

DO WORKPLACE HEALTH RIGHT

WHY HEALTH, MENTAL HEALTH & WELLBEING IS A BOARD ISSUE

FRAMEWORKS TO BUILD IMPACT AT AN ORGANISATIONAL LEVEL

with

AMY MCKEOWN



Cyprus
Human Resource
Management Association

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Ktima Koushioumis Nicosia

Envisioning Tomorrow's Workplace

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ABOUT AMY

Amy is an award-winning Mental Health, Health & Wellbeing and Women's Health consultant with more than 20 years of unparalleled experience. She coaches organisations of all sizes, putting into place evidence based, measurable and sustainable strategies which are as innovative as they are effective.

Previous clients include FTSE 100s, EU Parliament, Gant, Silvercloud

As an employee I led the creation and implementation of EY's UK health, mental health and wellbeing strategy (14,000 people)

Amy McKeown

www.amymckeown.com
amy@amymckeown.com

Linked In





AGENDA

- HEALTH, MENTAL HEALTH & WELLBEING IN THE WORKPLACE
- WHAT DO BOARDS NEED TO DO?
 - GOVERNANCE
 - ORGANISATIONAL PERFORMANCE
 - EXTERNAL FOCUSES
- WHAT DOES GOOD LOOK LIKE?
 - FRAMEWORKS TO CREATE IMPACT

HEALTH, MENTAL HEALTH & WELLBEING IN THE WORKPLACE

GLOBAL HEALTH LONG TERM TRENDS

Rise in chronic disease	<ul style="list-style-type: none"> ▶ Chronic disease rates are soaring ▶ Illnesses are more manageable – but at increased cost
Changing demographics	<ul style="list-style-type: none"> ▶ An aging workforce changes needs of employees, ▶ More women in the workforce
Changing attitudes	<ul style="list-style-type: none"> ▶ People are talking more openly about health ▶ A societal shift in talking about mental health ▶ The healthcare digital revolution ▶ Work-life balance more important
Government Pressures	<ul style="list-style-type: none"> ▶ Prevention rather than cure as the strain on health care systems becomes critical ▶ There is increasing legislation for regulation & minimum standards ▶ Labour productivity is a key economic growth factor and record illness rates
Corporate Social responsibility and Competition	<ul style="list-style-type: none"> ▶ Corporate Social Responsibility has become a key issue – the ‘S’ of ESG or CSR ▶ Employee health benefits are increasingly necessary in an Employee Value Proposition ▶ Increasing legislation for transparency in non-financial issues in company's annual report

MENTAL ILLNESS NUMBERS

301 million people lived with anxiety and 280 million with depression in 2019

703 000 people died by suicide in 2019

12 billion working days are lost every year to depression and anxiety

4/5 people have reported some form of stress related absence in last year

Only 56% of employees were comfortable talking about mental health such as anxiety or depression

69% employees have experienced mental ill health because of work at some point

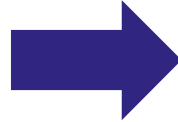
WHO: Mental Health at Work Policy Brief

<https://www.bitc.org.uk/what-if-your-job-was-good-for-you/>

US \$1 trillion cost to global economy due to depression and anxiety, predominantly from lost productivity

EVIDENCE SHOWS THAT WORK AFFECTS WELLBEING

‘Healthy jobs’ =
Higher Wellbeing =
SAFER, LOYAL AND
PRODUCTIVE people



<https://whatworkswellbeing.org/>

1. People work for People:

- **People and Relationships**

2. We need to feel safe:

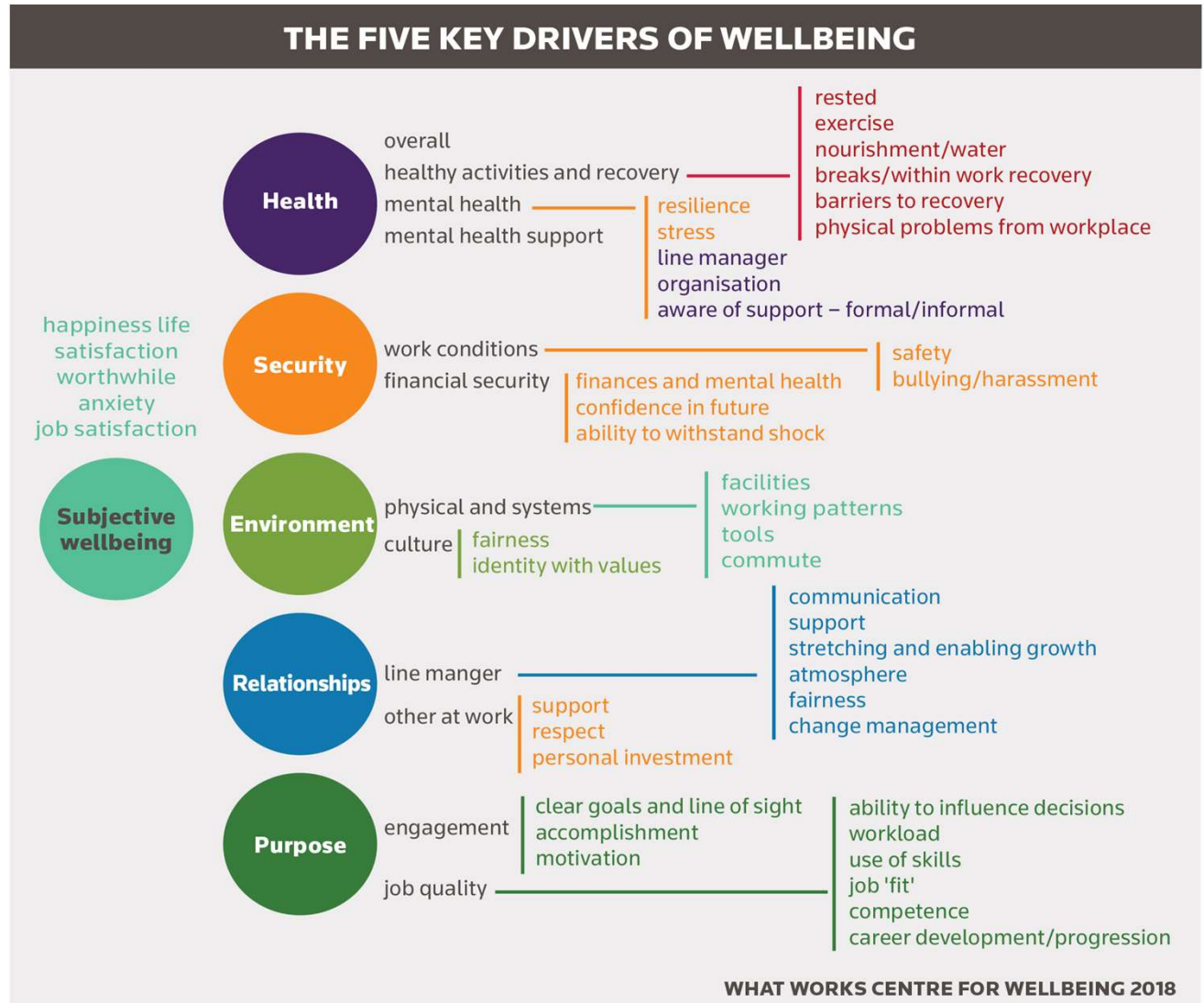
- **Security & Environment**

3. We need to feel fulfilled:

- **Purpose**

PRODUCTIVITY

PROFITABILITY



WORKPLACE WELLBEING STRATEGIES OR PROGRAMMES ARE NO LONGER OPTIONAL OR 'NICE TO HAVE'

All organisations are already spending money on health & mental health

Needs to be a core part of an Employee or People Value proposition

- Employee Expectations (Millennials, Post Pandemic)
- The move to hybrid working models
- Attrition / long term sick / long term chronic illness / suicide

- **Understand that more is needed than 'awareness raising' / stigma**
- **Create a 'whole organisational' approach to change culture**

- **See it as a way of driving organisational resilience**
- **Use as a Leading Indicator and driver for performance & profitability**
- **Investors are taking note**

ROLE OF THE EMPLOYER IN PAYING FOR HEALTHCARE AND DRIVING HEALTH BEHAVIOURS WILL BE THE QUESTION FOR THE NEXT DECADE

IMPACT OF MENTAL HEALTH

Individual & Organisation

Illness and Wellbeing are different

Benefits of Positive Mental Health

- Organisational Resilience
- Higher Performance
- Creativity & Innovation
- Ability to absorb change



Costs of Negative Mental Health

- Organisational Fragility
- Lower Performance
- Recklessness
- Resistance to change

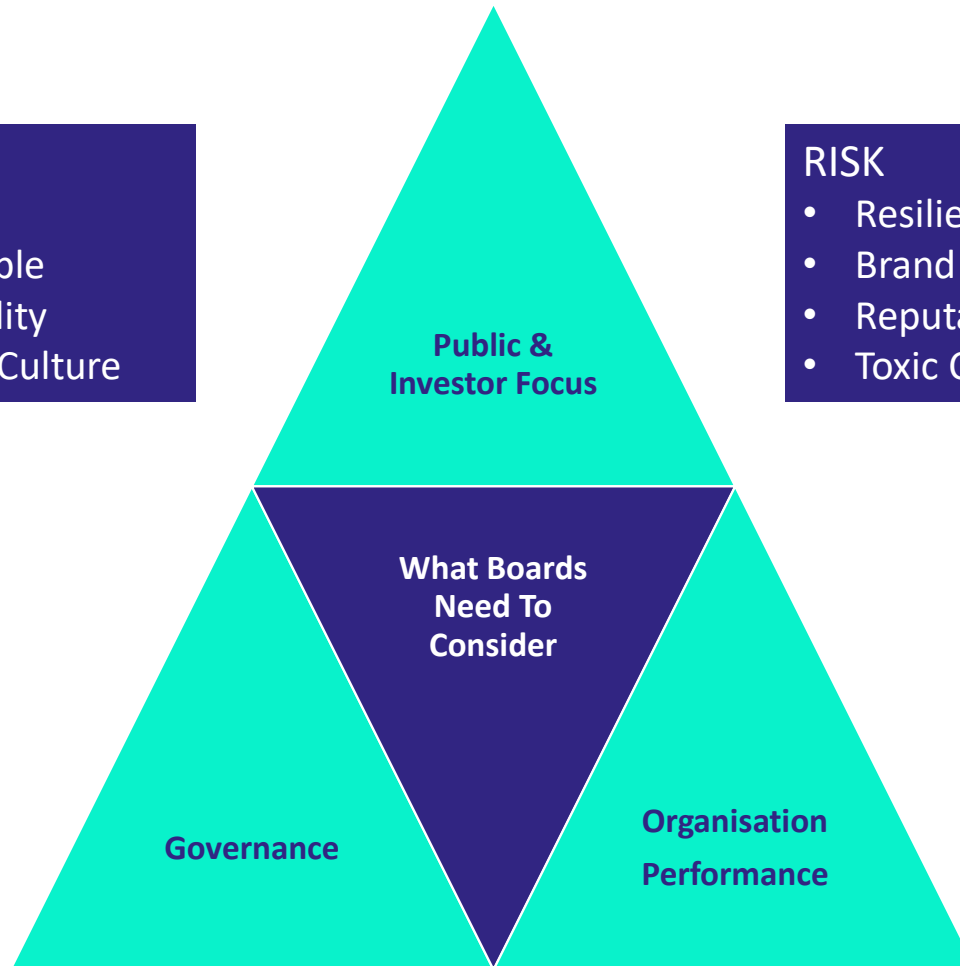
RELEVANCE TO THE BOARDROOM

VALUE

- Purpose
- Sustainable Profitability
- Thriving Culture

RISK

- Resilience
- Brand
- Reputation
- Toxic Culture



GOVERNANCE

LEGAL REQUIREMENTS




- 1998 The Working Time Regulations Act (amended 2001)
- 2007 The Corporate Manslaughter & Homicide Act
- 2010 The Equality Act – Duty for ‘Reasonable Adjustments
- Health and Safety at Work Act 1974
- Relevant European Law & Advice
 - 1996 Commission Guidance on Assessment of Risk – psychological injury and violence
 - 1996 Commission Report on Work Related Stress
 - 2001 Commission Guidance on Work Related Stress
 - 2012 Management of psychosocial risks at work: An analysis of the findings of the European Survey of Enterprises on New and Emerging Risks (ESENER)

INTERNAL PERFORMANCE



ORGANISATIONAL PERFORMANCE

- Health and Mental Health should be used as a Leading Indicator for Organisational Performance, Resilience and Capability
 - The same measures can identify broader issues (sometimes hidden) and risks rather than being limited to absence and illness such as:
 - Culture
 - Resistance to Change
 - Poor quality Leadership & Management
 - Legal & Reputational Risks
 - There are also many direct benefit of improved health and mental health
 - Frameworks have been developed to track these direct benefits (BITC)
- 

BUSINESS IN THE COMMUNITY – REPORT FOR CFOs



ECONOMIC VALUE PROPOSITION

EXHIBIT 1: ECONOMIC VALUE PROPOSITION FRAMEWORK



BITC – CALCULATIONS

APPENDIX A: IMPACT SIZING METHODOLOGY

Total direct costs of poor employee wellbeing



Total benefits created through good wellbeing




Driver	Formula to calculate value
Attrition	$\text{Total turnover} = \text{Total number of employees}^1 \times \text{Turnover rate}^2 \times \% \text{ of turnover due to wellbeing}^{3,4}$
	$\text{Cost of turnover per employee} = \% \text{ of employee pay loss due to turnover}^{3,5} \times \text{average employee pay}^6$
Absenteeism	$\text{Est. working days lost due to work-related ill health and non-fatal workplace injuries}^7$
	$\text{Average daily pay}^8$
Presenteeism	$\text{Productive days lost} = \text{Productive days/hours lost per employee}^8 \times \text{Total number of employees}^1$
	$\text{Average daily/hourly pay}^6$ <i>Incremental value captured from presenteeism depends on the extent of overlap with increased productivity</i>
Productivity	$\text{Increase in productivity associated with increased wellbeing}^{9,10,11}$
	$\text{Average value of productivity} = \text{Average daily/hourly pay}^6 \times \text{Total number of employees}^1$
Retention	$\text{Total turnover} = \text{Total number of employees}^1 \times \text{Turnover rate}^2 \times \% \text{ turnover due to wellbeing}^{3,4}$
	$\text{Benefit of retention} = \text{Relative performance in first and second year of tenure compared to average}^{12} \times \text{annual pay}^6$
Attraction	$\text{Total premium by employees for employers with an above-average happiness score in the UK}^{13}$
	$\text{Total turnover} = \text{Total number of employees}^1 \times \text{Turnover rate}^2$

EXTERNAL FORCES



PUBLIC & INVESTOR FOCUS

- Health and Mental Health is now being used as an emerging indicator to identify the long-term value in an organisation
 - CCLA Corporate Mental Health Benchmark
 - Leading organisations are already adopting this:
 - Managers of \$ trillion assets are using the CCLA
 - The 'S' of ESG refers to the positive and negative impacts an organisation has on people
 - EU Industry 5.0
 - The UK Government Social Value Model now includes health and mental health
 - Required for UK Government Procurement
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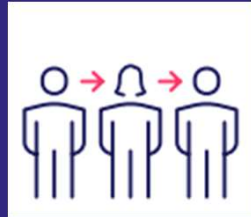
CCLA MENTAL HEALTH BENCHMARK



WHAT WE MEAN BY 'PEOPLE'?



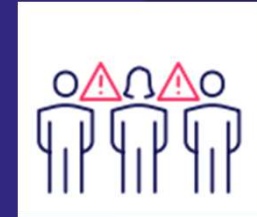
1. Own workforce



**2. Workers across
the value chain**



3. Communities



4. End users

WHAT DOES GOOD LOOK LIKE?

ORGANISATIONAL APPROACHES

THERE ARE DIFFERENT WAYS OF APPROACHING WELLBEING AT WORK:

1. Health, mental health and wellbeing strategy or policy
2. Business in The Community Mental Health Toolkit / Work Well model
 1. Suicide Prevention and Postvention Toolkits
3. Mind Workplace Wellbeing Index
4. HSE Stress Management Standards (Risk Assessment)
5. ISO 45003 :2021 – Psychosocial Health and Safety at Work
6. World Health Organisation: Mental Health at Work Policy Brief

IT IS ABOUT CHOOSING A COMPREHENSIVE ORGANISATIONAL APPROACH THAT WORKS FOR YOU AND THINKING THROUGH LEGAL AND COMPLIANCE ISSUES



The Oxford Dictionary defines 'strategy' as:

'a plan of action designed to achieve a long-term or overall aim'

Tactics / activities are NOT a strategy



FOUNDATIONS / UNDERPINNING

1. Why are you creating a strategy?
 2. What are you trying to achieve with your strategy?
 - Be specific
 - SMART objective
 3. How much resource (money / time) are you prepared to commit?
- **Vision**
 - **What is good health / mental health / wellbeing to you? (Guardrails)**
 - **Guiding Principles – What behaviours are you trying to drive?**

Then build your strategy and framework from the foundation up



BSI's PSYCHOLOGICAL HEALTH & SAFETY AT WORK CERTIFICATION - ISO 45003

ISO 45003 gives guidelines for managing psychosocial risk within the occupational health and safety (OH&S) management system based on ISO 45001.

The organisation will seek to eliminate psychosocial hazards or minimize psychological risks by taking effective preventive and protective measures.

- continual improvement of psychological health and safety management performance
- fulfilment of legal requirements and other requirements
- achievement of psychological health and safety management objectives



WORLD HEALTH ORGANISATION

The infographic features a dark blue background with a large yellow diamond shape on the right side. The text is arranged in three vertical columns on the left, each with an icon, a bold heading, and a descriptive sentence. The right side contains a hashtag and the main title 'WHAT WORKS?' in large, bold letters. At the bottom right, there are logos for the World Health Organization and the International Labour Organization. A decorative graphic of overlapping diamonds is positioned in the lower right quadrant.

#MentalHealthAtWork

WHAT WORKS?

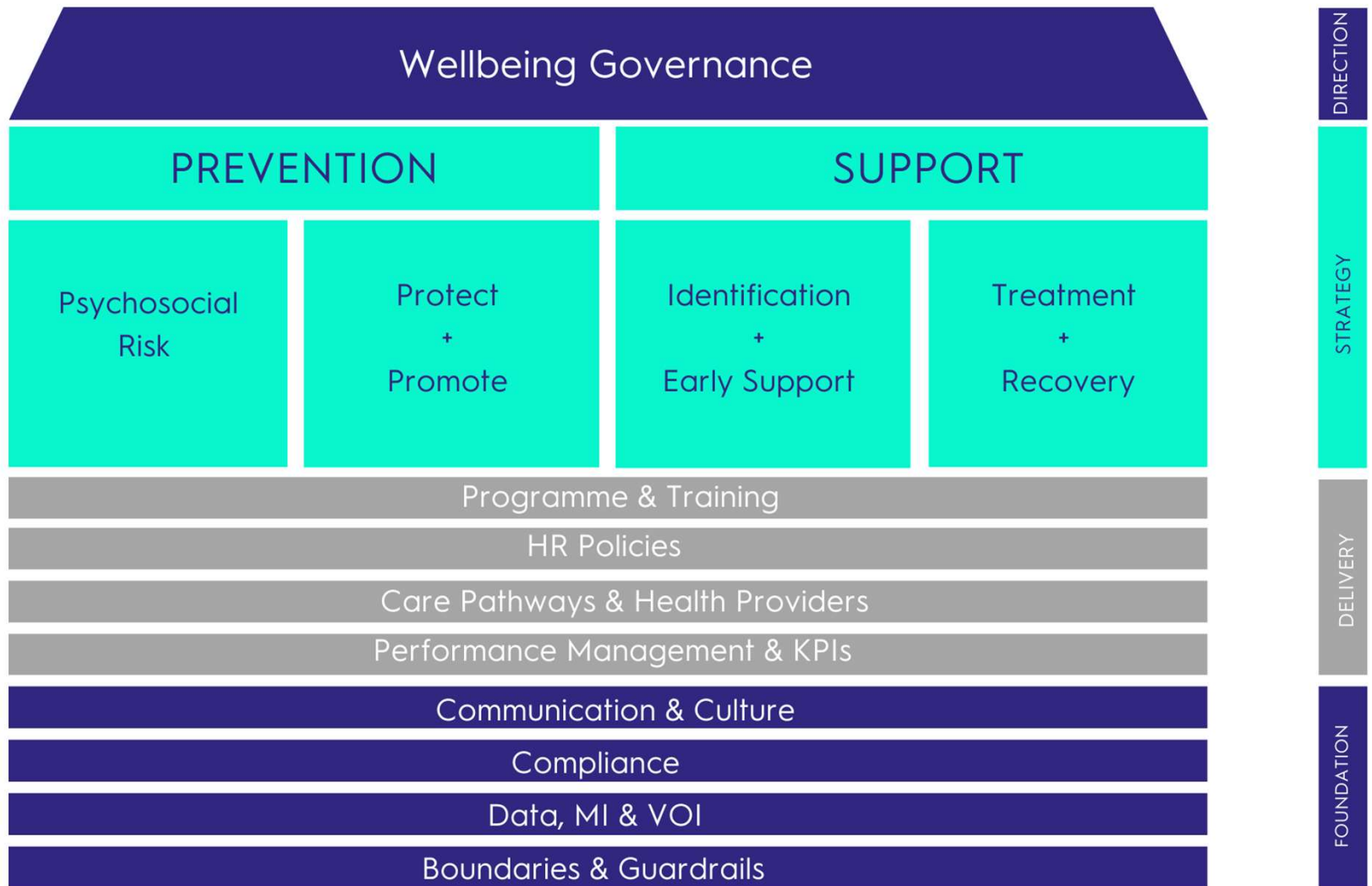

PREVENT
risks to mental health
at work


**PROTECT &
PROMOTE**
mental health by strengthening
manager capacities

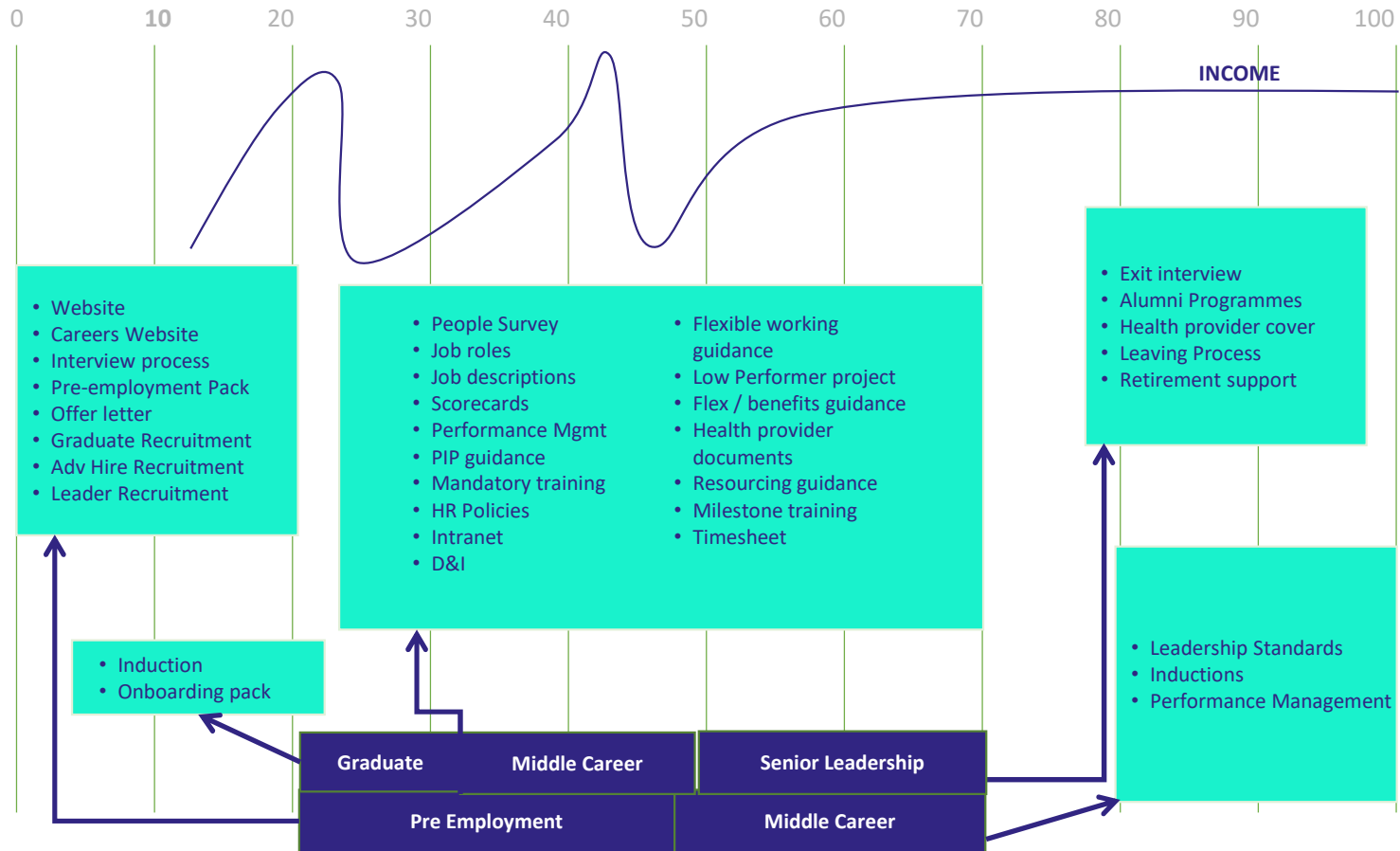

SUPPORT
people with mental health conditions
to thrive at work

 World Health
Organization

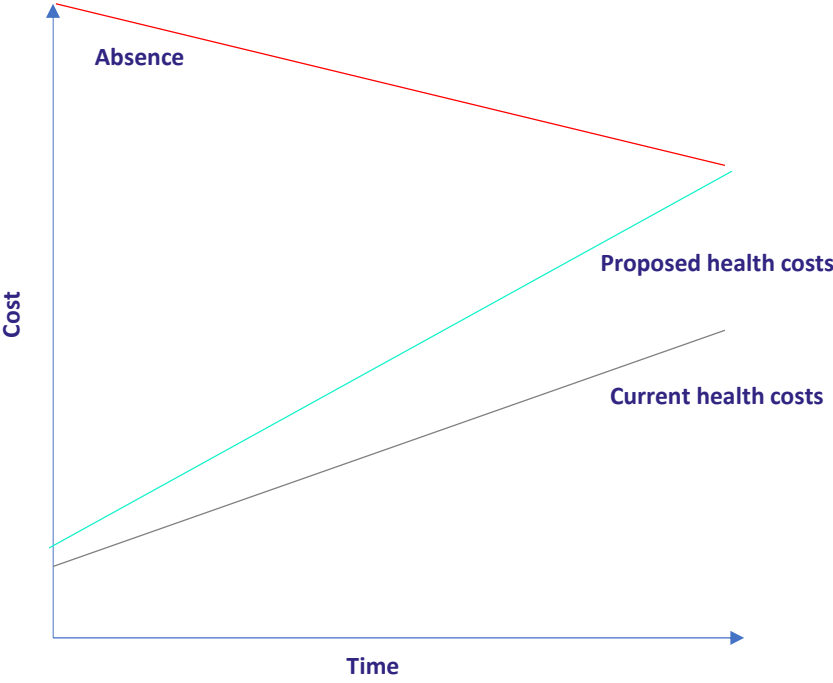
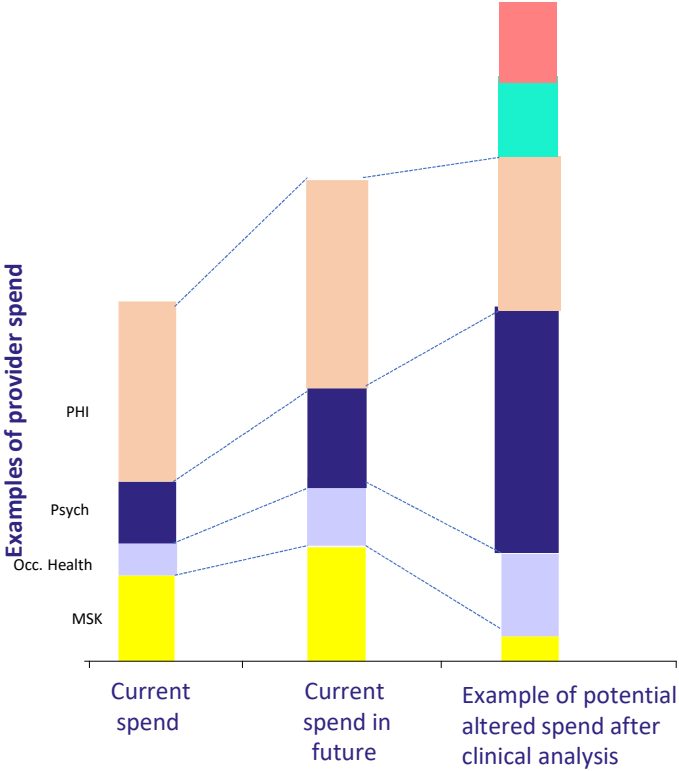
 International
Labour
Organization



EMBED INTO EMPLOYEE LIFE CYCLE



Many organisations provide some form of wellbeing or health provision to employees. This is often dressed up as 'an employee benefit' and not thought of a way of achieving an organisation's goals



Organisations need to analyse whether they are spending enough on health providers and whether this spend is going on the right ones

Spending more on the right healthcare has been shown to reduce absence, turnover and long term disability, demonstrating a positive ROI and is especially needed post Covid

WAYS WE CAN WORK TOGETHER

Consultancy

Strategic Partnerships

Mentorship

Training – ‘Do Workplace Health Right’ Course

See how I’ve helped previous clients and find out more information:

AmyMcKeown.com

EU Parliament Testimonial - Strategic Consultancy

"We can only wholeheartedly recommend Amy as a consultant to any organization that wants to elevate their mental health policy to a more strategic level."



DO WORKPLACE HEALTH RIGHT

The practical and technical skills-led course on all aspects of creating and implementing an organisational health, mental health, or wellbeing strategy and programme.

"If you're working in the Health, Mental Health and Wellbeing space this course is a must"

MODULE 1 Foundations of a Strategy	MODULE 2 Stakeholders and Governance	MODULE 3 Brand, Roles, Employee Life Cycle
MODULE 4 Policies, MHFA Performance Mgmt	MODULE 5 Using Health Providers	MODULE 6 Data and Measurement

amymckeown.com/course Code – 100OFF (June 30th)

DO WORKPLACE HEALTH RIGHT
THE SELF PACED E-COURSE IS HERE!



AMY MCKEOWN

www.amymckeown.com

amy@amymckeown.com

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amy@amymckeown.com

