

# CMHA GUIDE: ‘THRIVING AT WORK’



LAUNCH 



# FOREWORD

We are delighted to introduce our **‘CMHA Guide: Thriving at Work’** framework which has been created collaboratively with our members, for our members. The guide is based on the Stevenson/Farmer ‘Thriving at Work review of mental health and employers’. It was published in October 2017, following an independent review into how employers can better support the mental health of all people currently in employment. CMHA members value and have embraced the recommendations contained within the review, and believe this guide will help assist members achieve best practice and help develop their future direction and leadership to support the mental health of all their people.

***Nigel Jones, CMHA Chair***

The CMHA Guide is a significant step towards starting this journey and we look forward to continuing the work with you all.

In producing this guidance, we are grateful to:

***Paul Farmer, Chief Executive, MIND***, who said:

“It’s good to see CMHA embrace the Thriving at Work recommendations and produce a framework that can be used on a real and applicable level for all their members. I look forward to seeing the framework develop and the journey progress.”

***Peter Cheese, Chief Executive, CIPD***, who has been extremely supportive and who said:

“It’s fantastic to see CMHA develop a step by step approach to considering what the standards mean to their organisations collectively and I look forward to seeing how the framework evolves. We hope that it helps to influence other organisations to adopt a similar approach.”

And finally, a special thanks to PwC for the design and production of this excellent document and to:

***Sarah Churchman OBE, Chief Operating Officer, Inclusion and Wellbeing, from PwC*** who said:

“It has been our pleasure to both contribute to the ideas contained within the framework and to support the design of the document. We feel this is an important tool which will help us ensure we deliver the standards, achieve best practice and help continue to develop our mental health strategy further.”

**We would also like to thank all members for their contributions, and additionally to BNY Mellon, Goldman Sachs and Legal & General who assisted with the final drafting of the document.**

# INTRODUCTION

## THE STEVENSON/FARMER THRIVING AT WORK REVIEW OF MENTAL HEALTH AND EMPLOYERS

This report was published in October 2017 following an independent review into how employers can better support the mental health of all people currently in employment. Employers were the focus of the review, being identified as able to have the greatest impact in the workplace by helping to create a positive and supportive workplace culture, free from stigma. Included in the review are six core and four enhanced standards that contain recommendations that employers can implement to ensure they are helping their employees thrive in the workplace. The standards are drawn from best practice, and, as far as possible, are evidence based. They are a framework for a set of actions with the core standards being capable of being implemented quickly by all organisations and the enhanced standards, being a more ambitious set of actions for employers who can do more to lead the way.

City Mental Health Alliance (CMHA) believe the recommendations are extremely important as they are critical in shaping a culture of openness. Our members aspire to excelling in all areas and experience tells us that a mental health and wellbeing strategy will typically take 18 months from inception to delivery.

## CMHA RESEARCH OUTCOMES

Findings from our recent CMHA 'Mental health: Inside our City' report showed that our people value:

1. Visible leadership to put mental health on the workplace agenda, access to peer support and stories of hope and recovery.
2. Our members are investing more in workplace mental health than most employers – and it seems to be paying off.

3. People notice and value commitment to mental health where they work, expressing more positive views than those in other organisations about the workplace environment related to mental health.
4. However, too many people continue to face several workplace challenges which could pose risks to their wellbeing – highlighting areas we need to continue to work together to tackle our members shared information on how they recognise and respond to risks, and further work is continuing within the Alliance, using the results of the data project to inform action.
5. Many staff are working through periods of poor mental health and/or living with longer-term mental health conditions, and they generously shared their experience and suggestions for improved support to others in these situations.

## 'HOW TO USE THIS TOOL'

Members were keen to develop a specific framework focusing on interventions and practices that large City corporates employing 500+ employees are able to implement to help them assess themselves against the standards and which can be used as a benchmarking, self-assessment tool. In this document we have shown which practices and interventions we view as committed, achieving or excelling and examples are given throughout to refer to. A key to the grading is provided on the following page.

The document is intended as a reference guide and will be followed up with a benchmarking tool for self-assessment which will be released during the summer. We envisage this tool to be a 'living' document, that will evolve over time as we review the accuracy of the grading system, experience learnings from its implementation and incorporate new measures as members' strategies mature. We propose to conduct an informal feedback review in October (one year since the Thriving at Work report was published), and annually thereafter.

We hope that you find the tool useful and welcome any feedback members may have.

<p>CORE STANDARD 1</p> 	<p>CORE STANDARD 2</p> 
<p>CORE STANDARD 3</p> 	<p>CORE STANDARD 4</p> 
<p>CORE STANDARD 5</p> 	<p>CORE STANDARD 6</p> 
<p>ENHANCED STANDARD 1</p> 	<p>ENHANCED STANDARD 2</p> 
<p>ENHANCED STANDARD 3</p> 	<p>ENHANCED STANDARD 4</p> 

# KEY TO GRADINGS:



## COMMITTED

have pledged to deliver this standard and identified resources and a plan to do so



## ACHIEVING

are delivering on standards and are measuring outcomes in order to inform progress



## EXCELLING

already measuring outcomes as well as being creative and demonstrating new ideas and ways of working/thinking



# CORE STANDARD 1

 BACK TO PREVIOUS

Produce, implement and communicate a mental health at work plan that promotes good mental health of all employees and outlines the support available for those who need it.

## SUGGESTED INTERVENTIONS/PRACTICES TO ACHIEVE STANDARD



Develop a Mental Health at Work plan to promote mental health and access to support for those who need it.  
AND/OR Embed mental health in Health at Work plans including mental health promotion and access to support for those who need it.

Provide factsheets on in-house support provided, health and wellbeing options and information about keeping healthy.

Ensure communication content is provided by various means (e.g. website, forums, networks, emails, posters, marketing campaigns) and is easily accessible by all stakeholders.



Provide mental health training to raise awareness and improve understanding.

Produce consistent, regular internal and external narrative which aligns to recruitment, competency frameworks and is part of an organisation's developing culture or values and part of broader wellbeing plan.



Use case studies and mental health champions or mentors as role models and to promote relevant support mechanisms and strategies.

Tailor communications about the mental health at work plans to suit different audiences, (i.e. Board, HR, resource groups, employees) and align to their priorities.

## MEASURING SUGGESTIONS:

- Monitor employee awareness of plan via feedback i.e. surveys, people comments, focus groups, staff networks and unions
- Integrate into business areas and team planning process.
- Track inclusion in key employee processes (e.g. induction) and communications.
- Carry out spot checks to check employee understanding.
- Include questions in employee surveys which will allow benchmarking against others e.g. 'In your opinions, how well does your organisation support staff wellbeing and resilience?' CMHA survey question 2/Civil Service people survey





# CORE STANDARD 2

 BACK TO PREVIOUS

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

## SUGGESTED INTERVENTIONS/PRACTICES TO ACHIEVE STANDARD



Ensuring mental health and wellbeing information is easily accessible through a variety of means e.g. desk drops, website clicks, security passes and screensavers.

Use existing campaigns (e.g. Mental Health awareness week) and resources to raise mental health issues at work.



Deliver mental health awareness marketing/campaigns and promote conferences, training, and events to raise mental health issues.

Introduce information about company's commitment to mental health and signpost related information, tools and support at induction.



Encourage sharing of stories of mental health challenges and recovery from leaders and others in different levels/roles across the organisation.

Cascading information raising mental health awareness and promoting support available from local leadership and encouraging teams to attend mental health meetings, events or training.

Target other life-time events (new parents, carers, late career) with tailored mental health updates.

## MEASURING SUGGESTIONS:

- Monitor attendance, visits to websites, clicks, emails being opened.
- Gather evidence formally and informally, e.g.
  - Formally – website, strategy, brand
  - Informally – mentoring, MHFA champions, disability/wellbeing/health networks, family mental health issues
  - Other – charity partners
- Include questions in employee surveys which will allow benchmarking against others e.g. 'Do you think your organisation has an inclusive working environment in which staff are encouraged to talk openly about mental health problems?' CMHA survey Q4/CIPD Mental Health Employee Outlook/Civil Service People survey





# CORE STANDARD 3

 BACK TO PREVIOUS

Encourage open conversations about mental health and the support available when employees are struggling, during the recruitment process and at regular intervals throughout employment, offer appropriate workplace adjustments to employees who require them.

## SUGGESTED INTERVENTIONS/PRACTICES TO ACHIEVE STANDARD



Organisation training plan to include:

- mental health skills
- training for line managers
- Disability/mental health awareness training for recruitment interviewers including graduate schemes
- Return to work mental health training for managers to enable them to help integrate individuals back into team for an effective and successful return to work



Use campaigns such as 'This is Me' and 'Green Ribbon campaign' (or similar ) to share stories and raise awareness.

Encourage/offer confidential discussion between managers, employers and relevant experts (e.g.. Occupational Health, other medical services and HR) about reasonable adjustments for individuals. See Annex B of Thriving at Work Review [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf)



Encourage colleagues who have disclosed mental health to provide feedback on their experience.

Use tools to develop tailored recovery and resilience plans (e.g.. Wellness Recovery Action Plan or similar) for returners and those with diagnosed health conditions.

## MEASURING SUGGESTIONS:

- Measure attendance of non-mandatory mental health training and events.
- Gather qualitative information from training.
- Identify areas for improvement where additional training and awareness raising initiatives may be required.
- Include questions in employee surveys which will allow benchmarking against others e.g. 'In your opinion, how well does your organisation support employees who experience mental health problems?' (CMHA survey Q5/CIPD Mental Health Employee Outlook /BITC Employee Mental Wellbeing survey)
- Absence management data with mental health specific categories included.
- Retention/return to work rates for people with diagnosed mental health conditions.





# CORE STANDARD 4

 BACK TO PREVIOUS

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

## SUGGESTED INTERVENTIONS/PRACTICES TO ACHIEVE STANDARD



Work with a variety of internal partners e.g. HR and Comms and external suppliers to ensure healthy living is encouraged e.g. healthy eating and exercise campaigns and to promote wellbeing and resilience resources e.g. stress management, time management, mindfulness.

Have an agile working policy and deliver technology that supports this. Promote access to formal and informal flexibility where feasible (dependant on job role e.g. may not be as suitable for customer facing job roles).



Implement a resilience and wellbeing programme and events to raise awareness and uptake.

Share best practice stories and encourage staff to support each other.

Raise awareness of workplace risks (e.g. stress, long-hours, bullying) and support available to mitigate risks/support employees.



Leadership to role model healthy behaviours including taking regular breaks throughout the day, using their vacation and encouraging others to do the same.

Identify and take action on hot-spots where workplace conditions are potentially harmful to mental health.

Monitor self-reported experience of workplace risks (e.g. prolonged exposure to stress, unmanageable workloads, bullying or harassment).

## MEASURING SUGGESTIONS:

- Monitor workplace risks (e.g. causes of stress identified in HSE Management Standard).
- Engagement survey results – include questions in employee surveys which will allow benchmarking against others e.g.
  - ‘I achieve a good balance between my work and my private life’ (CMHA survey Q7/Civil Service people survey)
  - ‘I have an acceptable workload’ (CMHA survey Q8/Civil Service Survey)
- ‘During the past 12 months, have you personally experienced bullying or harassment at work? (CMHA survey Q21/BITC Employee Mental Wellbeing survey)
- ‘How frequently do you feel the demands of your current job and/or timescales for delivery of key tasks are unmanageable?’ (CMHA Q24)
- Sickness absences, including stress-related
- Employee turnover
- Exit interviews





# CORE STANDARD 5

BACK TO PREVIOUS

Promote effective people management to ensure all employees have a regular conversation about their health and well-being with their line manager, supervisor or organisational leader and train and support line managers and supervisors in effective management practices.

## SUGGESTED INTERVENTIONS/PRACTICES TO ACHIEVE STANDARD



- Include wellbeing in staff induction.
- Offer resilience training to all employees.
- Provide support for line managers e.g.
  - Advice line
  - Managers guide
  - HR support
  - Communicate EAP and staff counsellors to enable line managers to promote to staff



- Include mental health and wellbeing into management framework and values of organisation. Values to be about wellbeing and not just results.
- Offer range of mental health training for managers e.g.
  - MHFA (2-day training and 1 day line manager equivalent or shorter courses)
  - Embed 'wellbeing' into all management level training
  - Difficult conversations



- Formalise/raise awareness of expectation that all managers discuss wellbeing and workplace risks with their direct reports.
- Integrate into current annual review processes/Include wellbeing as a measure in manager performance competencies and performance review.
- Encourage line managers to role model and share best practice.

### MEASURING SUGGESTIONS:

- Exit interviews
- 360 feedback i.e. upward feedback of line managers that feeds into performance management process.
- Collect anecdotal feedback and anonymised intelligence from employee health or wellbeing networks.
- Include questions in employee surveys which will allow benchmarking against others e.g. 'How confident would you be in talking to your manager about a mental health problem?' (CMHA survey Q6/BITC Employee Mental Wellbeing survey/Civil Service People survey)





# CORE STANDARD 6

 BACK TO PREVIOUS

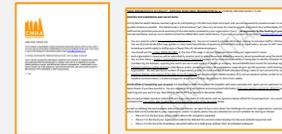
Routinely monitor employee mental health and wellbeing by understanding available data, talking to employees, and understanding risk factors.

## SUGGESTED INTERVENTIONS/PRACTICES TO ACHIEVE STANDARD



Hold HR quarterly meetings with health providers of wellbeing services to understand data and identify enhancements to existing programmes and practices.

Identify what data to collect e.g. CMHA organisational and employee surveys that were used to inform the Mental health: Inside our city workplaces report



Include data related to mental health risks in Risk register which is completed bi- annually and reported at risk committee.

Networking and benchmarking e.g. making use of what is known about what good looks like e.g. benchmarking within CMHA membership.



Include mental health data in divisional score cards. Use data to drive programming and guide topic content of actions required.

Include mental health and wellbeing data reporting at regular Board meeting agenda.

Implement a short-term absence management system to monitor and measure mental health related sickness absence in more consistent ways.

Improve processes for managing longer-term absence related to mental health including tracking return to work and retention post return.

## MEASURING SUGGESTIONS:

- Use data collected to assess performance against all standards in this framework.
- Focus on soft measures e.g. team discussions, behavioural measures versus access to services.
- Set internal measures to identify what is low, good or high engagement.
- Focus on measuring outcomes and experience and build into context of business change.
- Use data to prompt conversations and actions but don't replace inspirational stories. Context is critical.
- Assess GDPR implementation impact (May 2018) on confidentiality, regulatory requirements, conduct implications, impact of poor disclosure and culture impact.





# ENHANCED STANDARD 1

BACK TO PREVIOUS

Increase transparency and accountability through internal and external reporting, to include a leadership commitment and outline of the organisation’s approach to mental health.

## SUGGESTED INTERVENTIONS/PRACTICES TO ACHIEVE STANDARD



Include mental health in company’s annual report a statement of your commitment to mental health, what you are doing in this area and how this fits into the organisation’s overall strategy.



**BUILD ON CORE STANDARDS (PARTICULARLY 1, 4 AND 6) PLUS:**  
Include in company recruitment and career information.

Make use of relevant indices and comparators to evaluate and report on own performance.



Assess annual report against FTSE 100 annual reports to assess/benchmark against others.

Identify ways of tackling and measuring presenteeism at organisational and local levels.

## MEASURING SUGGESTIONS:

- Collect data internally through engagement surveys.
- And/or
- Commission external suppliers to carry out internal staff surveys to produce data on wellbeing including mental health.
- Measure outcomes of preventative activities that are carried out in core standards and assess how well they work (NB: it’s notoriously difficult to measure impact of prevention but could measure uptake at least).
- Include customer/client mental health initiatives as part of reporting.
- Use CMHA as an external audience – reporting mechanism





# ENHANCED STANDARD 2

BACK TO PREVIOUS

Demonstrate accountability by nominating a health and wellbeing lead at Board or Senior Leadership level, with clear reporting duties and responsibilities

## SUGGESTED INTERVENTIONS/PRACTICES TO ACHIEVE STANDARD



Visible leadership involvement in Social gatherings/events for leaders to meet and share best practice e.g. CMHA networking events.



Determine frequency that mental health and wellbeing is on agenda at board meetings.

There is board representation for mental health i.e. mental health lead which is represented by business and client facing people.



Include mental health on agenda when meeting both internal and external business leaders.

Wellbeing and mental health issues becomes part of general high-level discussions on strategy and its implementation.

## MEASURING SUGGESTIONS:

- Use data to drive accountability internally and externally.



# ENHANCED STANDARD 3

Improve the disclosure process to encourage openness during recruitment and throughout, ensuring employees are aware of why the information is needed and make sure the right support is in place to facilitate a good employer response following disclosure

## SUGGESTED INTERVENTIONS/PRACTICES TO ACHIEVE STANDARD



BUILD ON CORE STANDARDS (PARTICULARLY 2, 3 AND 5 which cover issues raised by employee survey as important for encouraging disclosure)

PLUS:

Anonymous disclosure processes i.e. equal opportunity forms, pre- and post-recruitment questionnaires and engagement surveys.

Involve occupational health in disclosure process.



Improve understanding of disclosure process and consider changing language.

Ensure there is a robust recruitment and induction process which includes opportunity for disclosure and encouraging open conversation.



Monitor occupational health recommended adjustments and offer health assessments every 2 years.

## MEASURING SUGGESTIONS:

- Data from pre-employment information and from health provider (looking for higher disclosure correlating with positive experience of support/response).
- Include questions in employee surveys which will allow benchmarking against others:
- E.g. CMHA survey Q6/BITC Employee Mental Wellbeing survey/Civil Service People survey: 'How confident would you be in talking to your manager about a mental health problem?'
- E.g. CMHA survey Q17/CIPD Mental Health Employee Outlook survey: 'Have you experienced mental health problems while working for your current employer?' and follow-on questions about disclosure
- External benchmarking by providers





# ENHANCED STANDARD 4

 BACK TO PREVIOUS

Ensure provision of tailored in-house mental health support and signposting to clinical help, including digital support, employer-purchased Occupational Health or Employee Assistance Programmes, or NHS services, amongst other sources of support.

## SUGGESTED INTERVENTIONS/PRACTICES TO ACHIEVE STANDARD



Provide access to preventative and early interventions, preferably through self-referral e.g.

- EAP
- Mental Health First Aiders
- Online resources



Offer training in:

- E-learning e.g. Samaritans 'well-being in the city' training
- LM specialist training for HR
- Resilience training
- Devise training to be delivered in a variety of ways to address employees different learning styles i.e. webinars, bespoke, flexible – not a template

Provision of/referral to mental health support for individuals experiencing problems through variety of ways e.g.

- (On site) counsellor
- Psychological support
- On line resources
- Off-site service provision
- Primary care/GP
- Occupational health
- Onward referral to specialist services.



Share information with other CMHA members about support offered and best practice, what is working and where improvements need to be made.

## MEASURING SUGGESTIONS:

- Through staff surveys including work life balance and respect.
- Measure understanding before and after training sessions.
- Measure impact of services and employees experience and feed into strategy.
- Subjective measures – self reporting, including questions in employee surveys which will allow benchmarking against others:
- E.g. CMHA survey Q5/CIPD Mental Health Employee Outlook/BITC Employee Mental Wellbeing survey: 'In your opinion, how well does your organisation support employees who experience mental health problems?'
- Sickness absence rates.
- Retention/return to work for people with diagnosed MH problems



# APPENDICES

# APPENDIX 1: RESOURCES

**BITC Mental Health for Employers Toolkit:**  
<http://wellbeing.bitc.org.uk/all-resources/toolkits/mental-health-employers>

**CMHA help and advice lines:**  
<http://citymha.org.uk/help-and-advice-lines/>

**CMHA Wellbeing fact sheets and tips:**  
<http://citymha.org.uk/well-being-fact-sheets-and-tips/>

**CMHA Mental Health: inside our City workplaces report:**  
<http://citymha.org.uk/wp-content/uploads/2017/11/MH-Inside-our-City-Workplaces-Report-Nov.17.pdf>

**Five Ways to Wellbeing:**  
<http://neweconomics.org/2011/07/five-ways-well-new-applications-new-ways-thinking/?lost=true& sf s=+projects+++five+ways+to+well+being?ctald=+workplace+mental+health+at+work+taking+care+of+yourself+five+way s+to+wellbeing+slices+text+>

**Fit-for-Work Recognising Work-related Stress:**  
<http://fitforwork.org/blog/recognising-work-related-stress-staying-alert-tips-for-employers>

**Lord Mayor’s This is Me campaign:**  
<https://www.thelordmayorsappeal.org/a-healthy-city/this-is-me/>

**Lord Mayor’s Green Ribbon campaign:**  
<https://www.thelordmayorsappeal.org/a-healthy-city/the-green-ribbon/>

**MHFA Address Your Stress toolkit:**  
<https://mhfaengland.org/mhfa-centre/campaigns/mhaw2018/>

**MHFA England's Shift Line Managers' Resource:**  
<https://mhfaengland.org/line-managers-resource/>

**MHFA Take 10 Together:**  
<https://mhfaengland.org/mhfa-centre/resources/for-workplaces/>

**Time to Change mental health awareness calendar:**  
<https://www.time-to-change.org.uk/get-involved/tackle-stigma-workplace/make-impact-your-workplace/mental-health-calendar>

**Stevenson/Farmer Thriving at Work Review of mental health and employers:**  
<https://www.gov.uk/government/publications/thriving-at-work-a-review-of-mental-health-and-employers>

**Mind’s workplace support resource:**  
<https://www.mind.org.uk/work>



For more information about the  
**City Mental Health Alliance,**  
email us at [cmha@citymha.org.uk](mailto:cmha@citymha.org.uk)