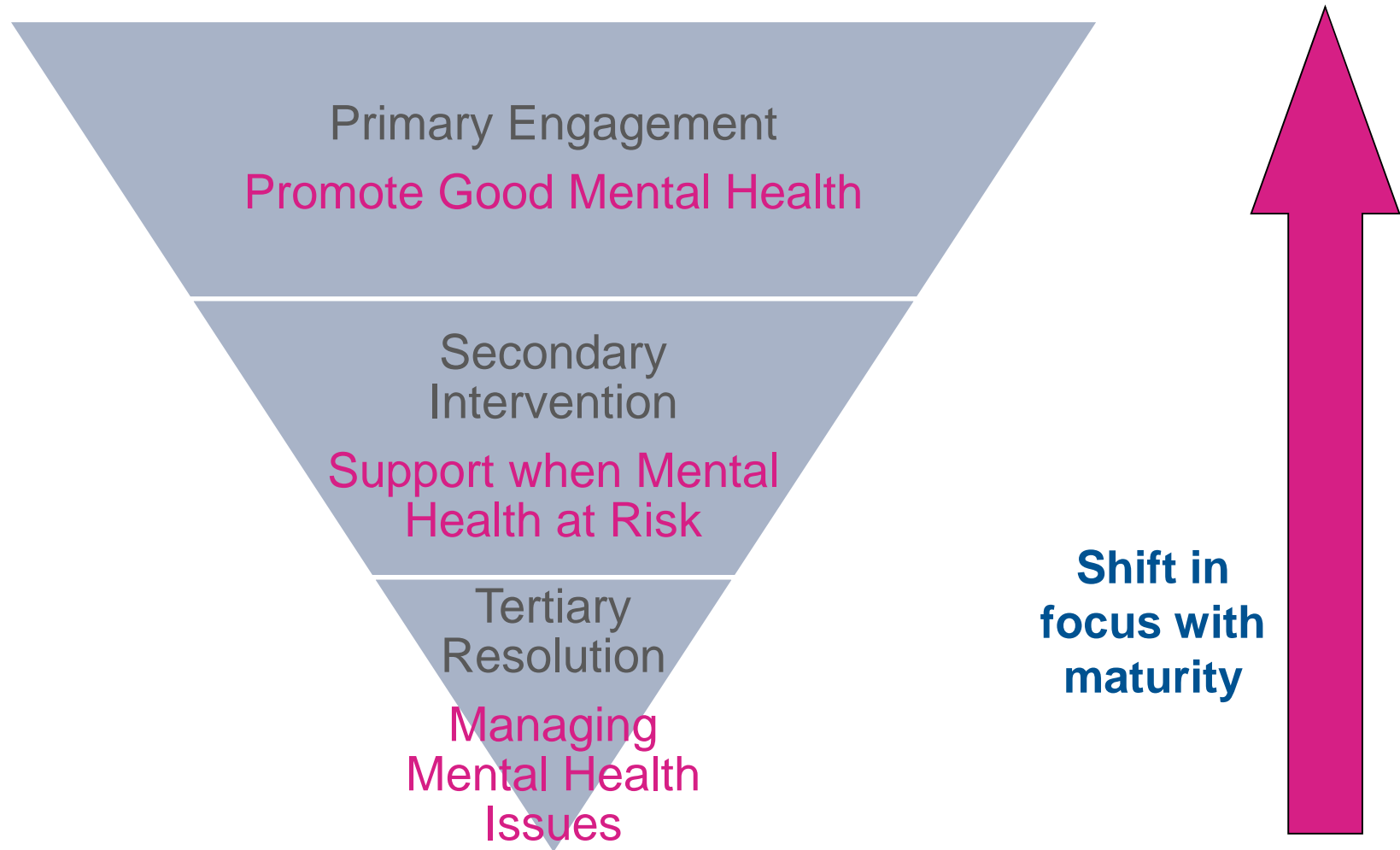
Enhance the delivery of sustainable business performance

Business drivers for mental health at work

- Enhancing performance
- Diversity & creativity
- Social responsibility
- Corporate image and brand
- Legal compliance
- Cost management
 - Absenteeism
 - Presenteeism
 - Healthcare costs
 - Quality issues
 - Accidents
 - Burnout & Turnover



Creating a mental health framework



Mental Health toolkit

- **Promote good mental health**
 - Management competencies for stress
 - Positive mentality
 - How good is your mental health?
 - Managing pressure
 - Achieving the Balance
- **Support when mental health at risk**
 - STREAM, STRIDE
 - 2 minute guides to stress
 - Employee Assistance Management
 - Health and Wellbeing passport
 - Training



BT Mental Health Toolkit

One in four people will experience some kind of mental health issue in the course of a year with the majority making a full recovery.

The BT mental health toolkit brings together resources available for BT people and managers to help themselves stay mentally healthy.

Resources to help promote good mental health and wellbeing

Management competencies for stress: Behavioural competencies for people managers to prevent/reduce stress at work.

Positive mentality and How good is your mental health: Everyone can do something to boost their own mental health and wellbeing. These programmes aim to get you thinking about your mental health, and explain what you can do to build positive changes into your life.

Managing pressure: Helpful information to understand, manage and cope more effectively with stressful situations.

Achieving the balance: Advice about how to achieve a good work/life balance including:

- flexible working
- career/life planning
- childcare
- carers

Resources to help with early identification and management

STREAM: The Stress Assessment and Management tool gives a way of recognising work pressures that people are not coping with. And it recommends measures that individuals and their manager can put in place.

STRIDE: A training course to help people managers in the actions they should take to deal with stress in their teams.

Two minute guides to stress: Advice about how to recognise stress early to improve mental wellbeing and help people to stay in work.

Employee Assistance Management (EAM): External consultants who support BT managers looking for guidance with particular issues involving an individual or team of people. This free support service is available on an ad hoc, day to day, basis.

Health and wellbeing passport: Available to complete if individuals feel their circumstances could have an impact on being able to work either now or at some point in the future.

Training: Various courses are available about managing stress.



Mental Health Toolkit

- **Managing mental health issues**
 - Open Minds: Head First
 - Resource pack for managing people in distress
 - Managing mental health training *
 - Self-help books
 - Employee Assistance Programme
 - Mental Health service
 - Occupational Health service

Resources to help manage any mental health issues

A guide to mental wellbeing at BT: Open Minds: Head First booklet supports individuals and people managers if they experience mental ill health and encourages good mental health.

Resource pack for managing people in distress: A summary of the key issues for people managers to be aware of when dealing with people in distress. It also gives a list of the main BT resources and support services available.

Managing mental health: A one day workshop covering the help available for someone experiencing a mental health problem before they get professional help. It doesn't teach people to be therapists but it does teach people how to recognise the symptoms of mental health problems, how to provide initial help and how to guide a person towards appropriate professional help. If you interested in attending this course please contact your **LOB health and wellbeing lead**.

Self-help books: A list of recommended self-help books that cover psychological/ mild mental health problems such as anger management, addiction, depression and compulsions. Most of the books employ a Cognitive Behavioural Therapy (CBT) approach, providing step-by-step self-help treatment programmes which encourage readers to think about the way their thoughts, feelings and behaviour interact and affect their wellbeing.

Employee Assistance Programme (EAP): A range of personal and group services, which can help people deal with worrying or difficult situations. Confidential, free service, available 24 hours a day, 7 days a week, 365 days a year. Includes personal counselling and advice lines (legal, financial, consumer issues, state benefits/social services).

Employee Assistance Management (EAM): External consultants who support BT managers looking for guidance with particular issues involving an individual or team of people. This free support service is available on an ad hoc, day to day, basis.

Mental health service: A service for BT people in the UK with common mental health problems such as anxiety and depression. BT people can be referred to the service by their manager.

Occupational Health (OH) Service: Specialist OH Clinicians are available to provide advice about managing and preventing work related health problems. Confidential advice is available about all work related health matters via the OHS referral process. Details are on the **health and wellbeing web site**. Managers can also ask for general OH advice via one of BT's Senior Nursing Advisors by e-mailing core.referrals@bt.com requesting a call.



**BT Health
& Wellbeing**

Managing Mental Health

Help given before professional mental health input

Aims

- Preserve life when in danger
- Provide help to prevent deterioration
- Promote recovery of good mental health
- Provide comfort to the distressed

Skills

- Recognition of mental health symptoms
- Provision of initial help
- Guidance towards appropriate professional help

Training for line managers and Union representatives

Personal and team resilience

Resilience is the ability and **developable** skills that enable us to function **effectively**, deal with the ups and downs of **everyday** life, **adapt** to change, **bounce back** from adversity and even **grow** as a result

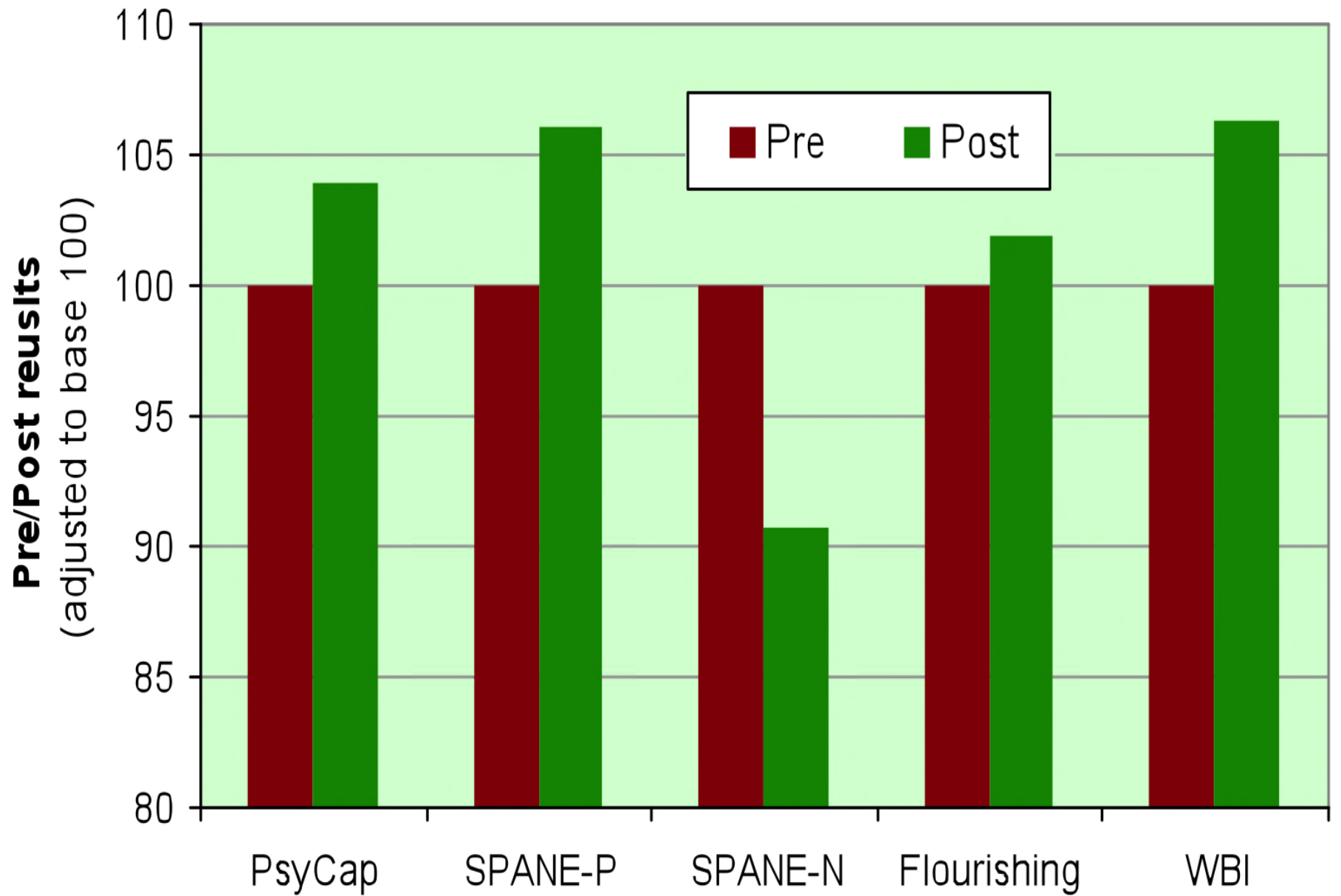
(King, 2013, based on: Masten, 2001; Reivich and Shatte 2002; World Health Organisation, 2004; Barker Caza & Milton, 2011)

Day 1

- Evidence base
- Core ingredients
- High quality connections
- Resilient thinking

Day 2

- Strengths
- Motivation
- Meaning
- Action planning



Feedback through management information



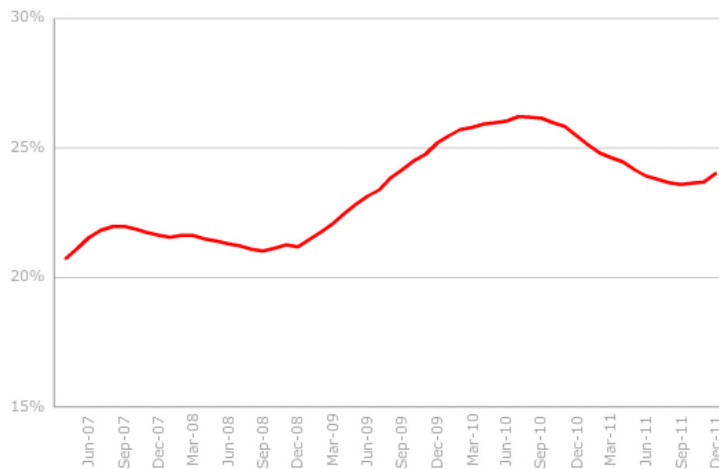
BT Group Mental Health Dashboard

Sick Absence

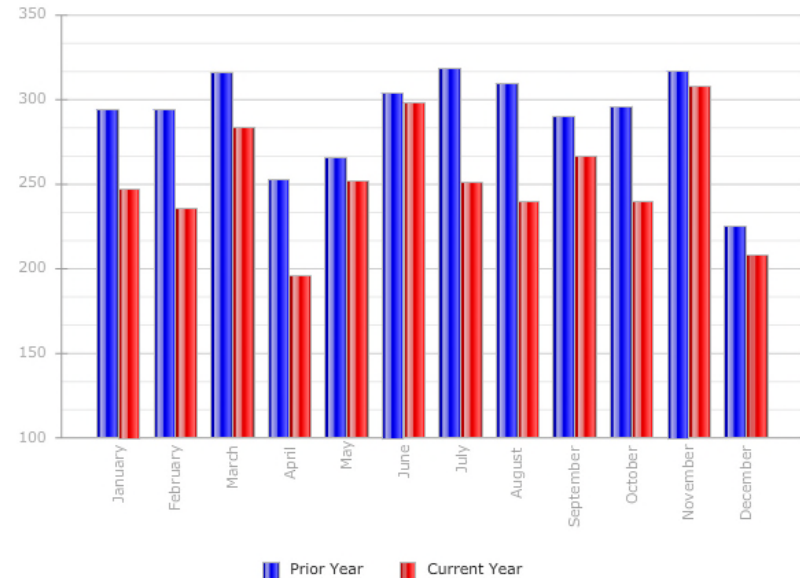
OHS Referral / EAP

STREAM

Percentage of sickness absence days lost due to mental health

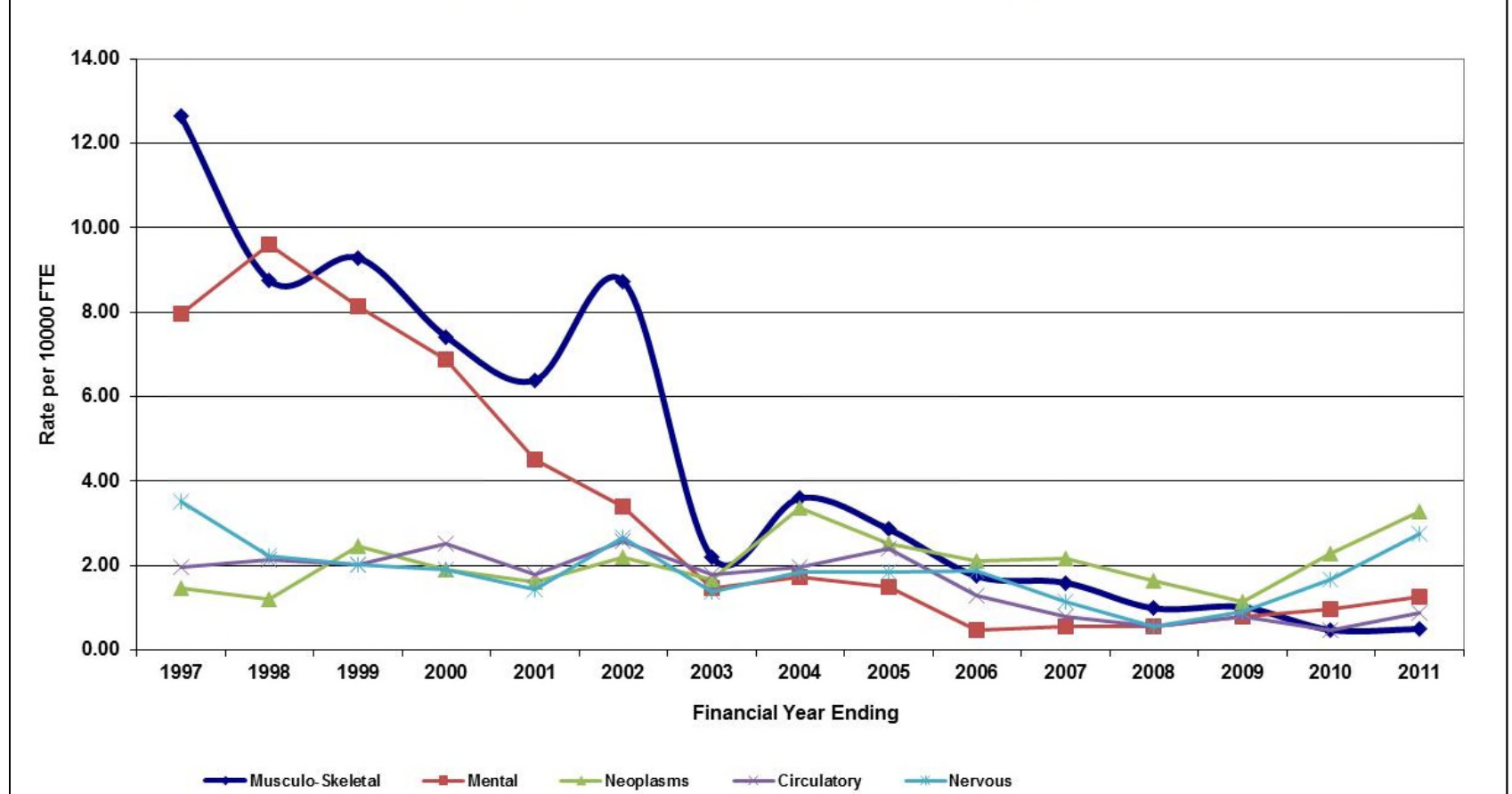


New Mental Health Absences by month
BT UK Only Rolling Twelve Months

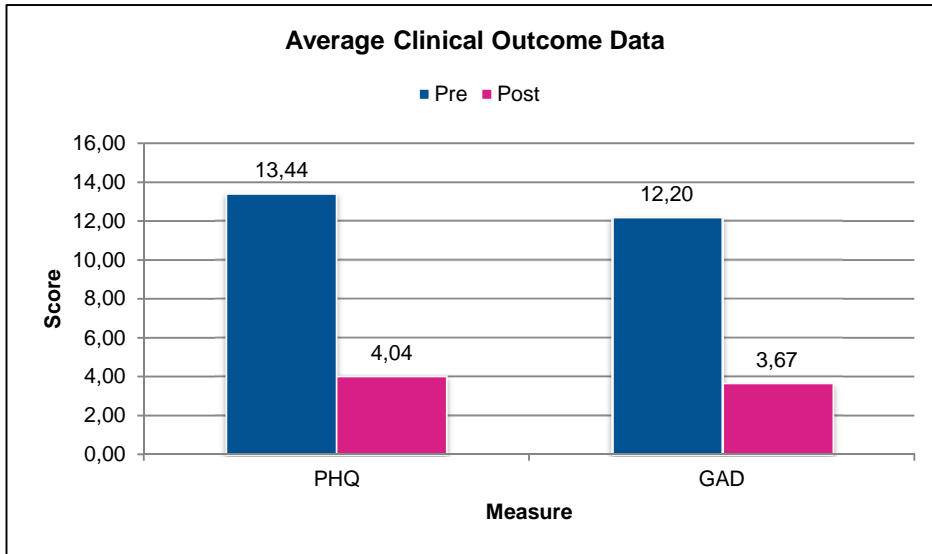


Keeping people in employment

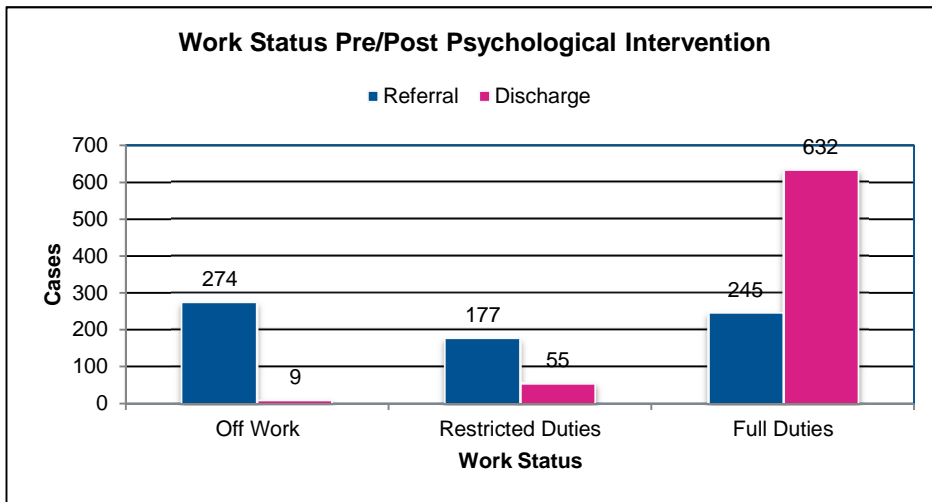
Medical Retirements - Financial Years 1997- 2011
A.2.8 - Number of medical retirement certificates issued per 10,000 FTE for BT
The 5 most common ICD Groups over the past 15 years.



Keeping people in productive employment



- Company funded therapy
- Major health improvement
- Major work improvement



Employers need to

- Recognise that mental health is a business issue
- Provide help and support to managers to understand and deal with it
- Not let cost be a barrier - most interventions are low key
- Understand that the economic cost of failure is high
- Do the right thing - the human cost can be far higher



Bringing it all together

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