

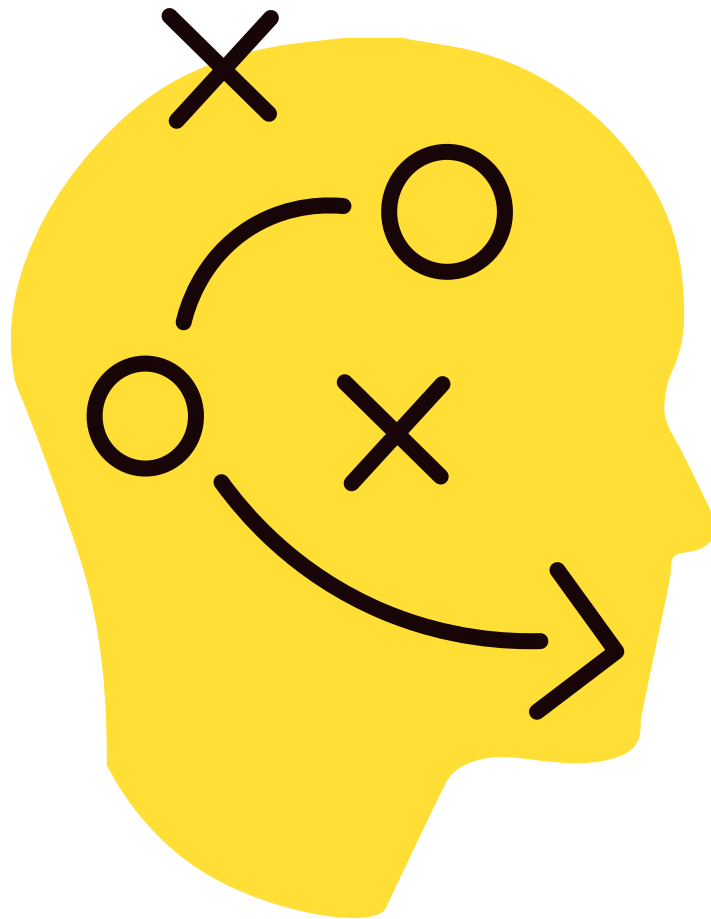
time to change

Wales

let's end mental health discrimination

Core Standards

Developing your Employer Action Plan



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This has been developed by Time to Change in England and adapted to a Welsh audience.



Time to Change Wales' expectations and minimum requirements to achieve the six standards

In order to have your Action Plan we would expect to see some minimum requirements met for all six Core Standards around producing, implementing and communicating a mental health work plan.

We would expect the following to be evidenced in your submission:

- An outline of who is responsible for delivery of each activity within your organisation.
- Clear timescales and dates for delivery of each mental health activity within your organisation.
- An outline of what measurements will be used to monitor and evaluate impact and success.
- Activities that demonstrate how Senior Leaders will show commitment to addressing mental health, and mental health stigma and discrimination specifically, in your workplace.
- Activities that demonstrate how your organisation's commitment will be embedded within organisational strategies, policies and strategic-level documentation.



Core Standard 1

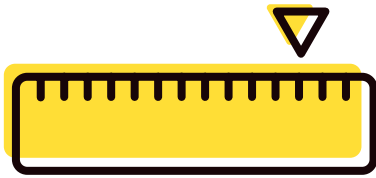
Produce, implement and communicate a mental health at work plan

Core Standard 1 recommends employers produce, implement and communicate a mental health at work plan that helps to create an open and supportive culture in the workplace - one that encourages people to talk about their mental health, promotes good mental health of all employees and outlines the support available for those who may need it.



Suggested activities to achieve Core Standard 1

- Secure a senior sponsor to sign your Employer Pledge at an all staff event and ask them to talk about the importance of tackling stigma in your workplace - we recommend this isn't your HR Director so you can break mental health out of the 'HR box'.
- Encourage senior leaders to be role models by sharing their personal experiences of stress, low mood or other mental health problems in the workplace.
- Provide printed fact sheets or direct to intranet pages on any in-house support that's provided, what your organisation offers around mental health and wellbeing such as your Employee Assistance Programme and information about keeping healthy.
- Ask a senior leader to write a blog or intranet post to highlight the pledge and their commitment to drive culture change.
- Provide mental health training options to raise awareness and improve understanding.
- Include all the ways you can communicate messages around mental health and stigma (e.g. Website, forums, networks, emails, posters, marketing campaigns) making sure that information is easily accessible by all employees/stakeholders.
- Set out your commitment physically on your website in News, Media and in Employment/ vacancies sections.
- Clearly set out your commitment on your annual report/other public documents.



Suggested ways to measure for Core Standard 1

To measure impact

Measure employee awareness of the Action Plan and the Pledge by getting feedback via surveys, people's comments, focus groups, staff networks and unions.

Check employee understanding of mental health routinely. This could be achieved by adding or building on existing practices such as routine employee surveys, key date events such as Time to Talk Day, World Mental Health Day, staff conferences, away days etc.

Integrate activities into team planning process then track inclusion in key employee processes (e.g. Induction).

To measure success

Track to what extent communications are accessed for example email open rates, webpage views or resource downloads.



Activities, ideas and considerations to help you develop a strategy beyond the Action Plan

We know that all organisations are on different points on this journey, your organisation may be much further along and so you may have already delivered and measured on the minimum requirements above. If you are ready to further develop your strategy around mental health we have set out some principles to help you develop your Action Plan further.

The principles are as follows:

- Testing every step of the Action Plan as you complete it and then whenever you create new activities/deliverables with a set of "consideration points" we provide in this set of guides.
- Engaging Senior buy in, representation and engagement.
- Creating an Internal Communication Plan in order to communicate to all regularly and consistently.

Testing

The Mental Health space is growing rapidly as more and more people realise how normal it is to have poor mental health and how not addressing it could impact not just on individuals but all those around them.

Many employers at the start of their journey, have often said they felt overwhelmed as there was so much information out there, and that they struggled to narrow it down to what they could deliver as it all seemed equally valid and important.

You may be feeling this too, in which case we invite you to refocus your thoughts on where your organisation is at and what you can realistically achieve in that time frame, with the resources you have access to as well as who the specific audiences you will be delivering it to are and most importantly what they are going to be receptive to.

Scenario for thought

An employer was extremely enthusiastic about signing the Pledge, they listed all the activities that they would like to do as they knew the organisation was struggling, work morale was at an all-time low and they concluded that an intervention was necessary. Their activities included face-to-face, discussion based activities, or a more support focused “drop in” one-to-ones providing emotional support and so on.

The Employer was disappointed to see that despite the effort they put in, none of the staff seemed interested in any of the activities and engagement was barely there. This Employer had also left some Time to Change Wales booklets outside the toilets where they had leaflet and information stands, they were surprised to find that Time to Change Wales booklets were flying out and needed replenishing almost immediately as they were re-stocked.

The Employer in the above scenario had identified correctly what was needed but did not take into account how receptive the employees were to “what was needed”. The reality was that the employees felt very unsafe in sharing their personal experiences fearing consequences such as losing their jobs, especially as the organisation was going through a restructure, which is why discussions and drop ins felt very unsafe to them.

However the appetite and engagement was present amongst employees and the key was to ensure that they received the “activity in a safe way”. In this instance, being able to take information safely and quickly worked and clearly a need, with the amount of restocking that took place. The Employer quickly realised that their first steps to changing attitudes had to simply be providing information in a safe and accessible way.



To help you ensure that you are delivering the right activities at the level that your audiences will engage in and that you are able to monitor, we have listed a set of key consideration points that you can use as a test guide for every time you plan to develop an activity.

We have also listed the rationale behind the consideration points to help you understand why we think they are important.

Consideration points to test your Action Plan and its deliverables across the 6 Core Standards

Can your Organisation make any information available about employees who will be involved in or affected by activities in your Action Plan?

When you are thinking of activities and with it the messages you would like to communicate, it may be worth considering who you are communicating to and if that knowledge changes how you deliver your activity and whether you deliver it in various forms in order to reach as many people in your organisation as you can.

Think about your organisation, all the employees in it. Consider all the different groups in your organisation that the activities in this Action Plan need to reach:

- People who work in various roles - whether they are operational, strategic, office based, working remotely, lone working, on the move always.
- Also consider people's situations, for example if they have children, are carers, lone parents, if they work part-time, have access to flexible working or not, if they are contracted or paid by the hour. Also consider times people work - so regular 9-5 hours or shift work or simply do irregular hours.
- Also think about the diversity of your organisation as a whole, the ages of employees, cultural/religious backgrounds, ethnicities, sexual orientation, gender, disabilities etc.

Consider if you are able to properly assess the impact of your Action Plan and its activities, or is there likely to be any gaps or/insufficient information provided from activities that stops you assessing? And how will you address this?



Mental Health experiences tend to be specific to the person it falls on so for example, Paul's experience of anxiety can be different to how Peter experiences anxiety and as a result their support needs are likely to be different.

Part of the reason could be the difference between Paul and Peter's experiences, background, even as far as beliefs and values. Whilst you can't determine if your activity reaches each individual per se, it is worth thinking about how you would assess which groups of people it does reach or not as the case might be. So for example Paul is office based and so is constantly on email, Peter however is very frontline, rarely in an office and does not have access to his emails most of the time. If your activity is around email communication/or via company social media like Yammer then it is more likely to reach Paul than Peter.

Are you able to find out how many people click that email or open that post - and from where those people might be based. How can you adapt this activity so that it can be communicated or made more accessible to Peter?

Does your Action Plan and activity disproportionately affect any groups of people in your organisation?

Consider how activities and deliverables communication made accessible to all groups?

Are you able to scope your activities and deliverables on the Action Plan, to gauge exactly which groups of people it will reach in your organisation and if there are groups that won't be reached or mostly missed?

For example your activity or deliverable occurs mostly in Cardiff where your head office is based and whilst neighbouring offices are also able to get access to the activity - it is unlikely to be accessed by those in your Swansea offices - in which case the Cardiff office would be disproportionally affected by this activity.

Are you able to get support from and or consult a working group/steering or advisory group made up of people with lived experiences of poor mental health?

Time to Change Wales is very much about Lived Experience Leadership - that is to consult people with lived experiences of poor mental health or mental health problems to influence, guide or support the development and delivery of our products and activities.



By doing this we embed lived experience in all that we do. Our invitation is that employers consider this approach when it comes to developing, delivering and embedding the Action Plan, as it takes the pressure off the person leading the Pledge process especially if they have limited knowledge on the subject matter.

Whilst people with lived experiences might not be experts on the subject they are certainly experts of their experiences which could be invaluable for the organisation to learn from.

Is there an opportunity for your programme/activity to foster good relations between groups?

Consider if you are engaging people with a wide range of protected characteristics in the development, delivery and review and/or monitoring of the Action Plan, its activities and deliverables.

Mental Health and wellbeing needs of employees needs to be at the core of every organisation and one of the best ways to ensure it is by collaborating with other Internal Networks/staff groups.

You can encourage other Networks to think about how mental health may impact their individual audiences and what they can do to ensure people get support and help should they need it without fear of judgement or repercussions.

There is also an opportunity to encourage connecting with other Networks for their key dates and promote impact on mental health of their audiences. For example during Black History Month (October), LGBTQ History Month (February) International Women's Day (March) raise awareness around mental health with dedicated network focusing on the mental health of people allied to the network.

Interestingly Black History Month overlaps with World Mental Health day (10th October) and LGBTQ History Month overlaps with Time to Talk Day (first Thursday of February).

If you are able to get the Networks to have Mental Health of its audience on its agenda as a standing item, then you are well on your way to reaching a group of people that might otherwise be harder to reach. You would also be making the Action Plan and its activities engage a wide range of protected characteristics in the delivery and monitoring/evaluating of this Action Plan, its activities and deliverables.

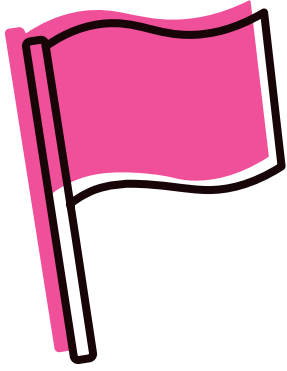


Senior buy-in, representation and engagement

Buy-in, visual representation of that buy-in as well as meaningful engagement from senior leaders from a diverse range of backgrounds in your organisation are crucial to the successful delivery and implementation of your Action Plan. The reality is that when a senior leader gives the go ahead, the organisation follows suit. Meaningful engagement from a senior leader gives people permission to be more open and so people feel safer to be more open as it's seen to be accepted and acknowledged. It's a giant leap towards normalising mental health in the workplace.

With a senior leaders support, you will find it much easier to change the culture of your workplace. Even better, getting them to be open about their mental health at work can create a seismic shift in how mental health problems are talked about amongst your employees.

Consider scoping which senior leaders might support taking this campaign internally and whether they have a story that they might be willing to share. Storytelling is a powerful component of this campaign and when a senior leader shares their story, not only does it give employees permission to talk about their own experiences, it also promotes safety in being able to do so. Another key factor is that the senior leader's mental health problems/experiences didn't diminish them but rather they have managed their conditions and are able to deliver to a senior role within the organisation.



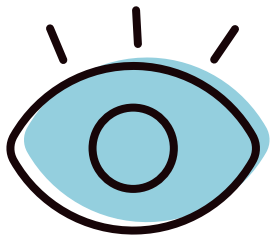
Things a senior leader might do to show they are committed and engaged to addressing mental health in the workplace?

- Your Chief Executive/region Director signs the Pledge publicly sending out a strong signal to all staff.
- Be actively supportive and involved at various stages in taking this campaign forward internally, for example attending employee mental health events, contributing to work by champions, participating in activities on key dates such as World Mental Health Day etc.
- They clearly demonstrate how and why they are invested. In an ideal setting they would speak about personal reasons or experiences with mental health problems as this has the biggest impact. However, even a message about wanting staff to feel empowered to speak about mental health is important.
- Ensuring employees know about their commitment, this could be done by utilising an all staff email/bulletin to explain why they think it is important to sign the pledge, the impact they hope their commitment makes and how they relate/resonate with others by sharing their own experiences.
- When they are able to, allow a budget to support the work in implementing and embedding this Action Plan.
- Have an open door policy for you or other mental health leads to approach for guidance.

Remember...

It is worth noting that Senior Leaders including CEOs are used to expressing approval by signing things off and they might think this is the case with signing the pledge. Senior leaders need to be advised what is specifically needed from them to better equip them to engage with the campaign more meaningfully.

For example: inputting mental health events, key dates into their diary from the offset, releasing any blogs or their personal experiences at planned intervals and encourage senior leaders to show how they look after their mental health etc.



Action Plan activity example

Our CEO and leadership team will be filmed signing the employer pledge. This will go up on our website and intranet. Our CEO has committed to giving a short speech on the importance of looking after your mental health when signing the pledge.

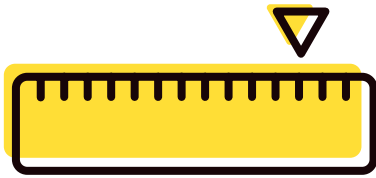
Leadership have agreed to give continued support in the form of budget for brown bags, workshops and external speakers going forward. We're aiming to have one mental health-themed brown bag per quarter.



Creating an internal communications plan

Ensuring you have a robust Internal Communications Plan in how you intend to roll out the Action Plan is key. The way you roll out this campaign internally will make a significant difference to how employees might engage, actively support and be called to proactive action. A robust Internal Communication plan will include the following elements:

- An assessment of the current situation of your business (Test element).
- What you want to accomplish, your MH/Business Goals.
- Who you would need to talk with - so the audience, in this case employees.
- What you want to say - the core messages. For Time to Change Wales a core message for Employers is to create a mentally safe workplace for employees, giving them the choice to say whether they feel OK or not without fear of repercussions.
- How will you actually communicate - for example through your internal channels like email, internal social media, visuals like posters, internal updates, videos, intranet etc.
- When you will communicate - so consider existing calendars, like routine meetings, end of quarters, recurring events, newsletters, updates etc. You can also add your own and include Mental Health key dates such as Time to Talk Day, World Mental Health Day and even include other key dates that hold meaning for various social groups, as mentioned above to release Communication around mental health, thus widening audience reach.



And finally how will you measure progress? For example consider the following metrics:

Potential Blog Metrics:

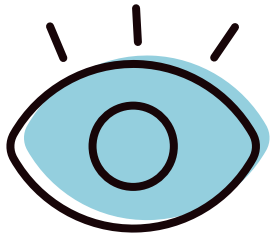
1. Unique page views
2. Total page views
3. Time spent on the site
4. Bounce rate
5. Organic searching for blog

Potential Email Metrics:

1. Number of people who opened the email
2. Number of email subscribers
(if it's a voluntary participation of a mail list)
3. Link clicks
4. Numbers of unsubscribes

Potential Social Media metrics:

1. Impressions
2. Reach
3. Follower total
4. New followers
5. Forwarding on numbers (such as retweets if on Twitter)
6. Monitoring of engagement through comments and responses



Action Plan activity example

MD Lived Experience - We have arranged for a Managing Director to sign the pledge at one of weekly company-wide meetings later in the year. This should show that this is something that the whole company cares about and isn't just an initiative run by HR. The Managing Director has also been requested to write a small piece/record a video for the staff social media site about why the pledge is important, his lived experience and our commitment to removing the stigma around mental health. This should help show staff that this matters at all levels and encourages others to speak about their lived experiences too.

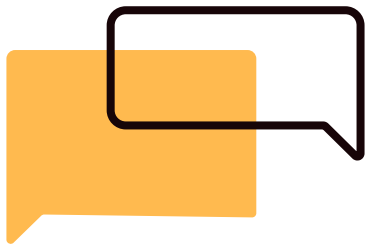
The audience your internal communication plan is being designed for

The audience, in this case employees, possibly volunteers (where applicable) are diverse in every way, and therefore can't be expected to receive the messages in the same way. The reality is that in order to decide what and how you want to deliver your messages, you must understand that each one of your target audiences has a specific set of interests/needs and so would need to hear a specific message framed correctly to motivate them into engaging.

This is because each group of employees will have a particular experience within the workplace and even in life generally and so will be "hooked" if they can relate. The more relatable and correctly pitched the message is the more likely that an employee will move from simply taking note of the message to action.

The messages you create for each of your audiences should address:

1. The problem they are currently facing
2. The solution your organisation offers
3. The call to action you created

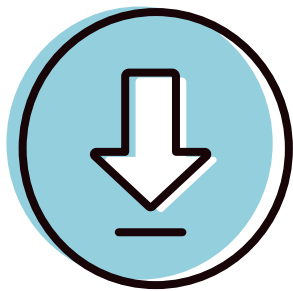


Internal communication boomerang effect

You might have noticed that themes around growth, evaluation, monitoring and engaging audience have been weaved throughout this guidance and that is because without them - the difference could be in the impact your Action Plan has on overall culture around mental health and whether it truly breaks down stigma or not meaningfully and not just superficially.

Any Communication plan you develop needs to have regular points for feedback from the people you are trying to engage. Also notice if only the same people/groups are engaging, what about other people in your organisation. Have you reached them yet?

For more guidance and templates - why not use our Employer Communication Pack to help you develop your own internal Communication plan? You can download it **here**.



List of resources to help you

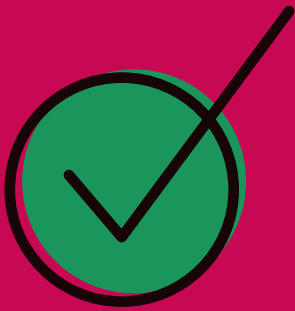
Thriving at Work Report 2017.

mentalhealthatwork.org.uk

A gateway to all available resources both paid for and free.

Tell the world about your Pledge! We encourage you to use social media and send out a press release if you'd like to. You can find a template press release **here**.

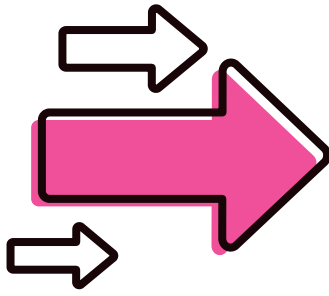
Employer Communication pack.



Core Standard 2

Develop mental health awareness among employees by making information, tools and support accessible.

Core Standard 2 recommends employers think about how to increase everyone's awareness about mental health and get them openly talking as well as accessing and utilising information and tools provided by employer and other sources. The reality is that in many workplaces mental health is still a taboo subject. Too often, employees are scared to talk to their manager and problems can spiral. By raising awareness of mental health, and encouraging discussion, you can challenge this harmful culture.



Develop mental health awareness among employees by making information, tools and support accessible

To change how people think and act about mental health in the workplace, you may consider the following simple framework to raise awareness:

- Help people understand what mental health is by providing reliable information. The Time to Change Wales Website is a great place to start.
- Talk about mental health - It's easy to believe there's no right place to talk about mental health. But the more we talk about it, the better life is for all of us.
- Ensure that people know where to go for support and information.
- Recruit Time to Change Wales Champions. Champions are self-appointed employees who help challenge stigma by raising awareness, sharing useful information, promoting how to access tools and resources as well as signposting to support services.



Time to Change Wales' expectations and minimum requirements to achieve this standard

We would expect the following to be evidenced in your submission:

An outline of who is responsible for delivery of each activity within your organisation.

Clear timescales and dates for delivery of each mental health activity within your organisation.

An outline of what measurements will be used to monitor and evaluate impact and success.

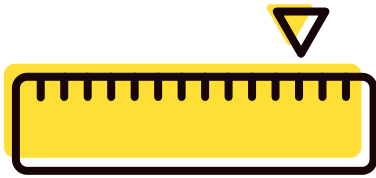
Activities that demonstrate how you will raise your staff's understanding of mental health problems and mental health stigma in the workplace. We suggest you make reference to any planned events/activities/internal campaigns or initiatives your organisation will run in addition to any information or resources the organisation makes available/signposts to staff.

Clearly list all the tools or resources that are/will be made available to staff to self-reflect on their own mental health in the workplace and discuss what supports them stay well in your organisation?



Suggested activities to achieve Core Standard 2

- Sign your Time to Change Wales Employer Pledge at an organisation wide event, such as at an all staff briefing/conference/event.
- Run an internal communications campaign using Time to Change Wales promotional materials to encourage employees to start talking about mental health in the workplace.
- Harness the power of your Employee Champions who can run events on your behalf to ensure that your message reaches many more employees.
- Share myth busting information and case studies on your staff intranet or newsletters.
- Why not invite a speaker on mental health to an event as part of diversity, disability or mental health awareness activities? Hearing what it's like to have a mental health problem from people who've experienced the issues first hand can help break down negative stereotypes.
- Encourage all employees to take these free e-learning courses by Mental Health at Work. You can go straight to e-learning here. Whilst they were made for small businesses, they really work for individuals and for people who work in close knit teams - so perhaps more local premises/ departments in your organisation.
- Take part in key Time to Change Wales campaign dates and run activity within your workplace for World Mental Health Day (10th October) and Time to Talk Day (first Thursday of February every year).



Suggested ways to measure for Core Standard 2

To measure success

Monitor attendance to events/workshops, visits to websites, clicks, and emails being opened.

To measure completion

Gather evidence formally via your website, strategy, brand
Gather evidence informally by getting feedback from Time to Change Wales Champions/Mental Health First Aiders, Any disability/wellbeing/health networks.

To measure impact

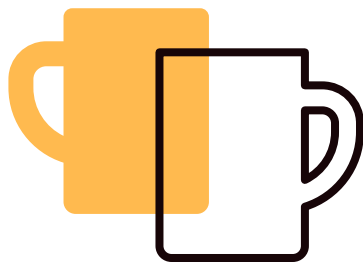
Include questions in employee surveys such as 'Do you think your organisation has an inclusive working environment in which staff are encouraged to talk openly about mental health problems?'



Core Standard 3

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

Core Standard 3 focuses on encouraging open conversations about mental health as well as the support that is available to them should they find themselves struggling, during the recruitment process and at regular intervals throughout employment. It is important to highlight how the organisation will support people and this should be by offering appropriate workplace adjustments to employees who require them.



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

The majority of employers tell us that getting their employees to share their personal experiences of mental health problems with one another is an incredibly powerful tool.

By getting just a few people to open up and tell their story, you signal that it's okay for employees to be open with each other about their mental health. We recommend you do this at an organisation-wide level but also encourage conversations at an individual level.

Whilst we know that encouraging open conversations as a message from the organisation is important in ensuring that open conversations becomes part and parcel of every day at work, we also know that for this change to happen, finding a way to enable peer to peer support to flourish is key. Therefore this standard is split in two parts. The first part will look at what you can do ensure open conversations about mental health, whilst part two will look at how to recruit and establish a network of Champions who will be delivering activities directly amongst colleagues, feeding back around what colleagues are saying that the organisation might need to work on and generally providing that key peer to peer support.



Time to Change Wales' expectations and minimum requirements to achieve this standard

We would expect the following to be evidenced in your submission:

An outline of who is responsible for delivery of each activity within your organisation.

Clear timescales and dates for delivery of each mental health activity within your organisation.

An outline of what measurements will be used to monitor and evaluate impact and success.

Activities that demonstrate how your organisation will encourage employees to share their experience of mental health problems at an organisation-wide level? We suggest that you make references to the opportunities that will be made available to share experiences e.g. wellbeing events, blogs, intranet posts or through internal newsletters.

An outline how your organisation will normalise conversations about mental health and encourage people to share? We suggest that you make reference to the opportunities and communications that will be released to encourage employees to disclose and reinforce your organisation's commitment to supporting these individuals e.g. inclusion of organisation's commitment in recruitment packs.

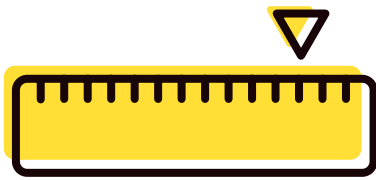
Provide an outline as to how your organisation will empower employees to champion mental health in the workplace and provide peer to peer support and activities in support of normalising the conversation and ultimately mental health?

An important element of this is to recruit and establish an Employee Champion role with in your workplace, the responsibilities of this role and the training/budget/resource that will be allocated to this initiative.



Suggested activities to achieve Core Standard 3

- Get senior or high-profile employees with experience of mental health problems to speak out and lead by example.
- Encourage staff at all levels to write blogs and share their experiences through internal communications or staff intranet.
- If you think your staff will struggle to do this, ask for anonymous submissions and gradually work up to people putting their name to their story.
- Host a Q&A panel session with people with experience of mental health problems who are comfortable sharing their story to empower others to share their stories.
- Set up a wellbeing network for colleagues to share experiences and tips for managing mental health and wellbeing at work.
- Organise a 'Tea & Talk' session to bring employees together. Create an open and friendly space where they can share their experiences with one another.



Suggested ways to measure for Core Standard 3

To measure impact

Why not include questions in employee surveys - e.g. 'In your opinion, how well does your organisation support employees who experience mental health problems?'

To measure success

Collating qualitative information and feedback from both mandatory and non-mandatory mental health training and events.

To measure completion

Measuring attendance of non-mandatory mental health training and events - doing this will give you an understanding of what the levels of openness and stigma are.

Identify areas for improvement where additional training and awareness raising initiatives may be required.

Working with HR consider adapting absence management tools to include mental health specific categories - doing this will help you look at data in a more mental inclusive way and give you a wider understanding around how safe people feel OK to share mental health reasons for their absence.

Following from previous measure - also looking at retention/return to work rates for people with diagnosed mental health conditions.



Top tips

'Time to Talk Day' 'This is Me' and the 'World Mental Health Day' (or similar) to share stories and encourage conversations. As part of this campaign you could ask staff to share their own experiences of mental health.

You could present them on notice boards, your Facebook page, and internal social network and in your newsletter to help raise awareness. A dedicated email address could be set up for mental health experiences.

Following from previous measure - also looking at retention/return to work rates for people with diagnosed mental health conditions.

Talking about mental health at work can be hard. Sometimes it's easier to start the conversation by focusing on the practical factors that affect our mental health, rather than mental health itself. A quarter of employees are in a difficult financial situation, with debt and a lack of savings meaning a simple unexpected cost, like a broken down car, can cause real distress. Offering support or providing access to specialist help with issues like debt or money worries can have a huge impact on mental health - without necessarily having the same stigma attached.

Money and Mental Health Policy Institute
Thriving at Work 2017



Recruiting and Establishing a Champions Group

A big part of encouraging employees to talk about mental health is by recruiting Champions. Champions are key to help drive change internally, to help to embed positive changes within the workplace through leading on initiatives that challenge mental health stigma and promote workplace wellbeing. More crucially they provide a point of peer support, which we know is essential because people are more likely to go to their peers for support than their line managers or HR.

Champions make a real difference by providing peer support to their workplace culture and to the lives of their colleagues by:

- Starting conversations about mental health.
- Holding activities to make mental health a normal topic of conversation.
- Helping to dispel myths and stereotypes.
- Sharing stories and lived experiences of poor mental health.
- Providing a point of peer support - making it easier for people to seek support.
- Signpost colleagues appropriately.
- Champions can also be there to help you implement these actions and to help maintain the momentum. You can share this Action Plan with your Champions and add a suggested recurring way of communicating (E.g. Email Group/six weekly Champion meetings).

Despite existing policies within an organisation, or support offers - the reality is that talking about mental health at work can be daunting for many individuals: people may worry about how they will be treated and how their colleagues will react. A Time to Change Wales Champion, can make a real difference to your workplace culture and to the lives of your colleagues, working with your organisation to make mental health a normal topic of conversation, dispelling myths and making it easier for people to seek support.

Therefore recruiting Employee Champions to form a Champions network is an essential way to support your work and help you get the message out to all levels of employees. You can find more information on the role of a champion **here**.



Suggested ways to measure impact of Champions

To measure impact

Improve your ability to understand your employees' stress/ wellbeing levels by including questions in staff surveys.

If you are able to look at the data from the above survey in a more regional area way and compare it to champion activity.

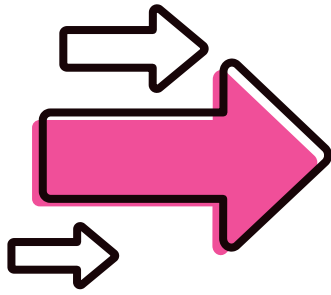
To measure success

Note the number of Champions signing up.

Note the number of Champions wanting to share their lived experiences.

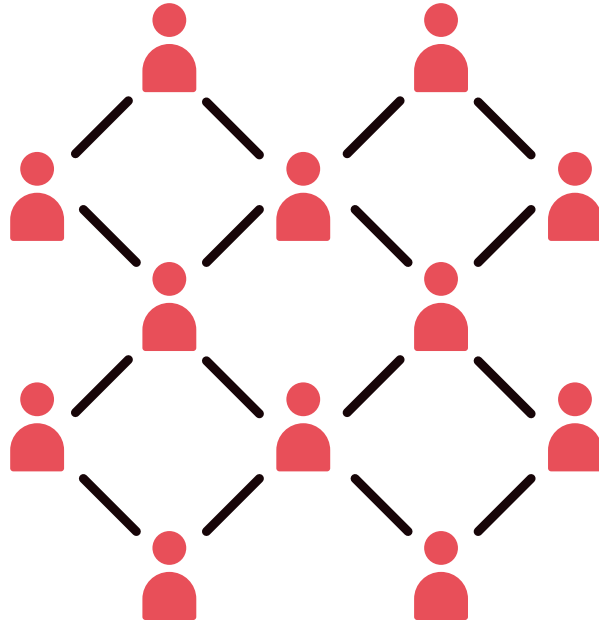
To measure completion

If you recruit Champions on the basis of self-selection notice what parts of the organisation have champion representation and what parts don't? This is an opportunity to understand where stigma is concentrated within the organisation/or access to the campaign internally is limited. Either way it helps you to focus your efforts on a more targeted delivery in those low representation of champion areas.



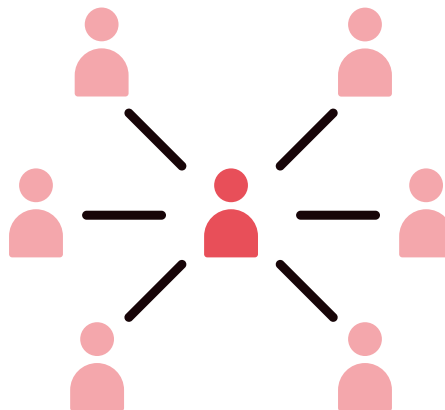
Models of networks for you to consider

Base Models depending on the size and spread of your business:



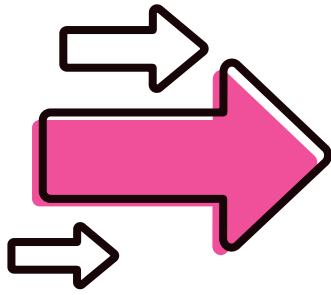
More organic

Multi people led – suits bigger more spread out organisation

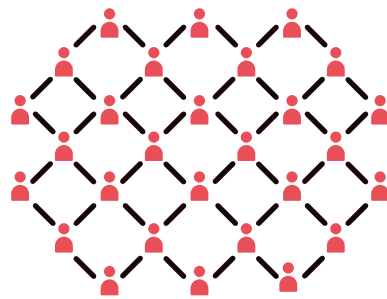


Coordinated

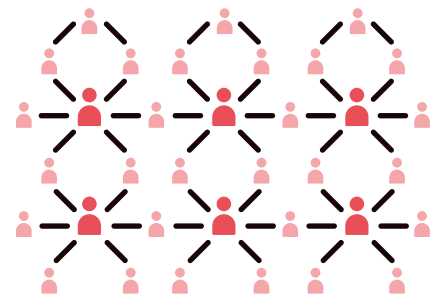
By single person/selected group – suits a more smaller to medium sized organisation



Models of networks for you to consider



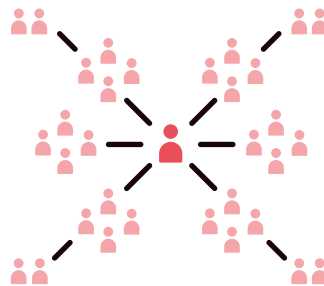
Model A



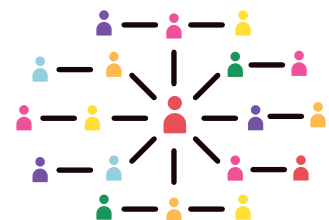
Model B

Your Peer Support Network could be fully organic where everyone is connected to one another without coordination such as Model A, or have informally appointed coordination such as in Model B. This means that peer support offered will not be standard and it would be difficult to know if it is indeed supportive.

The challenge is, could your organisation “support/cope” with this kind of growth of a Peer Support Network? It is worth thinking about your organisational policies, guidances and responsibilities here.



Model C

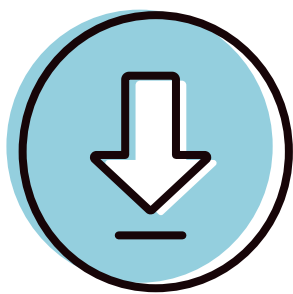


Model D

NB: This information is to get you thinking about what growth could be like, our experience is that the appetite to engage from a champion's perspective is huge and so it is best to be prepared in thinking about how your plans can evolve.

The need for coordination is especially likely if your Peer Support Network grows. These are two ways of considering growth when the network is coordinated as in Model C where the organisation has many sites or Model D where the organisation is based in a single site.

The size of your Peer Support Network, the structure of your organisation, your resource availability and budget will dictate what Model you can base your network on. A coordinated approach will have responsibility but is more likely to have longevity.



List of resources to help you

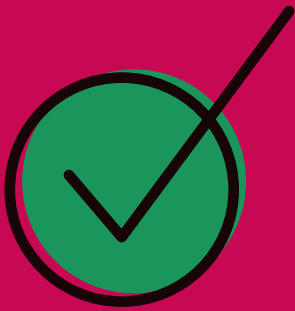
You could start with some shared stories from Champions who are happy to talk about mental health problems - this could be as light touch as a staff member giving top tips on beating stress or you could share stories from our website:

timetochangewales.org.uk/en/personal-stories

You can download Guide to Supporting Champions from **here**.

You can find more information on what Employee Champions are and how to recruit them **here**.

A Handbook for Champions that has all the necessary info to set you up to be the Champion you want to be.



Core Standard 4

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

Core Standard 4 focuses employers to consider how and if whether they provide employees with good working conditions and ensure that employees are able to have a healthy work/life balance which includes taking up support when struggling with poor mental health such as stress and burnout.



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

Good working conditions is one that promotes an environment where employees are encouraged to thrive and not just survive. A good working condition is one that gives each employee the feeling of having a choice to share if they are OK or not without fear of judgement or repercussions.

A safe workplace for mental health.

The reality is that good working conditions inspire loyalty and high performance from staff. Plus, they can also prevent people developing new mental health problems, and support those living with them to thrive. We also know that good work is stable and secure, allowing people to plan for the future and to stay financially secure. Research shows that a good job is where people feel in control, have some control over their work, and can build social networks. It's also where people feel they have a healthy work/life balance and get opportunities to develop.



Time to Change Wales' expectations and minimum requirements to achieve this standard

In order to have your Action Plan approved we would expect to see some minimum requirements met for this Core Standard around providing employees with good working conditions and ensure they have a healthy work life balance and opportunities for development:

We would expect the following to be evidenced in your submission:

An outline of who is responsible for delivery of each activity within your organisation.

Provide planned timescales and dates for delivery of each activity within your organisation.

An outline of what measurements will be used to monitor and evaluate impact and success.

Activities that demonstrate how your policies support employees with mental health problems and support them to come forward and disclose? We suggest you make reference to the policies your organisation has in place and the mechanisms through which these are reviewed and updated including any involvement of persons with lived experience of mental health problems in the review.

An outline of what support services are available to your staff? We encourage you to make reference to all support available e.g. HR support, Employee Assistance Programmes (EAP), helplines, information available on your intranet.



1. Being open: Managers should check-in regularly with staff to see how they're doing and find out what's causing them stress. They can do this by adding a regular item to team meetings where people talk about stress and wellbeing as a group.

2. Use two-way communication: Poor communication can cause stress. Staff can be affected if they are:

- Overloaded with information they can't process.
- Excluded from key knowledge and conversations.
- Unable to tell managers how they're feeling. If communication is clear, open, effective, manageable and responsive, staff will be able to access all the information they need to do their job while avoiding overload.

3. Promote work/life balance: Long hours might seem manageable in the short term. But over time, constant pressure and a poor work/life balance can quickly lead to stress and burnout, reducing people's productivity, performance, creativity and morale. To avoid this, managers can encourage staff to:

- Work sensible hours
- Take full lunch breaks
- Rest and recuperate after busy periods
- Avoid working at weekends - especially from home
- Take their full annual leave

4. Offer flexible working: Giving people some control over where, when and how they work can help everyone be more healthy and productive. For example, it can help an employee manage stress by allowing a later start time twice a week so they can exercise. You can achieve this by creating a flexible working policy.

Flexible working can be a vital early intervention to prevent mental health problems from getting worse and resulting in sickness absence. It can also help staff who've been absent return to work gradually. Wherever possible, senior leaders and managers should be role models for healthier work habits and encourage staff by example.

5. Provide opportunities to develop: Research shows employees need to feel valued, supported and that their work is meaningful. A positive culture that values all staff and invests in their skills and development builds the trust and integrity essential to maintain commitment and productivity levels.

Encourage managers to give staff development opportunities where possible. This can be done in a cost-effective way by using skills and knowledge within the organisation to develop coaching, learning, training and job shadowing opportunities.



Addressing minimum requirement

Core Standard 4 emphasises that it's important to be open about mental health. However, to encourage this open culture, employees must be confident how information they share will be used when talking about their mental health. Policies must be clear and fair to avoid discouraging them from sharing sensitive issues.

Therefore regardless of whether your organisation has a standalone mental health policy or addresses mental health within existing policies, it is important that employees are informed about what they should do when encountering mental ill health. A clear mental health policy establishes a framework for everyone to work within and shows new recruits and current employees that your organisation takes their mental wellbeing seriously.

It is therefore worth considering for this Core Standard the following with regards to any mental health policies your organisation hold:

- How easy is it for an employee struggling with a mental health problem?
- How easy is it for their line manager?
- How easy is it to find out how your organisation will treat them?
- How can you change your policies to encourage those with mental health problems to come forward?



Top tips

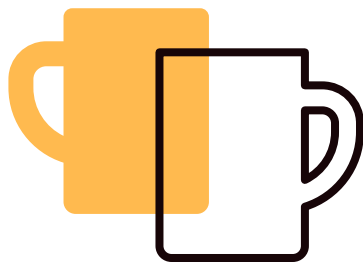
Do you have an Employee Assistance Programme? If so add something here about them. We often find that employers have amazing support that they can offer but people don't take them up on it. You could ask your EAP to come in and do some work around publicising themselves to your staff?

Did you know that our website provides details of different support agencies which you may find useful to print and post on your notice boards/intranet:

timetochangewales.org.uk/en/need-help

Recommendations to the above considerations

We recommend that you use your Champions to feed in to this review of policies, takes a lot of work away from you and helps to keep your policies in touch with the people so to speak. Really good to have a panel of six or seven volunteers who have an experience of mental health problems to feed in to the reviews.



How can you change your policies to encourage those with mental health problems to come forward?

We recommend that you consider including other existing groups that may be running within your organisation. You could proactively recruit for Champions across these groups or consider comms, activities and awareness raising events to complement your inclusion agenda.

An excerpt From the Thriving at Work Report (2017) around the importance of implementing support measures, training to flexible working - all points worth considering and embedding in your Action Plan:

“The mental health standards can and should support all employees and managers. Much of ‘what works’ to support all employees to thrive can be effectively applied to individuals with serious illnesses. If appropriate measures are put in place from day one, and there is a culture and environment where both employee and employer can be open to discussing potential challenges and options, this can reduce fears for both the employee and employer.

We have spoken to employers who shared concerns that employees might feign mental health problems as an excuse for poor attendance or low productivity. We believe that this can be addressed through ensuring that line managers are well trained to have practical and engaging conversations with employees, and create a culture where working with a mental health problem is supported.

Our hope is that the mental health Core Standards will encourage awareness and training amongst those who might find it difficult, but also put in place wider structures and processes which encourage managers to develop skills and understanding of mental health whilst providing alternatives sources of support for employees.

Employers should also recognise that their role goes beyond what happens in the workplace as technology and other factors increasingly blur the line between work and home life. Flexible working can benefit all employees, including those with caring responsibilities.

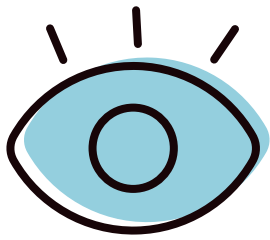
Employers can also play a more significant role in supporting employees through major life events which may include bereavement, problem debt, and relationship breakdown, which can cause or exacerbate mental health conditions.”



Suggested activities to achieve Core Standard 4

Review your current policies to ensure your workplace is supportive of people experiencing mental health problems. E.g. Review your sickness absence policy to ensure this supports both those with physical or mental health related illness.

- Consider implementing a standalone mental health or wellbeing policy to highlight the organisation's commitment to the issue and link to existing policies.
- Integrate case studies into existing policies to highlight to managers and staff how these operate in practice.
- Review your lifecycle of employment, from recruitment, through to returning to work after an absence. Look at every interaction where mental health may come up as an issue and put in place policies to ensure they are positive for your employees.
- Take stock of the support tools your organisation has available and consider how much employees know about these and how to access them.
- Create a permanent space on your intranet or on your sites for people to access information about mental health.
- Signpost to local providers such as peer support groups, NHS services and voluntary sector support.
- Highlight stories of staff members who have benefited from using support services such as your Employee Assistance Programme or policies.
- Consider training Mental Health First Aiders.
- Invite your service providers into the workplace to highlight the support package and allay any fears staff may have about accessing services.



Action Plan activity example

We will also commit to reviewing our policies (e.g. sickness/ absences, equality and diversity) on an annual basis to update accordingly to changes in the needs of colleagues or any legislative changes that are required. This will ensure our policies are suitable for the wider discourse around mental health but are suitable for our employees too.

Addressing minimum requirement

Providing accessible information about mental health and signpost to support services.

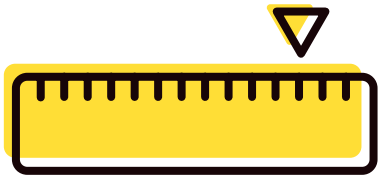
Once you've got your workforce opening up about mental health, it's important to provide information about the subject and enable employees to easily access support services available to them when in need.

The free training that we engaged in was excellent providing awareness and ideas for managers to support staff with their mental health within the workplace.

Awareness days have allowed us to target a wide range of staff at different levels. We have utilised Time to Change Wales Champions to tell their story and support us at events.

We have seen the positive benefits of staff sharing personal experiences of their mental health. For example, at Children's Mental Health Awareness Week, a staff member was happy to share her story on our board. This shows everyone that anyone can be affected by mental health and encourages others to talk openly.

Cardiff & Vale Hospital UHB Paediatrics



Suggested ways to measure for Core Standard 4

To measure impact

Engagement survey results – include questions in employee surveys e.g. (1) 'I achieve a good balance between my work and my private life' (2) 'I have an acceptable workload' (3) 'How frequently do you feel the demands of your current job and/or timescales for delivery of key tasks are unmanageable?'

Consider measuring number of sickness absences relating to mental health including stress-related.

Feedback from exit interviews.

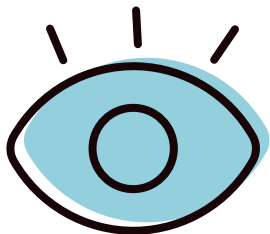
To measure success

Gather evidence formally via your website, strategy, brand.

Gather evidence informally by getting feedback from Time to Change Wales Champions/Mental Health First Aiders, Any disability/wellbeing/health networks.

To measure completion

Monitor workplace risks (e.g. causes of stress identified in HSE Management Standard).



Action Plan activity example

Review the HR sickness procedure including the welcome back process to ensure it supports both the physical and mental health related illnesses in line with guidance. The tools for managers have been updated recently with mental health in mind such as the return to work documents.

Look to have a wellbeing policy that includes mental health so as to demonstrate to employees how EIL supports them.

Discuss with the Equalities and Inclusion strategy group their alignment with mental health and update/support where required.



To further develop your Action Plan consider evaluating the effectiveness of your policies

As policies and procedures work together in service of an organisation, defining goals, the process for organisational action as well as help protect an organisation's interest, it is worth considering if your organisations policies and procedures are effective in supporting your employer's commitment towards breaking down mental health stigma. Below we have included a framework to evaluate your policies and procedures with in terms of how effective they are with regards to mental health.

To evaluate policies

Consider from a process perspective, is the policy based on:

- A thorough consultation process, including consultation with all relevant/key stakeholders such as employees with lived experience of poor mental health.

From a content point of view, does the policy take into account;

- Relevant and available data regarding the mental health care and wellbeing needs of all employees (so is inclusive of all in its approach)?
- Is there evidence of how effective the policies are when compared to other organisations with a similar cultural and demographic patterns?
- Respect for and promotion of equitable opportunities?

Consider what the purpose behind the policy is and what it aims to guide on and then ask does it have;

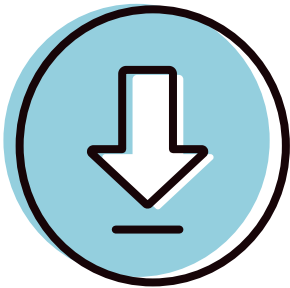
- A clear vision? That is explicit values and principles?
- Clear and realistic objectives that have been thoroughly considered and discussed?
- Areas for action clearly linked and relevant to the main objectives (such as recruitment, sickness and absence, performance; etc.
- Quality improvement; information systems; human resources and training; research and evaluation; and pan organisational collaboration)?



Top tips

Check if your policies are due to be reviewed. If they are why not suggest/work with HR to evaluate how effective your organisations policies are with regards to mental health.

You can also encourage HR to seek consultation and contributions from the champion's network so that lived experience can also be embedded in the updated policies.



List of resources to help you

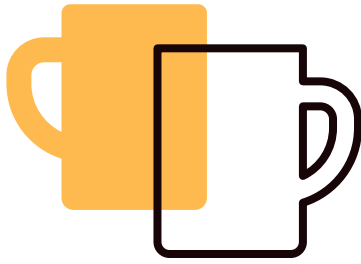
- Thriving at work report 2017.
- mentalhealthatwork.org.uk
A gateway to all available resources both paid for and free.
- Tell the world about your pledge! We encourage you to use social media and send out a press release if you'd like to. You can find a template press release **here**.



Core Standard 5

Promote effective people management through line managers and supervisors.

Core Standard 5 is all about promoting effective people management to ensure all employees have a regular conversation about their health and wellbeing with their line manager, supervisor or organisational leader and train and support line managers in effective management practices.



Promote effective people management through line managers and supervisors

Equipping line managers to have conversations about mental health

It's critical that all of your line managers feel confident having a conversation about mental health with their line reports.

Increasing their capability to spot signs and symptoms in their team, and feel confident in discussing this with those who are struggling will help stop problems before they become more challenging.

Research shows that good line management is linked with good health, wellbeing and improved performance. Meanwhile, poor quality leadership has been linked with stress, burnout and depression. Investing in good management doesn't have to be complex, or expensive. It's often about managers taking simple steps to support staff. Developing a management style that is open, approachable and self-aware goes a long way.

Managers can do this by asking simple, open and non-judgemental questions about a person's mental health.

These can include:

- Regular catch-ups with staff.
- Setting clear priorities.
- Celebrating individual and team successes.
- Involving staff in decision making.
- Flexing management style to suit individual needs.



Time to Change Wales' expectations and minimum requirements to achieve this standard

In order to have your Action Plan approved we would expect to see some minimum requirements met for this Core Standard around promoting effective people management through line managers and supervisors.

We would expect the following to be evidenced in your submission:

An outline of who is responsible for delivery of each activity within your organisation.

Clear timescales and dates for delivery of each mental health activity within your organisation.

An outline of what measurements will be used to monitor and evaluate impact and success.

An outline of how your organisation will ensure managers and supervisors are suitably prepared and educated to have effective conversations with their line reports about their mental health? We suggest making references to training provided, resources made available and ongoing support (internal/external) that can be accessed.

An outline of how your organisation's policies ensure regular opportunities are presented for managers and supervisors to have conversations with line reports about their mental health? We suggest making references to Induction policies/on boarding activities, supervision policies or One-to-One agenda and Appraisal activities.

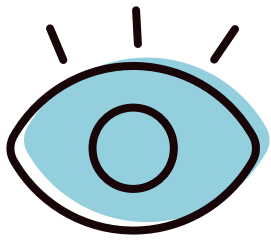
We need to de-medicalize discussion around mental health because the most important factors are the preventative role of line managers and good people management.

Rachel Lewis, Affinity Health at Work, Kingston Business School (Thriving at Work 2017)



Suggested activities to achieve Core Standard 5

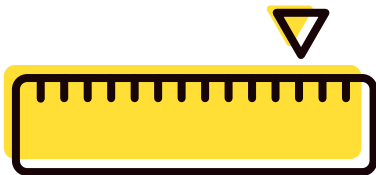
- Organise mental health awareness training for line managers to build knowledge around mental health problems and information on spotting signs and symptoms of mental ill health.
- Deliver training for line managers on how to have an important conversation, with a particular focus on mental health.
- Consider training for line managers to include unconscious bias training, as we all have biases that may influence how we approach situations. Watch this video for a quick tour around unconscious bias in the workplace - video is by Employers.
- Network for Equality and Diversity. You can find the video **here**.
- Integrate mental health into existing training and induction to highlight the topic and demonstrate its okay to raise any issues staff may be facing.
- Provide training on mental health and stress management - including how to spot the signs and how to have supportive conversations.
- Consider how you will train line managers who are reluctant to address mental health issues - non-compulsory training risks only reaching the line managers who are open to talking about mental health.
- Support Line Managers to have clear guidelines for managers on managing mental health issues and encourage and support positive manager behaviours.
- Outline how Line managers could be supported to support people managing more acute mental health illnesses - such as being directly supported by EAP or Occupational Health.
- Use Time to Change filmed workshops to build knowledge around stress reduction techniques.



Action Plan activity example

These training sessions will be held on a bi-monthly basis, and all middle managers are strongly encouraged to attend in order to ensure they're able to provide a certain level of support to their reports. Our CEO will be promoting the value of these training sessions in order to increase participation. The training module will cover:

- The skills and tools to look after your own mental health and avoid burnout.
- Tips for supporting other staff with mental health issues.
- Understanding and applying current government recommendations about mental health in the workplace.
- Common mental health conditions.
- Spotting the early signs of mental health issues.
- Stigma and taboos.
- How to ask the right questions.
- Signposting and support.



Suggested ways to measure for Core Standard 5

To measure impact

Encourage sharing safely – 360 feedback i.e. upward feedback of line managers that feeds into performance management process.

Include questions in employee surveys such as 'How confident would you be in talking to your manager about a mental health problem?'

To measure success

Collect anecdotal feedback and anonymised information from employee health or wellbeing networks.

To measure completion

Exit interviews are a great way to understand what the line management experience and they can provide useful information for individual line managers as well as food for thought for the organisation.



Activities, ideas and considerations to help you develop a strategy beyond the Action Plan

Employers providing support to all employees including line managers

The following diagram from Thriving at Work Report (2017) suggests how support is offered to all employees according to need in order to make the workplace equally accessible, supportive and a culture where employees can thrive. It is crucial that line managers as first port of call for employees are trained and equipped to provide support matched to the need of their line report.

However as with all training, there is a limit to upskilling line managers in order to deal with individual and often complex cases. It is worth considering how your organisation will support line managers on an individual basis where the support needs of a direct report exceeds the skills and training used to upskill and equip line managers in. For example supporting a line manager whose direct report has developed an acute mental health illness and so support needs include a heavier intervention.

We suggest the following is taken into consideration when providing support for line managers when dealing with individual situations where feasible/applicable:

1. Access to an advice line – this could be based in HR and it is understood that the call is information and support seeking and not an escalation.
2. Include a process in any managers guides around how to access support for individual situations.
3. Outline the specifics of HR/Occupational Health support line manager has access to.
4. Communicate Employee Assistance Program and it being also a source of information and support around how to manage people with acute mental health problems.
5. Provide a point of support/extra supervisions/debriefs clarifying that they are to support the manager and not to monitor performance or capability.

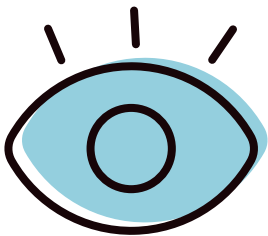
Support for every employee, including those who may be thriving with a long term mental condition support for some individuals who need support from their employer.



Top tips

Making mental health conversations a core part of a line managers responsibility:

- Include mental health and wellbeing into management framework and values of organisation. Values to be about wellbeing and not just results.
- Why not formalise/raise awareness of expectation that all managers discuss wellbeing and workplace risks with their direct reports.
- Additionally you can look to integrate mental health conversations into current annual review processes.
- Another way is to include wellbeing as a measure in manager performance competencies and performance review.
- Encourage senior line managers to role model and share best practice amongst their direct reports who hold line management duties.

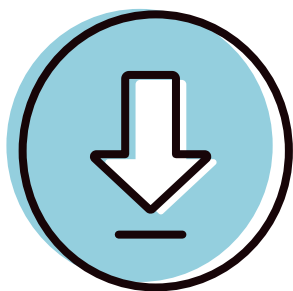


Action Plan activity example

We have identified that managers need support with how to support their direct reports. We think it's extremely important that managers build up an ability to be proactive in their safeguarding their team member's wellbeing and take an active role in supporting them.

However, we also want managers to be aware of the boundaries around support too - e.g. refereeing colleagues for more specialist support. To address this, we want to arrange for all line managers to receive training on how to spot the signs of mental health/stress, feeling comfortable and confident to have conversations about mental health and how to signpost colleagues for support.

This could be delivered internally by one of our Mental Health First Aiders or our shareholder (a Local Authority) who regularly run mental health training for managers.



List of resources to help you

The Mind/Heads Together internet Gateway is a great website to find resources and training for line managers:

mentalhealthatwork.org.uk

We have a useful guide for supporting line managers that you might want to take a look at, click **here**.

You may also want to think about introducing Wellness Action Plans. We use these at Mind and find they are a really helpful tool for all staff. More information can be found **here**.

If you need help with providing support on managing mental health problems. Contact details can be found **here**.

Our local Minds and local Hafal offices across the country can also help source advice and support. Use our online tool to find your local Mind for more information:

mind.org.uk/localminds
www.hafal.org/in-your-area



Core Standard 6

Routinely monitor employee mental health and wellbeing.

Core Standard 6 recommends that employers routinely monitor employee mental health and wellbeing by understanding available data, talking to employees, and understanding risk factors - so in a nutshell taking stock of where you are at as an organisation with regards to stigma and essentially how open your organisation really is.



Routinely monitor employee mental health and wellbeing

Developing a clear picture of the mental health of your organisation helps you understand what affects staff's mental wellbeing and how well you're supporting them. It also lets you assess whether your approach is effective and supports you to plan further improvements. Achieving this may sound complicated. But if you already ask your staff about their experiences, perceptions and how they manage their mental health - formally or informally - you've probably got a lot of the information already. Think about how you could adapt the tools you already use - like staff surveys, HR data and appraisals. Putting relevant questions into these existing tools will help you build a comprehensive picture, without creating extra work.



Time to Change Wales' expectations and minimum requirements to achieve this standard

In order to have your Action Plan approved we would expect to see some minimum requirements met for this Core Standard around routinely monitoring employee mental health and wellbeing. We would expect the following to be evidenced in your submission:

An outline of who is responsible for delivery of each activity within your organisation.

Clear timescales and dates for delivery of each mental health activity within your organisation.

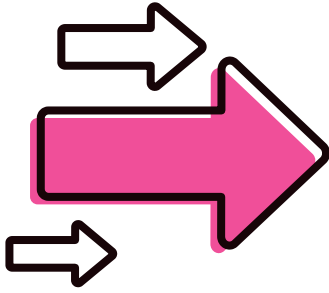
An outline of what measurements will be used to monitor and evaluate impact and success.

Details of who will be appointed as the lead/s within your organisation who has overall responsibility for the implementation, evaluation and subsequent review of this Action Plan? It does not have to be an individual and could be led by working groups or committees that might also have ownership of/significant stake in the delivery of this plan.

A description of what mechanisms your organisation currently uses to monitor and evaluate employee mental health and wellbeing? Please include details of any surveys that will be deployed with specific reference to the sort of questions to be included and any of the performance measures outlined in this document that will be drawn from this research.

Does your organisation record and monitor sickness absence in relation to mental health problems and stress? We suggest you make reference to what is recorded through your HR systems and how this data is monitored, reviewed and determines organisational action e.g. the data is used to inform actions at a Wellbeing Committee.

Provide an outline on how you will monitor the impact of the deployment of your Time to Change Wales Employer Action Plan in your organisation. Time to Change Wales will be in contact at key stages in your journey over the next 12 months.



Suggested actions to embed accountability and the ability to routinely monitor employee mental health and wellbeing

Establish a cross-functional group to take forward the mental health agenda within your workplace. (This could be the aforementioned working/steering group made up of people with lived experiences of mental health).

Decide who will have oversight of implementing the Action Plan and carefully choose someone who can bring together departments to work collaboratively.

Ensure that you embed the consideration points from Core Standard 1 – testing as those consideration points will help you to not only think about impact but also reach with that impact.

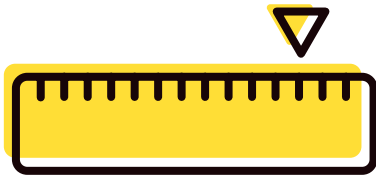
Share your Action Plan with your Employee Champions once you have recruited them and think about how you will communicate with your Champions on a regular basis.



Top tips

A key part of Core Standard 6 is to take stock of where the organisation is at in terms of stigma around mental health. To help you take stock you would need to think about the following:

- How you can measure current data on mental health within your workplace, e.g. absence and disclosure rates so you can measure the impact of your Action Plan. Think about your base line and the approaches you will use (referring back to Core Standard 1 - evaluation plan).
- How to improve your ability to understand your employees' wellbeing levels by including questions in staff surveys.
- Do a midyear staff survey to check in around wellbeing especially if there is a higher staff turnover/migration.
- Develop an internal sharing good practice forum if in a large organisations where different regions/local services implement different approaches etc.
- Consider developing a case study to showcase what you were able to deliver successfully and what you found challenging and how you overcame challenge.



Suggested ways to measure for Core Standard 6

To measure impact

Always remember that whilst data is important for prompt conversations and actions it is never as powerful as inspirational stories. Context is key.

To measure success

Use data collected to assess performance against all standards of this guide and Action Plan.

To measure completion

Consider focusing on soft measures e.g. team discussions, behavioural measures versus access to services.

Clarify and set what can be identified as/represents low, good or high engagement in your organisation.

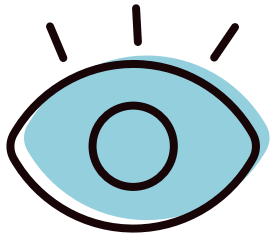
Focus on measuring outcomes and experience and build into context of business change.

Assess GDPR implementation impact (May 2018) on confidentiality, regulatory requirements, conduct implications, impact of poor disclosure and culture impact.

The importance of signing the Time to Change Wales Pledge allows our people to feel supported in the knowledge their organisation has an ongoing commitment to supporting employee mental health. The importance of senior level buy-in is an absolute must. Without this there is no leadership and direction for the action plan. The most effective way to raise awareness of mental health in our organisation has been to hold regular events and regular conversation. This is all about cultural change so the conversation around mental health needs to be consistent. Staff sharing personal experiences of their mental health have had a fantastic response with thanks and offers of support from other staff.

The benefits of equipping senior staff and line managers to have conversations about mental health with their staff has allowed people to feel able to speak when they may otherwise have kept how they felt to themselves. There has been reduction in absence due to anxiety stress and depression.

SSE



Action Plan activity example

Measuring Success

To measure the success of our Action Plan, we will look at the following areas:

- The number of calls to our Employee Assistance Programme.
- The number of colleagues who contact a Mental Health First Aider.
- Referrals to Occupational Health.
- Absence and sickness levels.
- Feedback and attendance figures during Mental Health Awareness Week.



Activities, ideas and considerations to help you develop a strategy beyond the Action Plan

How to take stock of stigma on different levels

Taking stock at an organisational level

Taking the time to develop your Action Plan will enable you to take stock of stigma levels in your organisation as you think about how to break it down as recommended by the Core Standards.



Taking stock of stigma at a team level

Regularly carrying out mental health audits is a great way to monitor this. If your organisation has a staff survey, which asks about employee experience, organisational culture and mental health, you may be able to gather information about your team's experience of mental health and wellbeing.

- With HR support, you could take this further, by holding a session at a team meeting. You could ask your team:
 1. What they think a mentally healthy team looks like.
 2. What they already do well to promote good mental health.
 3. How you can build on this together.
 4. If anything is having a negative impact on the team's mental wellbeing.
- Ask team members to group these issues under the following headings:
 1. What do we have control over?
These can then be captured as part of your Action Plan.
 2. What can we influence?
These can then be captured as part of your Action Plan.
 2. What issues are beyond our control or influence?
These can be captured as an issue that needs to be acknowledged but cannot be mitigated against at the present time although it may well be something that can be influenced or controlled in the future.

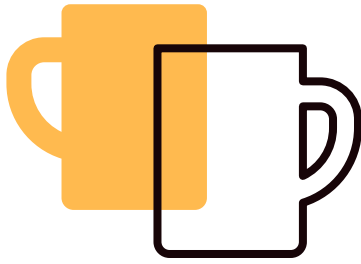


Taking stock of indicators present in the workplace that tend to be triggers of poor mental health

Typical workplace triggers for stress and mental health problems include:

- If employees routinely work long hours and take no breaks.
- If there is unrealistic expectations or deadlines.
- Overly pressurised working environments.
- High-risk roles.
- Lone working.
- Employees feel unable to use annual leave.
- Unmanageable workloads or lack of control over work.
- Poor managerial support.
- A poor physical working environment.
- Bullying.
- Poor relationships with managers.
- Poor relationships with colleagues.
- Poor internal communication.
- Job insecurity or poorly managed change.
- Financial worries.

Any of the above if routinely present for employees, then there is a risk that employees are vulnerable to poor mental health with an added risk of stigma preventing people to have those open conversations and accessing much needed support and/or appropriate workplace adjustments.



How to take stock at an individual level

Regular one-to-one meetings and catch-ups are a great place to ask your staff how they're getting on. Doing so regularly will help build trust and give employees a chance to raise problems at an early stage.

Ask your team members how one-to-ones can be tailored to suit their needs. Employees should also be able to request a meeting outside the normal schedule if they need to discuss anything important. Regular one-to-ones have significant benefits for employers, employees and the bottom line.

Benefits of one-to-ones

- Boosts employee engagement and builds mutual trust.
- Identifies issues early, so employees can get the support they need.
- Ensures employee wellbeing is monitored throughout the organisation.



Top tips

Managers can help by:

- Encouraging staff to speak regularly about how they're doing, and explore with them what might be impacting on their mental wellbeing.
- Ensuring appraisal and supervision procedures cover mental wellbeing and stress, and give employees permission to talk about home as well as work issues.
- Maintaining regular, clear lines of communication with all staff, especially those working in isolation - for example, with monthly team meetings or regular phone catch-ups.



How to create an evaluation plan

Monitoring and evaluating activities and deliverables is primarily about understanding where the organisational culture is at and what impact Action Plan activities might have had on it.

By having an evaluation plan that sits alongside your Action Plan ensures that your organisation's mental health journey is mapped and evaluated at every point, findings which can help you decide the following:

- How you need to move forward.
- Whether you need to change the approach of delivery.
- Whether you need to do more targeted activity.
- Whether you need to adapt the delivery to suit differing audience need.
- Whether you need to discard elements completely as they are not being engaged with at all.

Scenario for thought

An organisation upon evaluating their activities found meaningful engagement with MH activity was high in Region A amongst employees but not for senior management teams, in Region B activity and engagement was higher amongst employees and senior management teams and Region C had more engagement and activity amongst senior management teams but not amongst employees.

The Employer wanted to know why there was such gaping differences in engagement between the regions and between some senior teams and employee teams.

The Employer realised that to really make a difference they had to consider delivering more targeted activity to help struggling parts of the organisation progress.



Some evaluative questions the employer can ask to find out why

- Why is Region B more successful in engaging both audiences compared to A and C?
- Are there any similarities to what Region B is doing with A and C (where A and C have success amongst one audience).
- What regional challenges and barriers might exist for Regions A and C.
- Is Region A and B similar in terms of employees and how they work compared to C and vice versa re Region A and C with regards to success amongst senior managers.
- What would need to be done specifically in Regions A and C to bring it in line with overall organisational progress.
- Are there groups of employees that aren't engaging as much as others and if not why not.

Another important reason for evaluation is that activities can be tailored to be pitched correctly to employees and encourage engagement.

Be part of Time to Change Wales' movement for change in workplace mental health.



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