



Webinar will begin at 18:00 hrs





13th May 2020

Time for COVID-19 Exit Surgery



Steve Yates

Chair Resilience Association

Information about today's Webinar

- Welcome to the Resilience Association COVID-19 Exit Surgery No.2, and thank you for supporting the 3 Charities that we are raising money for today;
- This is our second “exit surgery”, and aims in the time available to make you think about the mental health challenges that organizations will face over the coming weeks, months and years;
- I'm joined today by:
 - Aaron Gracey - Mental Health concerns and implications for employers
 - David Whiting - Supporting people at work
 - Paul Finch - Improving people's working lives
- Questions which we have already received, and those any “chat”, will be answered, time allowing;
- At the end, if you have any further questions they should be sent to: info@resilienceassociation.org
- Today's slides will be made available on www.resilienceassociation.org by the start of next week;
- Before we start, time to update you about the Resilience Association, and COVID-19 update;



Resilience Association

We are:

- A body which freely connects people, content and ideas from across the resilience spectrum with the common aim of championing and improving organisational resilience across our community by promoting open communication, sharing best practice and extending networks, knowledge and performance;
- A hub, which brings together ideas, information and resources from the many organisations and experts that support and promote resilience, offering an even playing field in a non competitive environment;
- An organization that has a website which includes links to other relevant industry bodies and aims to provide materials for education, research and development of our subject matter;
- An organisation that provides an informed and influential voice on all aspects of resilience, the RA is open to all interested parties;



Interested Parties

- Operational Resilience
- Business Continuity Management
- Information Security Management
- Facilities Management
- Service Management
- Emergency Planning
- Crisis Management
- Disaster Recovery
- Risk Management
- Operational Risk
- Physical Security
- Health & Safety
- Data Protection
- Operational Audit



COVID-19 – Where are we today?

- Globally, most countries are now at different stages of “Lifting their Locking-Down”, that’s for those that actually have one in place!
- On this Monday 11th May the UK Government issued their COVID-19 recovery strategy for England, titled: “Our Plan to Rebuild” (file:///C:/Users/Steve/OneDrive/1_Pandemic_HMG_COVID19_Recovery_FINAL_11052020.pdf) against 5 alert levels:
 1. Level 1 COVID-19 is not known to be present in the UK
 2. Level 2 COVID-19 is present in the UK, but the number of cases and transmission is low
 3. Level 3 A COVID-19 epidemic is in general circulation
 4. Level 4 A COVID-19 epidemic is in general circulation; transmission is high or rising exponentially
 5. Level 5 As level 4 and there is a material risk of healthcare services being overwhelmed
- Also on that same day, the UK Government issued 8 workplace guidelines to help employers, employees and the self-employed understand how to work safely during the coronavirus pandemic <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19> they are:
 - Construction and other outdoor work
 - Factories, plants and warehouses
 - Homes/ Labs and research facilities
 - Offices and contact centres
 - Restaurants offering takeaway and deliveries
 - Shops and branches/ Vehicles

What is the state of people's mental health?

- When people return to work following the lockdown, what should we be prepared for? The World Health Organization (WHO): <https://www.who.int/docs/default-source/coronaviruse/mental-health-considerations.pdf>
- During early May 2020, polling data from a survey carried out by Ipsos Mori identified that many people would be uncomfortable leaving home even if the government ordered the lifting of the restrictions in a month's time;
- In addition more than 60% would be uncomfortable about going out to bars and restaurants or using public transport;
- More than 40% would still be reluctant to go shopping or send their children to school, and more than 30% would be worried about going to work or meeting friends;
- A survey conducted for insight company Britain Thinks finds 42% of 18-24-year-old say they were not coping with lockdown, more than twice the proportion of those aged over 65;
- According to a survey conducted in April 2020 for the Academy of Medical Sciences and the mental health research charity MQ, it was found that about 20% of people are worried about their mental health in lockdown, with 11% concerned about anxiety and 7% with concerns about depression – The survey can be found at: <https://acmedsci.ac.uk/more/news/mental-health-and-brain-research-must-be-a-higher-priority-in-global-response-to-tackle-covid-19-pandemic>



13th May 2020

COVID-19 Exit Surgery

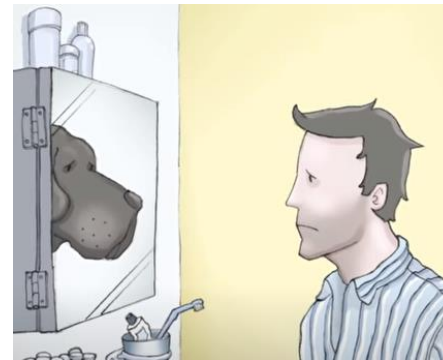


RETURNING BACK TO NORMALITY – WORKFORCE MENTAL HEALTH CONSIDERATIONS

Aaron Gracey

COVID-19 MENTAL HEALTH CONCERNS

- HR and Change are mutually supportive at this time.
- Research has shown that:
 - Greater level of anxiety to due Covid-19, including onset or increased OCD around hand washing.
 - Depression due to loneliness and loss of connection.
 - Insecurity – loss of social networks, trouble using IT systems, loss of routine, fake news.
 - Increase in risk – people mistrusting HMG advice, “invulnerability” mindset, confused messaging.
 - Decrease in self-worth - Feelings of vulnerability, shame, survivor guilt.



COVID-19 RECOVERY IMPLICATIONS FOR EMPLOYERS

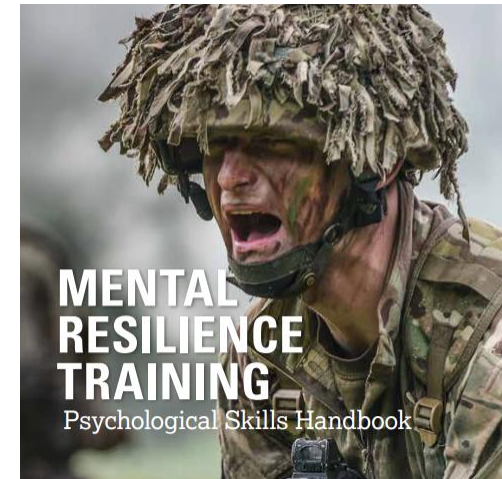
- Military has been focussing hard on the mental health strain of Covid-19.
- Developed an approach through their OPSMART programme, which pulls from sports psyche.
- Uploaded onto the Defence Gateway for access via internet.

LIVING WITH HAVING TO MAKE TOUGH DECISIONS GOOD LEADERSHIP SAVES LIVES AND SECURES GOOD MENTAL HEALTH



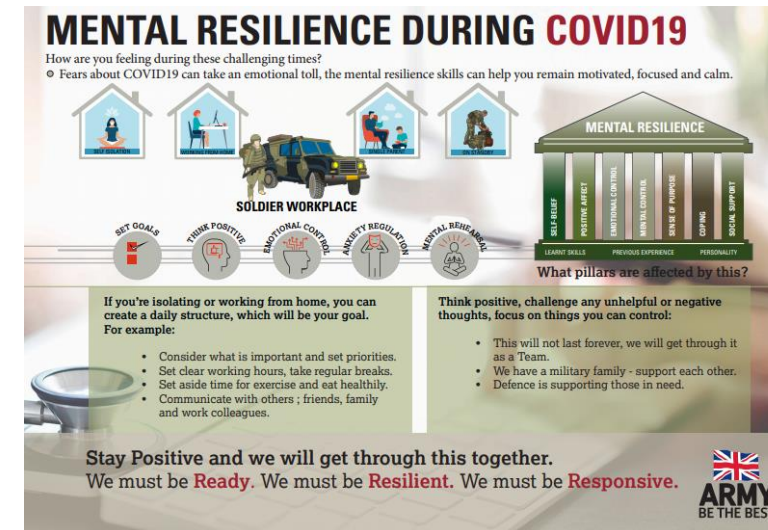
COVID-19 RECOVERY IMPLICATIONS FOR EMPLOYERS

- Focus on building personal resilience and managing stress
- Help individuals work as teams through:
 - Setting goals.
 - Building emotional awareness.
 - Dealing with self-doubt.
- Organisation has placed several videos and support material online since outbreak of Covid-19.
- Each time you log on, it asks your current situation.
- Part of normal “line management” to check on the team.
- Lessons from the US forces in Northern Italy.



MENTAL RESILIENCE DURING COVID19

How are you feeling during these challenging times?
○ Fears about COVID19 can take an emotional toll, the mental resilience skills can help you remain motivated, focused and calm.



SOLDIER WORKPLACE

MENTAL RESILIENCE

What pillars are affected by this?

LEARNER SKILLS **PROVIDER EXPERIENCE** **PERSONALITY**

SET GOALS **THINK POSITIVE** **EMOTIONAL CONTROL** **ANXIETY REGULATION** **MENTAL REPAIR/REINFORCE**

MENTAL RESILIENCE

RESILIENCE **POSITIVE AFFECT** **EMOTIONAL CONTROL** **MENTAL ENDURANCE** **SENSE OF PURPOSE** **COPING** **SOCIAL SUPPORT**

If you're isolating or working from home, you can create a daily structure, which will be your goal. For example:

- Consider what is important and set priorities.
- Set clear working hours, take regular breaks.
- Set aside time for exercise and eat healthily.
- Communicate with others; friends, family and work colleagues.

Think positive, challenge any unhelpful or negative thoughts, focus on things you can control:

- This will not last forever, we will get through it as a Team.
- We have a military family - support each other.
- Defence is supporting those in need.

Stay Positive and we will get through this together.
We must be **Ready**. We must be **Resilient**. We must be **Responsive**.

ARMY
BE THE BEST

BRINGING YOUR PEOPLE BACK TO WORK

- Know and understand what the threats and issues are
- Understand how the threats impact them and you
- Give clear direction on what needs done, by who and by when
- Identify what the key decisions / activities are to keep going
- Identify potential options, review and develop the best option for the organisation and your people
- Align resources to tasks based on skill sets, capability and location
- Put in place clear communication and management frameworks
- Regularly review and update where required – communicate regularly with staff for feedback





David Whiting

Supporting people at work –
wherever it is.



UK Mental Health Ltd

improving wellbeing for life

Law and guidance

The main legislation

- Health & Safety at Work etc. Act 1974
- Management of Health and Safety at Work Regulations 1999
- Equality Act 2010

Recent guidance

Thriving at Work Review (2017)

Produce, implement and communicate a mental health at work plan

Develop mental health awareness among employees;

Encourage open conversations about mental health and the support available when employees are struggling;

Provide employees with good working conditions and ensure they have a healthy work life balance and opportunities for development;

Promote effective people management through line managers and supervisors;

Routinely monitor employee mental health and wellbeing.

NICE – Workplace health: management practices (2016)

Organisational commitment

Physical work environment

Mental wellbeing at work

Fairness and justice

Participation and trust

Senior leadership

Role of line managers

Leadership style of line managers

Training

Job design

Monitoring and evaluation

HSE Management Standards

- **Demands** - this includes issues such as workload, work patterns and the work environment
- **Control** – how much say the person has in the way they do their work
- **Support** – this includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues
- **Relationships** – this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour
- **Role** – whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles
- **Change** – how organisational change (large or small) is managed and communicated in the organisation

6 Change

How is organisational change (large or small) managed and communicated?

The standard	Employees indicate that the organisation engages them frequently when undergoing an organisational change.
What should be happening	<ul style="list-style-type: none">● The organisation provides employees with timely information to enable them to understand the reasons for proposed changes.● The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals.● Employees are aware of the probable impact of any changes to their jobs. If necessary, employees are given training to support any changes in their jobs.● Employees are aware of timetables for changes.● Employees have access to relevant support during changes.
Ways to achieve the standard	<ul style="list-style-type: none">● Ensure all staff are aware of why the change is happening – agree a system for doing this.● Define and explain the key steps of the change.● Ensure employee consultation and support is a key element of the programme.● Establish a system to communicate new developments quickly.● Agree methods of communication (eg meetings, notice boards, letters, email, feedback forums) and frequency (eg weekly, monthly).● Ensure staff are aware of the impact of the change on their jobs.● Provide a system to enable staff to comment and ask questions before, during and after the change, eg for staff who want to raise their concerns.● Review unit and individual work plans after the change to ensure objectives are clear and workloads are appropriately distributed.

Do:

- explain what the organisation wants to achieve and why it is essential that the change(s) takes place;
- consult staff at an early stage, and throughout the change process;
- involve staff in the planning process so that they understand how their work fits in;
- explain timescales and how changes will impact directly on them.

Don't:

- delay communicating new developments;
- underestimate the effects of minor changes.

Early warning signs of mental ill health

Psychological
Irritability
Aggression
Inability to concentrate
Poor decision-making
Tearful

Behavioural
Overworking
Increased use of caffeine, alcohol
Missed deadlines
Erratic behaviour
Social withdrawal

Physical
Tiredness
Weight loss or gain
Headaches
Difficulty sleeping
Frequent minor illnesses

Early warning signs in remote workers

Warning Sign 1: Decreased Resilience

Compared to how I felt two months ago, I find myself experiencing...

- Difficulty concentrating
- Loss of interest in things I used to enjoy
- Feeling hopeless about my future
- Feeling distant or cut-off from others
- Feeling irritable or angry

Warning Sign 2: Your Employees Are Making Mistakes

One sure sign that people are starting to burn out working remotely is when they make more mistakes and miss more deadlines than normal. Stress often manifests in sloppy, inaccurate or late work.

Have you seen any of your employees forget little things, like sending follow-ups or logging a customer contact or even omitting a signature line in an email? Those might seem like minor issues, but they often represent early warning signs that the pressure is getting to your team.

Warning Sign 3: Your Employees' Language Is Becoming More Negative And Emotional

When people feel stressed, it's common for their language (email, phone calls or face-to-face) to evidence more negativity and emotionality.

Be on the lookout for employees saying or writing phrases like the following:

"There's nothing I can do"

"There are no options"

"I can't do anything"

"This is impossible"

Having a conversation about mental health

- Plan the best way to do it.
- Listen non-judgementally and listen for signs of crisis
- You might not be able to fix everything but offer some validation & hope
- Encourage professional help where necessary
- Encourage other help including self-help

Signposting

Health & Safety at Work etc Act 1974

<https://www.hse.gov.uk/legislation/hswa.htm>

Management of Health and Safety at Work Regulations 1999

<http://www.legislation.gov.uk/uksi/1999/3242/contents/made>

Equality Act 2010

<http://www.legislation.gov.uk/ukpga/2010/15/contents>

Thriving at Work: a review of mental health and employers

<https://www.gov.uk/government/publications/thriving-at-work-a-review-of-mental-health-and-employers>

NICE guideline [NG13] Workplace health: management practices

<https://www.nice.org.uk/guidance/ng13>

HSE Management Standards

<https://www.hse.gov.uk/stress/standards/>

Signposting

What is available in your organization?

[Employee Assistance Programme EAP; HR; Occ Health; counsellors](#)

What is available near to the person's home?

www.hubofhope.co.uk

How might they support themselves?

www.actionforhappiness.org

Shout 85258 Shout is the UK's first 24/7 text service, free on all major mobile networks, for anyone in crisis anytime, anywhere. It's a place to go if you're struggling to cope and you need immediate help.

<https://www.giveushout.org/>

For those in crisis

Samaritans are here to listen. You can call us on 116 123, email us at jo@samaritans.org or write us a letter.

<https://www.samaritans.org>

Signposting

Hub of Hope The Hub of Hope is a first of its kind, national mental health database which brings together organisations and charities, large and small, from across the country who offer mental health advice and support, together in one place.

<https://hubofhope.co.uk>

Action for Happiness Action for Happiness is a movement of people committed to building a happier and more caring society. We want to see a fundamentally different way of life - where people care less about what they can get just for themselves and more about the happiness of others.

<https://www.actionforhappiness.org>

Signposting links provided by:

David Whiting UK Mental Health Ltd

training@ukmentalhealth.com 07736 123 947





Improving people's working lives

Understanding Stress in the Workplace & How to Fix It

Paul Finch (Founder & CEO)

Mental Health at Work – The Issues

- Clinical
- Domestic
- Work



The impact of Stress on productivity (HSE)

Absenteeism caused by stress equates to...

23.8
working days
per person, per annum



(365 minus weekends, Bank Holidays, Annual Leave)



CAUSING A
PRODUCTIVITY
LOSS OF...

10.6%
per person, per annum

Presenteeism is stated as being

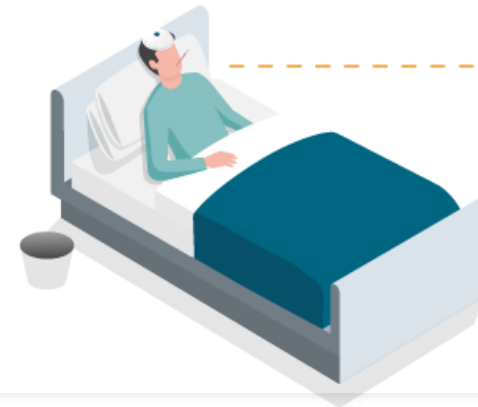
1.5x
the cost of
absenteeism



The combined cost of absenteeism and presenteeism to productivity equates to...

25%

The **very stressed** may go off sick with burn out for **6 to 12 months**



Over 12 months this could impact productivity by **50-100%** and possible legal action

Workplace stress drives rise in claims

- Mental Health Discrimination Claims doubled in last 12 months
- Poor Mental Health now recognised as a disability and open to discrimination claims
- **Dec 2019: A landmark trial of corporate responsibility has ended, with telecoms operator Orange - formerly France Télécom - accused of "moral harassment" leading to 35 suicides in the 2000s.** CEO and 6 of his colleagues have received 12 month prison sentences & fines.

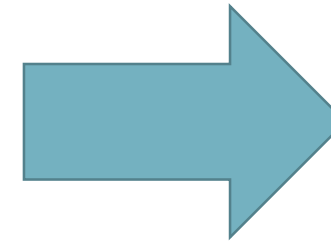


France Télécom bosses jailed over staff suicides

Where is business with Mental Health in the UK?

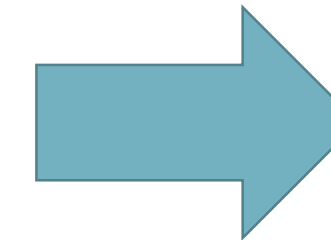
3rd: Tertiary Interventions

- providing treatment or counselling for staff suffering from the effects of stress



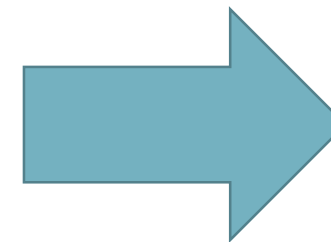
2nd: Secondary Interventions

- Raising awareness and providing individuals with stress management / resilience training

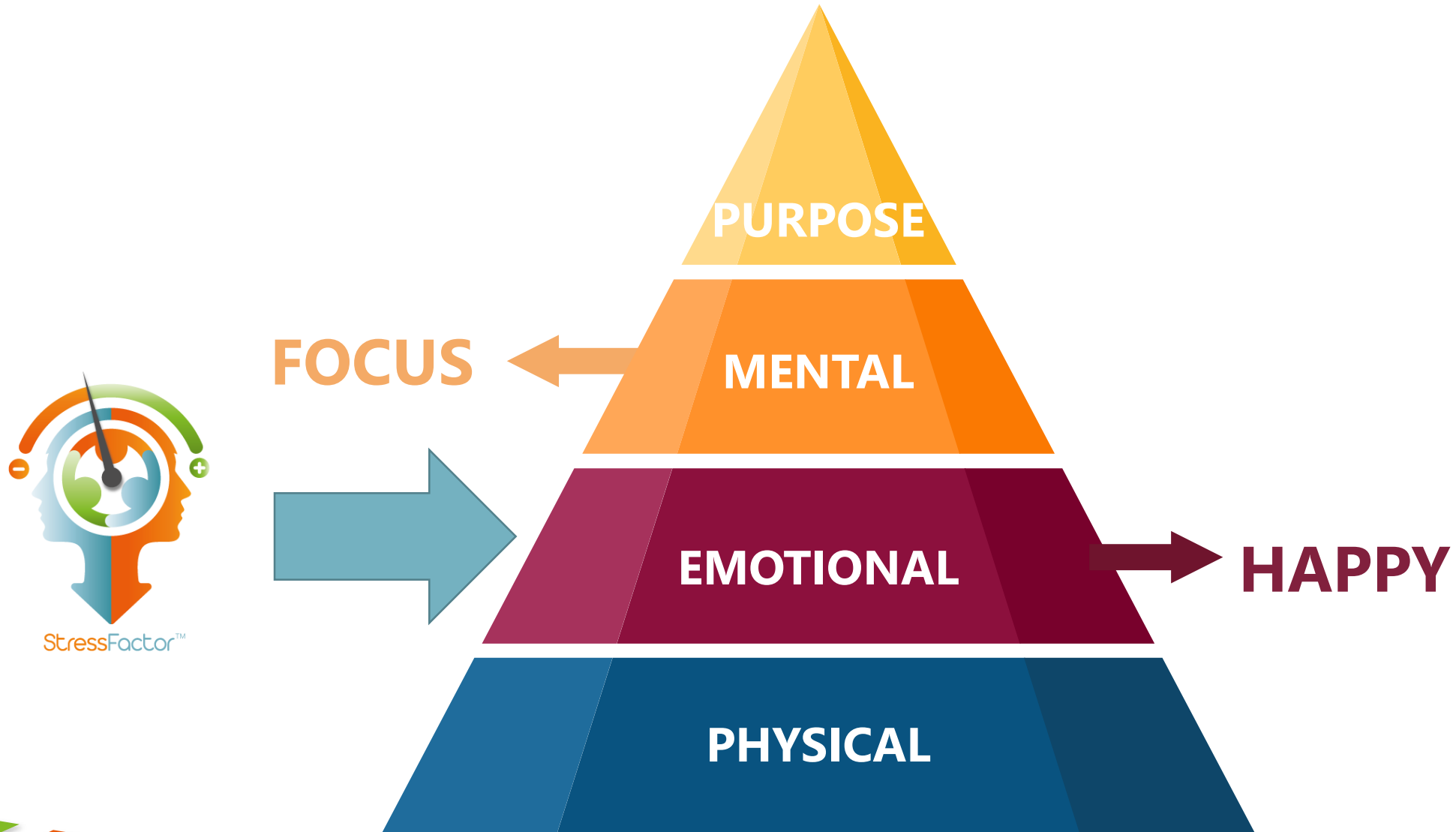


1st: Primary Interventions

- Tackling the problem at source



Organisational Energy



Source: Energy Project

Wellbeing : Productivity : Good Jobs



Core drivers of good wellbeing:

- ✓ Good Jobs (good work)
- ✓ Organisation Design
- ✓ Culture / Leadership





Thank you for attending this Webinar
Stay alert and keep secure