



**Evidence and policy into Practice:**

**happier@work?**

**Promoting Workplace Mental Health  
and Well-being**

**Tony Coggins  
Head of Mental Health Promotion**

# Outline

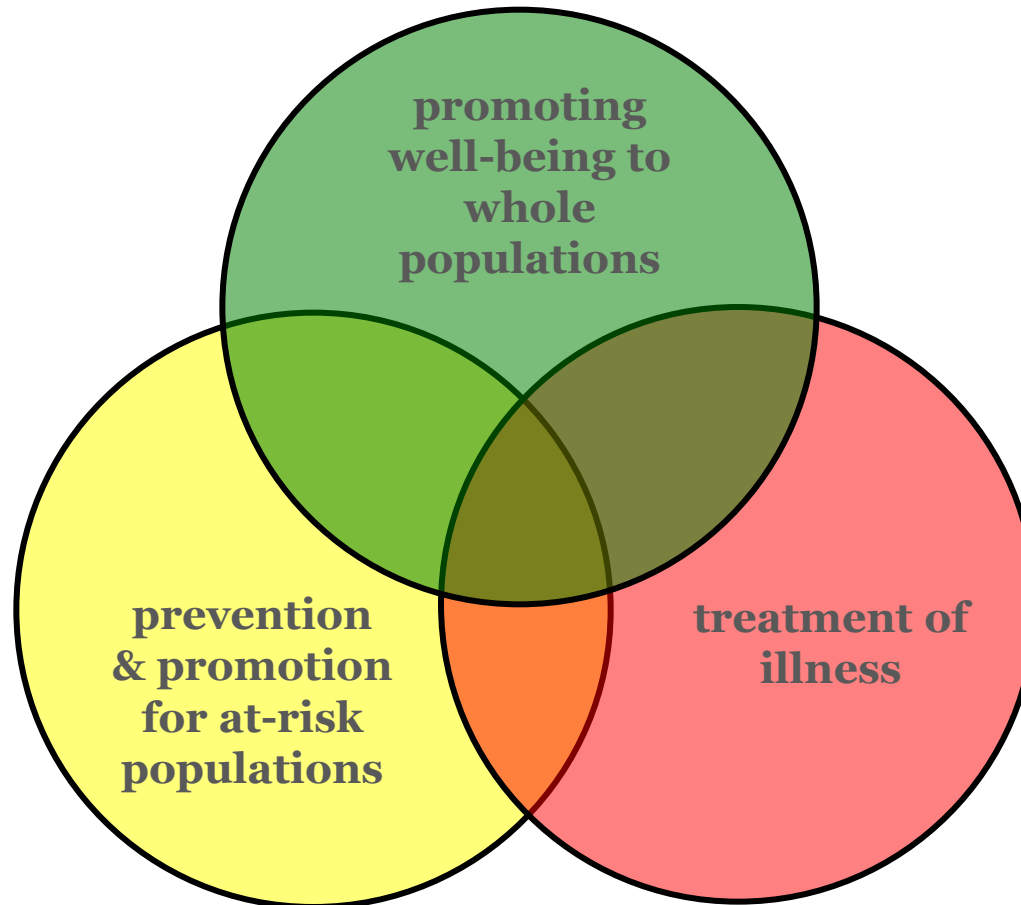


- What is well-being and happiness?
- Is it important?
- Can we learn to be happier?
- Application in the workplace:  
Happier@work



**“Everything we do is to improve the experience of people using our services and to promote mental health and well-being for all”**

# Mental Health Promotion

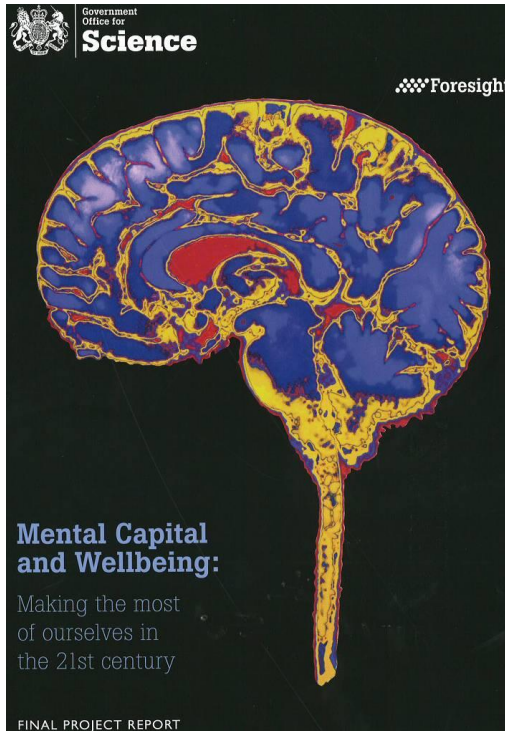


# Mental well-being is...



“...a dynamic state in which the individual is able to develop their potential, work productively and creatively, build strong and positive relationships with others and contribute to their community. It is enhanced when an individual is able to fulfil their personal and social goals and achieve a sense of purpose in society.”

Foresight Report (2008)



# To work in Partnership to promote mental well-being



- Influencing for mental well-being
- Building capacity and understanding
- Testing new approaches and sharing learning

# Happy?



# Happy Now!

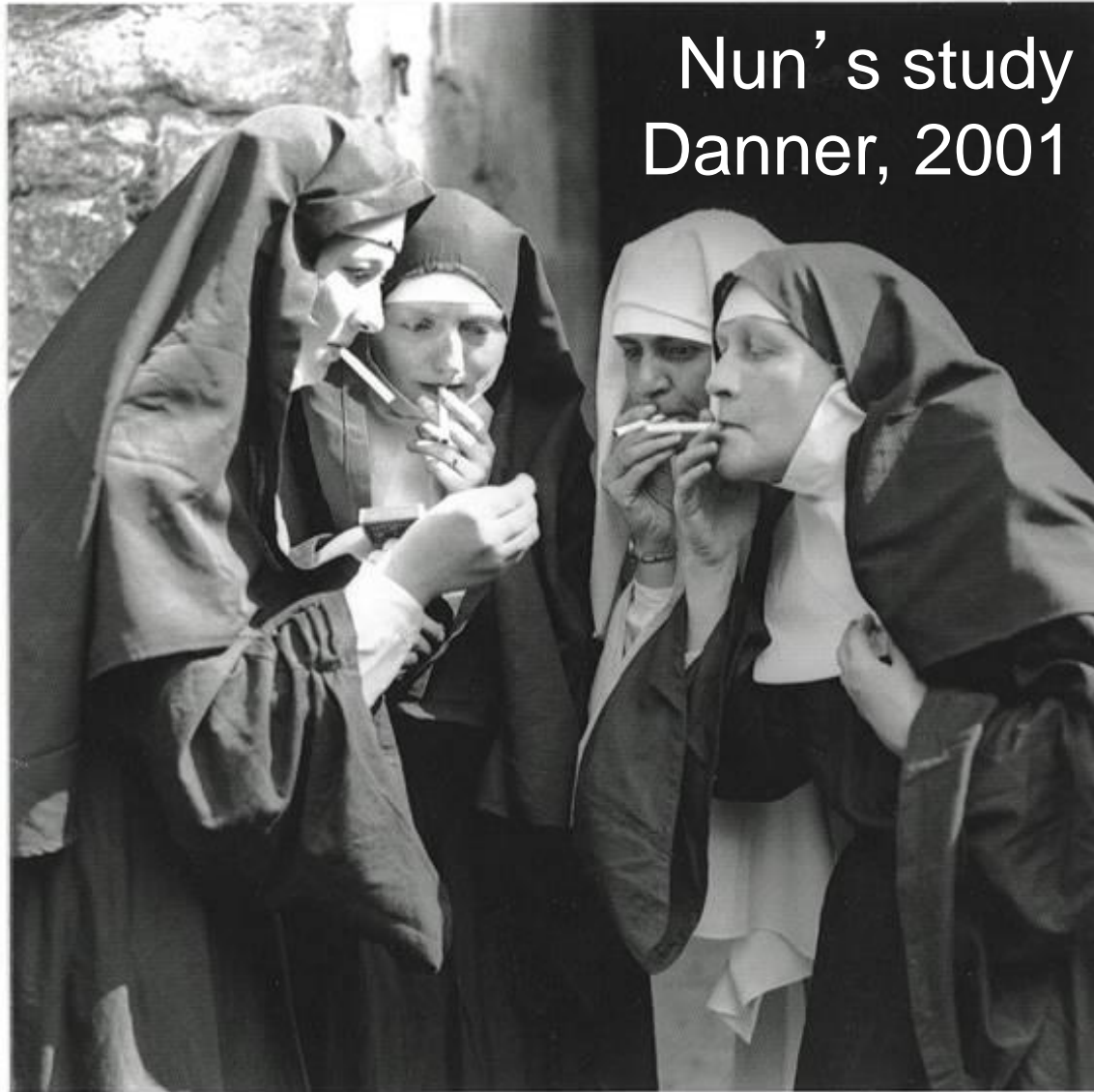




# Or is this happiness?



# Why bother?



Nun's study  
Danner, 2001





**1 Cecilia O'Payne, 1932**

“God started my life off well by bestowing upon me grace of inestimable value...The past year which I spent as a candidate studying at Notre Dame has been a very happy one. Now I look forward with eager joy to receiving the Holy Habit of Our Lady and to a life of union with Love Divine.”

**2 Marguerite Donnelly, 1932**

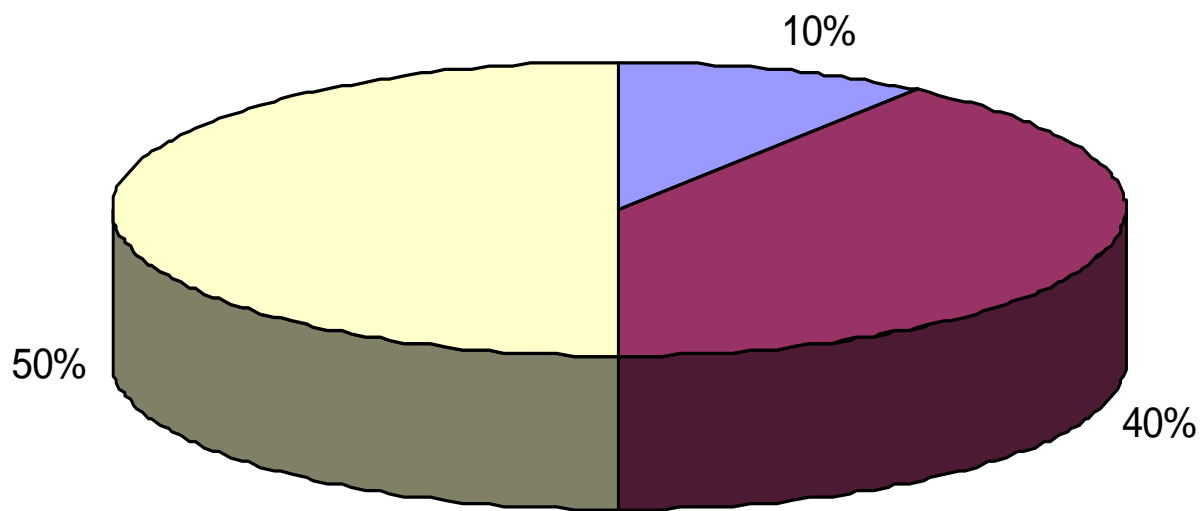
“I was born on September 26,1909, the eldest of seven children, five girls and two boys...My candidate year was spent in the mother-house, teaching chemistry and second year Latin at Notre Dame Institute. With God’ s grace, I intend to do my best for our Order, for the spread of religion and for my personal sanctification.”

# The Hotel Study

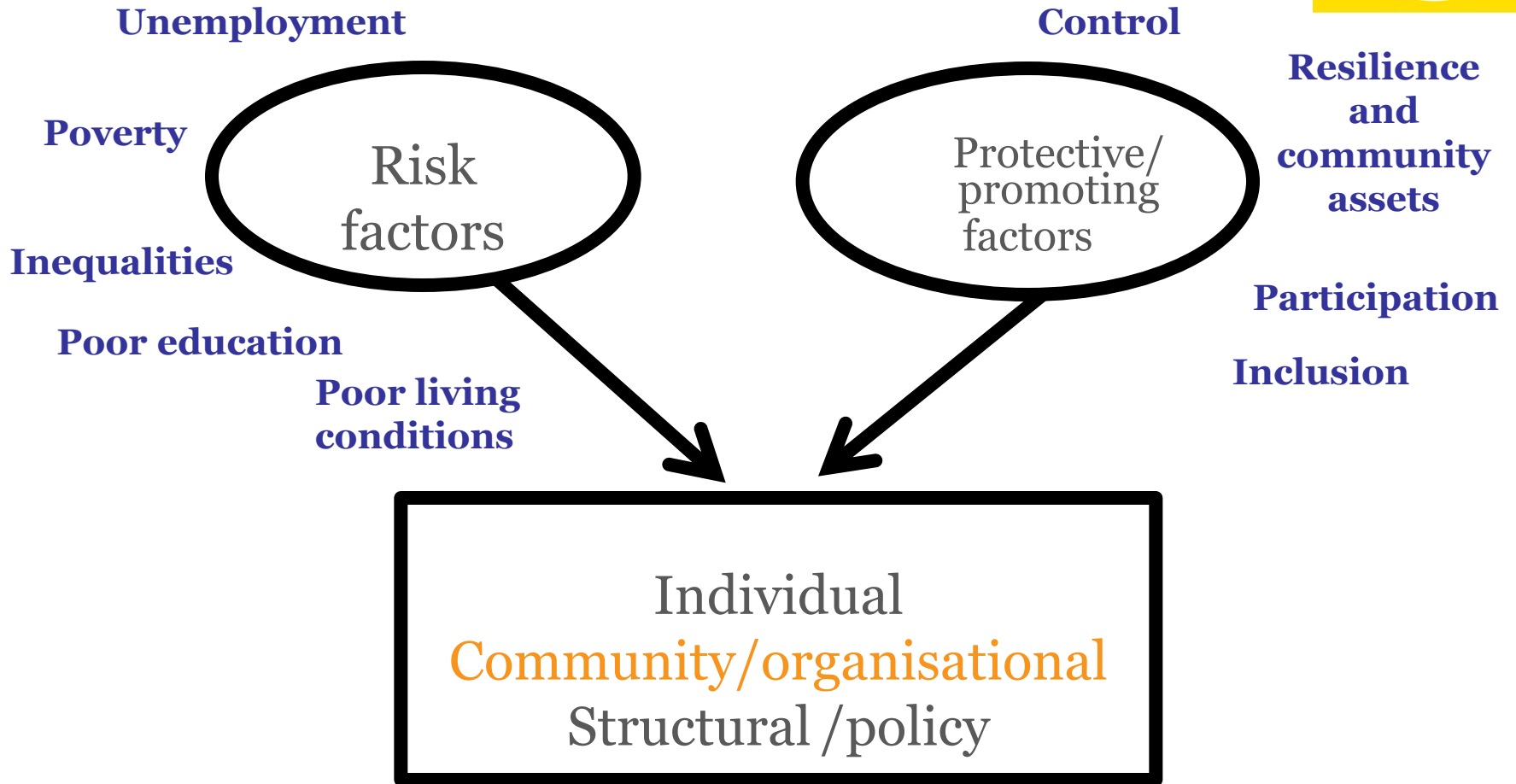
## Sheldon & Lopez



# Can we learn to be happier?



# Mental Health Promotion



# Workplace Mental Health



## Cost of mental illness in the workplace:

- Absenteeism - £8.4 billion
- Presenteeism - £15.1 billion  
(Sainsbury's Centre 2002)

## Flourishing workplaces:

- Improve productivity and performance
- Reduction in sickness absence
- Increased staff retention  
(NICE Guidelines on Promoting Mental Well-being at Work, 2009)
- Each £ spent on a multi-component intervention to promote mental well-being at work results in £9.7 saving/year from lower absenteeism & improved productivity (Knapp et al, 2011)

# happier@work pilot: aims



- Increase staff well-being
- Reduce staff stress
- Increase productivity
- Reduce sickness absence
- Increase recognition of mental health problems and access to support

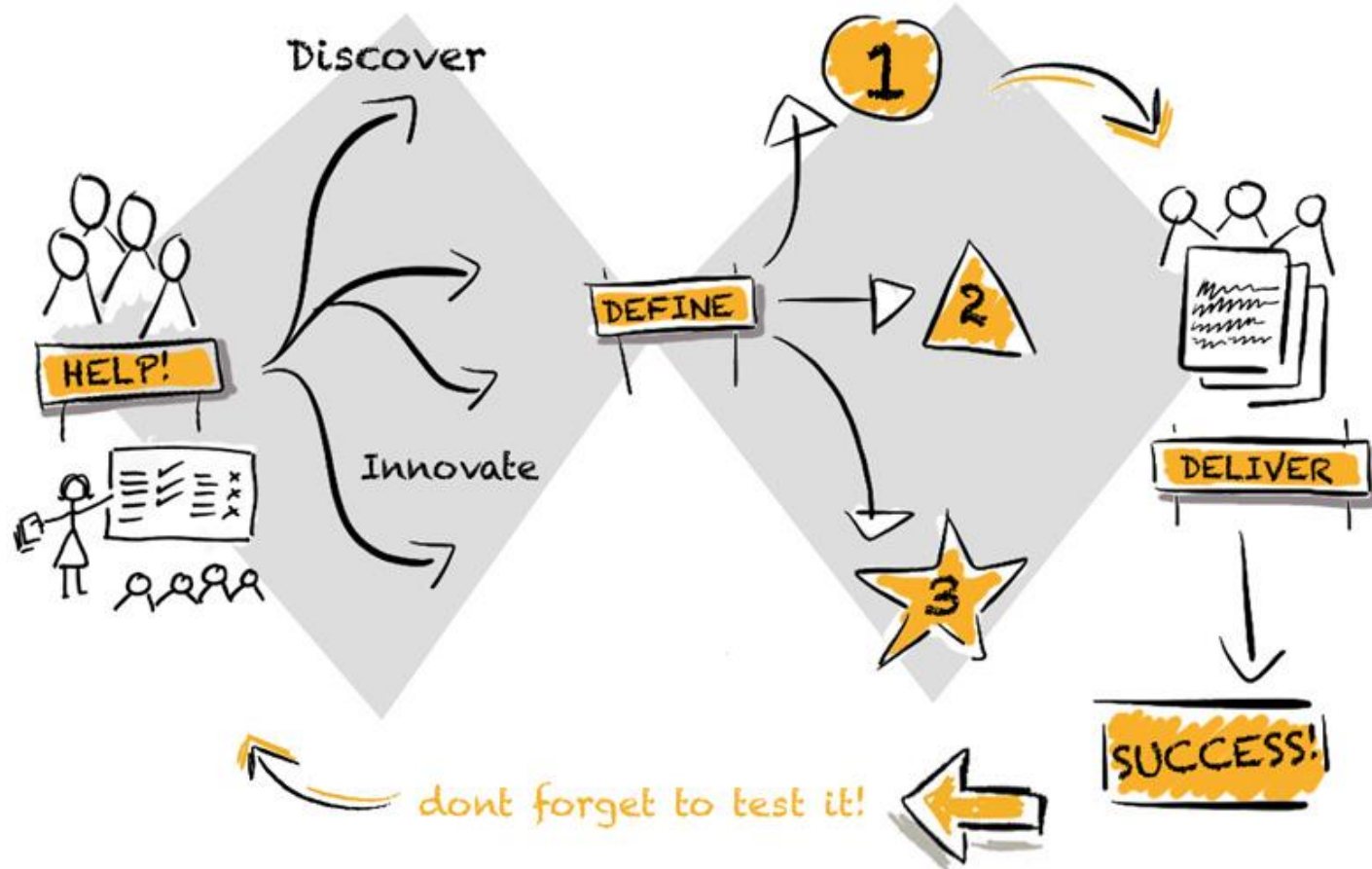


**In 12 months!**





# Double Diamond Design Process

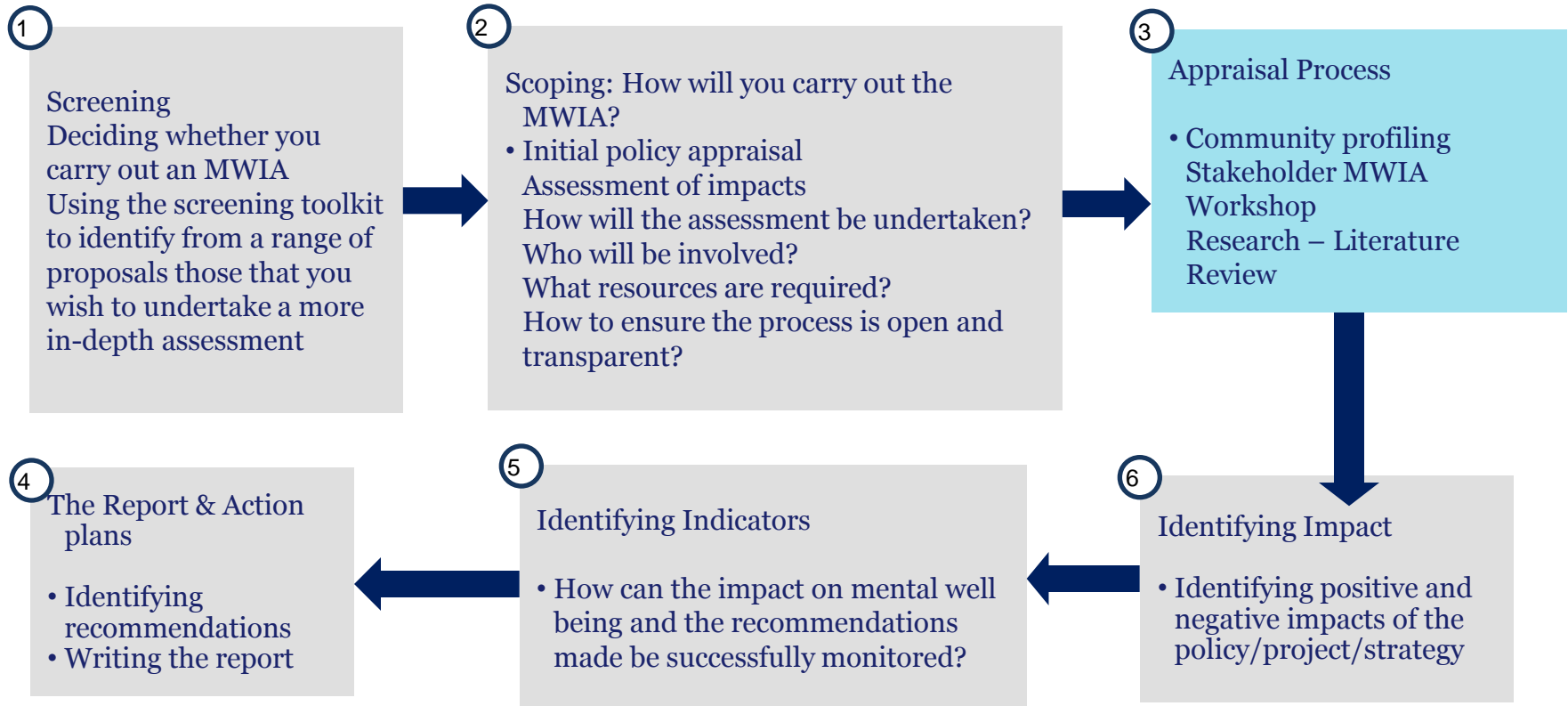


# Discover: Engagement



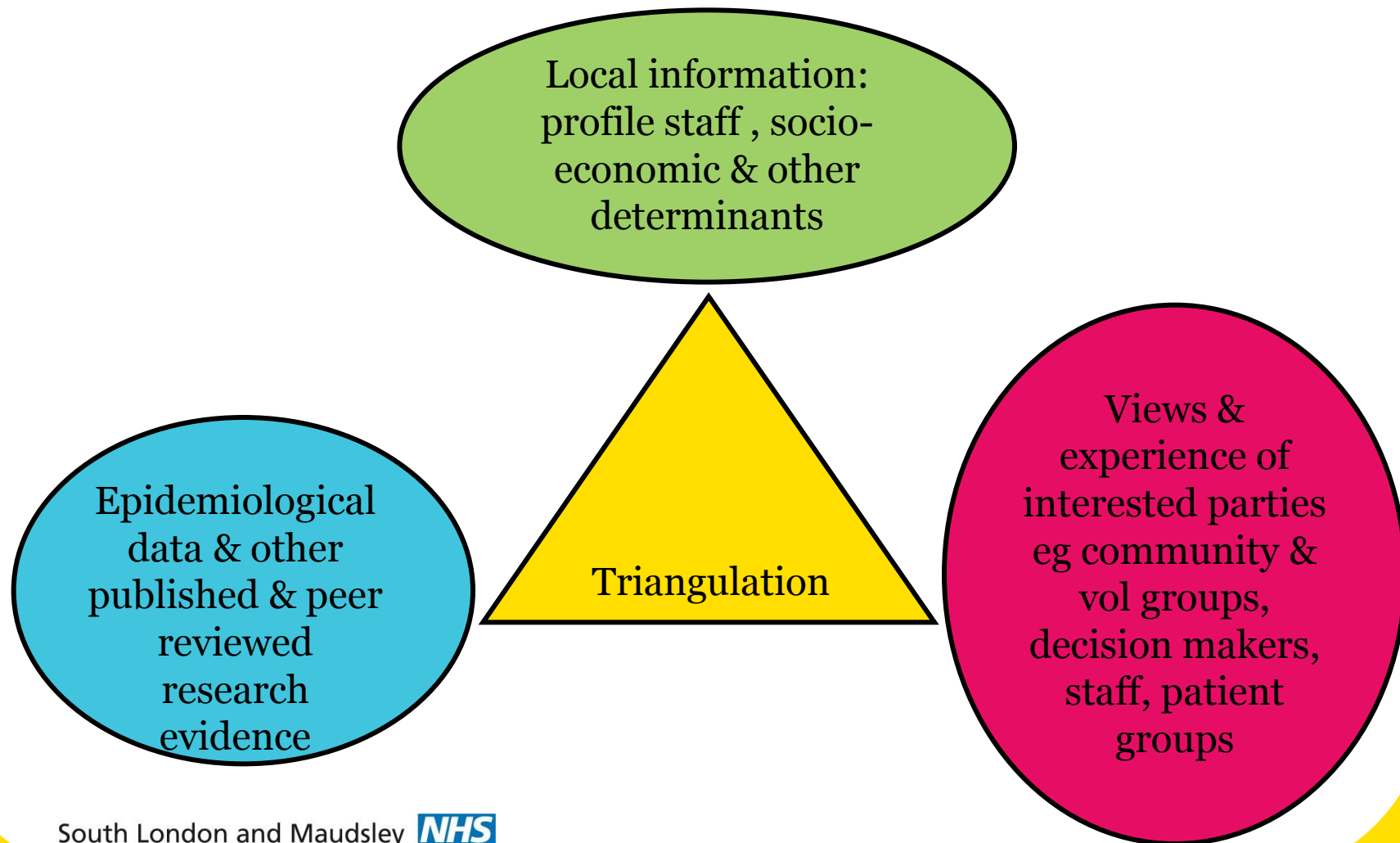
- 2 in-patient wards
- Corporate services
- Health Visitors
- Gynaecology
- Sexual Health Services
- Community Mental Health Teams

# Discover: understanding The MWIA and job shadowing





# Discover: Collecting, analysing & interpreting information



# Discover:

What's impacting on staff well-being?



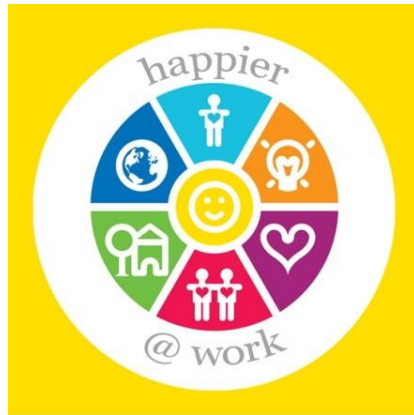
- **Sense of Control over workload:**
  - Volume/complexity
  - Equity of resources
  - Impact of processes
- **Resilience:**
  - Work-life balance
  - Time for reflection
  - Peer support
  - Line management

# Discover



- **Participation & Inclusion:**
  - Reward & recognition
  - Senior management
  - Measuring the right things
- **Environment:**
  - Not valuing staff
  - Limiting performance
  - Feelings of safety and control
  - Reinforces status differences
- **Discrimination, inequity & unfairness**

# Design Individual Level



Prevention  
Stress Awareness:  
6 x 3 hours

**Promotion:**  
Mindfulness:  
7 courses 8 x 2.5  
hour sessions

**Education:**  
Leading light seminars:  
2 x 90 minutes



# Design: Team Level

## Promotion

### Team action plans outlining:

Issues identified  
What will help  
Actions that will be taken

## Promotion

### Creating space for well-being:

Access to an expert on space and well-being plus a budget for minor alterations

## Early Intervention

### Mental Health

### Awareness for line managers:

8 x 1 day





# Design: Organisational level

## Feedback & influence



### HR & org dev:

Building on assets, line managers, peer support, values base, reward & recognition

### Occ Health:

Linking with HR & managers  
How to make emotional support a default?

### Education & Training:

Influencing staff  
Training plans

### Estates:

Engagement & learning  
Creating space for well-being

# Deliver: Promotion

## A coordinated programme



**happier@work**  
briefing note 2:  
mindfulness

*"Mindfulness will not eliminate life's pressures, but it can help you see them in a calmer manner that benefits our heart, head, and gut. It helps us recognise and step away from habitual, often unconscious, physiological reactions to everyday events. It provides a scientifically-researched approach to cultivating a deeper understanding. Practising mindfulness allows us to take control of our life and work, and improve our quality of life."*

**What is mindfulness?**  
Mindfulness is a simple but profound practice of attentive awareness. It is a combination of meditation techniques deriving from ancient Buddhist practices and aspects of modern psychotherapy. By paying mindful attention to the thoughts and feelings as they arise, it is possible to achieve a state that is balanced and centred, even in the most challenging of circumstances.

**What are the benefits of mindfulness?**  
Research studies show that:

- Regular meditation reduces the impact of stress on behaviour
- Regular meditators are happier & more resilient, with greater significance, as positive emotion
- Anxiety, depression and irritability are reduced
- Memory improves, reactivity decreases through regular practice
- Regular meditators are more resilient
- Meditation reduces stress
- Meditation is effective for a wide range of health conditions
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**happier@work**  
briefing note 3:  
'Creating Space for well-being'

**happier@work**  
In November 2011, 7 staff teams from across King's Health Partners' began working with a small group of KHP staff from a range of disciplines including clinical services, HR, occupational health and mental health promotion, to identify some of the key factors that influence staff well-being in the workplace.

Through this careful and collaborative process of exploration, a very clear and compelling picture of working life across King's Health Partners was built up. Using the findings from this initial exploration, the **happier@work** initiative was developed. Funded by NHS, this pilot programme focused on improving staff well-being while responding to the challenging realities of NHS working life.

Some of the findings from this process of discovery were pretty obvious. King's Health Partners employees are caring, compassionate and highly motivated - but in relation to workplace well-being, many are struggling to cope with high levels of work-related stress that often spills over to home life.

In response, the **happier@work** initiative has provided a series of activities for staff, including stress awareness workshops, mindfulness training and mental health awareness support for line managers.

**Creating space for well-being**  
The initial exploration also identified another key area relating to staff well-being where there is, quite literally, 'room' for improvement: the physical spaces we work in.

In response, the **happier@work** initiative is now working with 3 of the original 7 KHP staff teams to explore how changes to the workplace physical environment might improve staff well-being. 'Creating space for well-being' brings together artist-in-residence, Barbara Assante, with NHS staff from three clinical services to develop and implement a plan to improve the 'workspace'.

Each team has identified a specific challenge in relation to their particular physical environment, with the help of a **Mental Well-being Impact Assessment (MWIA)**. These challenges will act as the focus of collaboration between staff and the artist-in-residence.

To improve their working environment, each service will draw on design expertise to develop a plan of workspace improvements which might involve the use of colour and light, the introduction of art work, or the reorganisation of space and equipment - to make work spaces more user-friendly and enable more positive interaction with other staff, patients and the general public.

**happier@work** is a KHP Staff Well-Being initiative

GLYSA STRONGER TOGETHER  
KING'S HEALTH PARTNERS

### happier@work Leading Light Seminars

to be happier at work?

orks

programme will host the first of a series of seminars with international leaders in

leaders who are developing innovative approaches to provide a forum for discussion of the key findings from the happier@work pilot programme.

Dr. Tony Coggins, founding director of Happiness Works.

programme will host the first of a series of seminars with international leaders in the field of well-being, providing a thought-provoking opportunity to spend time and discuss deeply about what it really means to be



THIS EVENT  
will be held on 11th October 2012 (07814 878415) or Tony Coggins (07967 632976)

GLYSA STRONGER TOGETHER KING'S HEALTH PARTNERS

KHP Staff Well-Being initiative

# Evaluating the programme



- Individual intervention evaluations
- Staff health pre and post well-being survey
- Process evaluation



# Interventions

## Stress awareness:

- 63% increase in confidence
- 69% increase in knowledge
- 96% approval rating
- 68% better able to manage stress 5-8 months later

## Mindfulness:

- 66% more mindful
- 74% more choices in dealing with stress
- 57% kinder to themselves 3-6 months later

## Mental Health Awareness for line managers:

- 56% increase in confidence
- 55% increase in knowledge
- 98% approval rating
- 74% better able to support their team 6-9 months later

# LSBU Evaluation:

## Employee health & well-being survey



- Response rate issues: a health warning!

Baseline: 183 (52%), Post-intervention survey : 71 (20%)

- Well-being

Baseline: 60% lower than average well-being decreased to 53%

- Psychological health

Baseline: 35% threshold for minor psychiatric disorder decreased to 16%

- Sickness absence

Reduction in time taken off in last 2 weeks but no significant difference

- Productivity (burnout)

Baseline: 21.8% average time limited performance reduced to 14.7%

- Employee satisfaction

15% increase in those who would recommend their trust as a place to work

# LSBU Evaluation:



“despite the methodological difficulties of this evaluation, the results would suggest that well-designed employee well-being interventions that are integrated into the workplace could help increase the well-being of employees...”

# Reflections



## Relevance & fit:

- The discovery phase is important: survey, assessment & job shadowing
- Designing the programme of interventions based on your staff needs

## Reputation and Trust

- Investment in engagement and discovery stage
- Opt in
- Not HR or OH?

## Personalisation:

- Based on discovery phase
- Tailored, range of interventions, times and locations

# Reflections



## Programme identity:

- Consistent Branding
- Briefing papers
- Staff focus not organisational need
- Cross promoting interventions

## Collaboration and consistency:

- Collaboration between providers of interventions
- Consistency of involvement for key personnel from discovery to delivery





# Reflections

## Strong and consistent regular feedback loops

- To the senior level board
- Between team members

## Evaluating effectiveness

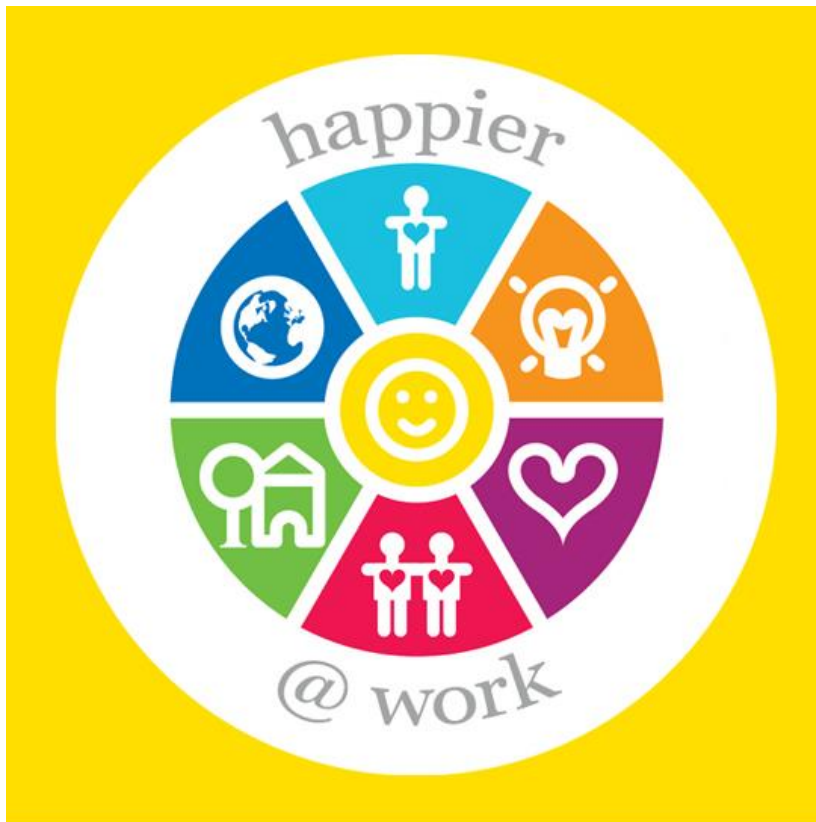
- Length of survey – low uptake
- Team level information n staff well-being
- Timely information
- Link with patient experience

# Mainstreaming



- Continuation funding from King's Health Partners (KHP)
- HR trained in Mental Well-being Impact Assessment
- Influencing workforce strategies
- Occupational Health Emotional Resilience Group set up for KHP
- Education & training have commissioned some interventions as part of CPD
- Estates & Facilities engaged in Creating Spaces Project
- New Programme Kent County Council

# Any questions or comments?



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