Challenging stigma and discrimination in the workplace

Read about how Croydon Council reduced stress-related absences by 47%

“I opened up thanks to Time to Change”

A personal story of disclosing mental health problems at work
contents

page 3 - guest editor’s introduction
sharon and libby from the organisational engagement team at time to change introduce their work with organisations.

page 4 - sue’s update
director sue baker’s perspective on workplace issues.

page 5 - what’s happening in workplaces around the country?
find out about all the organisations tackling stigma across england.

page 6-8 – signing the organisational pledge
we work with organisations in their capacity as employers on a number of levels; to help them develop tangible action plans to tackle stigma and discrimination in the workplace as part of an organisational pledge commitment to time to change; to undergo the time to change healthcheck for organisations; and where possible, deliver anti-stigma workshops on a variety of mental health and wellbeing themes.

page 9 - top tips for line managers
simple and easy tips to help you start a conversation about mental health.

page 10-11 – investing in a mental health mot for your organisation
tom oxley shares his experiences of being a healthcheck consultant.

page 12-13 – sharing good practice
read about how we’re working to bring together good practice and effective management in organisations.

page 14 – i opened up at work
james saville talks to us about his experience of disclosing his mental health problems in the workplace.

page 15 – tools and resources
resources to help organisations who want to engage their staff in conversations about mental health.

keep in touch!
be the first to hear about news and opportunities from time to change:
- sign up for all the latest news and updates – www.time-to-change.org.uk/email-signup
- keep in touch online – www.facebook.com/time-to-change
- follow us – www.twitter.com/time-to-change
- e-mail us – info@time-to-change.org.uk
- call us – 020 8215 2356

www.time-to-change.org.uk

introduction from our guest editors:

sharon hastings and libby peppiatt

welcome to the workplace edition of speak out magazine!

we’re libby and sharon and we form part of the time to change organisational engagement team. we work with organisations in their capacity as employers on a number of levels; to help them develop tangible action plans to tackle stigma and discrimination in the workplace as part of an organisational pledge commitment to time to change; to undergo the time to change healthcheck for organisations; and where possible, deliver anti-stigma workshops on a variety of mental health and wellbeing themes.

appetite for the support we provide has been immense since we launched our initiatives in october 2011. we have been delighted with the level of engagement we have experienced across sectors and as we write we are approaching our 150th pledged organisation. with support from norman lamb mp, minister for care and support at the department of health, we have also seen 10 national government departments and agencies sign the pledge with more in the pipeline.

we really can now talk about a comprehensive and fast growing social movement of organisations wanting to play their part in tackling the stigma and discrimination around mental health in the workplace. this means organisations are recognising that looking out for each other is not just the right thing to do, but positively effects employee engagement, wellbeing, productivity and organisational reputation.

in this edition we get to hear from croydon council (p.6) and pepsi co (p.8) about their motivations behind deciding to pledge as an organisation and how they have implemented their anti-stigma action plan. we also look at the organisational peer learning network (p.12) bringing together organisations to share good practice around mental health in the workplace.

we hear from angela etherington (p.9), time to change regional coordinator for the south east and experienced trainer with her top tips for line managers when talking about mental health and wellbeing. and, we list some ways in which you can get your organisation involved and some resources to help you (p.15).

lastly a big thank you to james saville (p.14) from difd for speaking so candidly about his lived experience.

we hope you enjoy this issue!

libby peppiatt - organisational engagement manager
sharon hastings - organisational engagement network manager

we have lots more useful resources online at: www.time-to-change.org.uk/take-action/work-place
Time to Change Director Sue Baker gives her perspective on what’s been happening across the programme over the last three months.

**Update from Sue Baker**

Right now one in six workers are dealing with a mental health problem such as anxiety, depression or stress. Our Organisational Engagement team is working strategically with an ever-growing number of employers to enable workers to feel able to have open discussions about mental health in their workplaces. We have received an unprecedented amount of interest from a vast range of employers including FTSE 100 companies, football and rugby clubs, universities and the Bank of England and at the time of writing our organisational pledge has seen nearly 150 organisations commit to tackle stigma and discrimination in their workplace, surpassing our target for the whole of the second phase of the campaign.

We have also witnessed a number of high profile business leaders who have started to be more open about their own mental health experiences to challenge the stigma at the highest level. In this edition of Speak Out we hear one person’s account of sharing their experiences in the workplace (p.14).

Major financial institutions – where long working hours, competition and stress are part of the culture – are also making great strides in changing attitudes and improving support for staff with mental health problems. The Bank of England made the headlines on World Mental Health Day 2013 by signing the Time to Change pledge and encouraged all employers to do more to create an environment where mental illness isn’t a topic to shy away from.

This move responds to mental health in the workplace and has also been recognised with the launch of the City Mental Health Alliance - a coalition of City-based employers including Lloyds Bank, Morgan Stanley, Linklaters and KPMG. The aim of the alliance is to break down the stigma attached to mental health and create a culture where mental wellbeing is nurtured as part of good business practice.

We’re now looking to build on this interest and commitment through our Organisational Learning Peer Network, which is an opportunity for employers to come together and share knowledge and best practice. Read more about the Network later in the magazine (p.22).

The increasing appetite from organisations to be involved in the social movement was highlighted on our first ever national Time to Talk Day on 6 February 2014. More than 800 organisations held activities all over England to get their staff talking about mental health and helped to achieve over a million conversations. I want to say a huge thank you to everyone who got involved. Time to Talk Day formed part of our recent campaign to show that it’s the little things which can make a big difference when it comes to supporting someone with a mental health problem. Our advert aired on TV in January followed by radio, bus and tube adverts. Visit www.time-to-change.org.uk/talk-about-mental-health to hear the stories from our supporters featured in the adverts. Also, we hope to host another Time to Talk Day next year so please keep in touch and sign up to our newsletter to make sure you get the most up to date information.

Finally, we are looking forward to building on all of this momentum and we encourage more employers to get involved and sign our organisational pledge. Look out for the contact details throughout this issue if you would like to find out more.

Sue Baker
Director, Time to Change

- Follow Sue on Twitter: @suebakerTTC

Over 150 organisations in England have signed the Time to Change Pledge and are running anti-stigma activities in their workplace.
Signing the organisational pledge

In January 2013 Croydon Council signed the Time to Change organisational pledge. Health & Wellbeing Coordinator for the council, Theresa Dent-Gater talks about what they are doing to tackle stigma and discrimination in the workplace.

Like many organisations, Croydon Council has a policy for stress and mental health in the workplace. Yet many people were unaware that these existed, or were reluctant to discuss or declare mental health problems for fear of discrimination. It was after a 2011 staff survey which showed that only 32% of people felt discrimination.

‘It was worrying to see the statistic that two thirds of the organisation felt that their wellbeing wasn’t a priority for the council. We had been aware of the Time to Change organisational pledge from the government’s three-step plan to promote mental wellbeing at work and when I brought this issue to senior management and the Chief Executive, they were all enthusiastic about the idea and saw it as a positive step forward in addressing mental health and wellbeing.

Creating a pledge action plan

“The first step in signing the pledge was to complete a pledge action plan - a statement of our intent to work towards improvement and help us keep our aspirations on track. This really helped us to focus our goals and think about exactly what we wanted to achieve through signing the pledge.

Signing the pledge

“Our pledge signing coincided with a ‘tea and talk’ event run by a local organisation funded by Time to Change. Hear Us had arranged to visit the council and hold conversations about mental health with staff in our canteen so it seemed fitting to make a public commitment at the same time by signing the pledge. Time to Change staff were incredibly flexible even with our tight timescale, they provided the pledge board to be signed and helped us to ensure the event made the most impact.

Putting the pledge into action

“Following on from the pledge signing day, we continued to work closely with Hear Us and have marked various awareness days throughout the year, such as celebrating with stress cited as the most common cause of absences, that the council decided to take action and address the issue of stigma and discrimination. Theresa Dent-Gater tells us.

“We also decided to take a holistic approach to the issue and acknowledge that mental health can be affected by other factors, such as physical health. We ran many health-related programmes in conjunction with mental health activities. These range from blood pressure and cholesterol testing, to weight-control classes. We produce regular monthly bulletins, and have one-to-one stress-management consultations, and staff fitness classes. We also try to organise health-related events and talks for our staff.

“As a result of these measures, talking about mental health has become more acceptable in the council. Signing the pledge has sent a clear message that the organisation is committed to reducing stigma around mental health and people value the ability to share their personal experiences. The number of stress related absences has fallen by 47% since signing the pledge.

Looking to the future

“As a council we’re keen to keep the momentum going and have ensured there will be a strong focus on mental health in our health and wellbeing strategy for 2014/15. As well as continuing on with our Mental Health First Aid training, we are designing a space on our intranet where we can signpost support and resources available to our staff.”

Tips for creating an action plan

It could be useful to think of all the different roles your organisation has, and the different groups you have contact with. How can you engage these individuals and groups in challenging stigma? Most organisations are employers and we encourage you to look at your policies and culture to make sure your workplace is supportive of people with mental health problems. Do line managers need more training to help them support staff with mental health problems, and promote mental wellbeing, for example? Are staff aware of the support that’s available for them and how to access it? Could you run an internal communications campaign to deliver anti-stigma messages to your employees and get them talking about mental health?

Continued next page
PepsiCo
PepsiCo UK, home to brands such as Quaker, Walkers, Pepsi and Tropicana, signed the pledge back in 2012 as part of a public commitment to support employee wellbeing. Kimberley Swift, Health and Wellness Manager at PepsiCo talks about their journey towards improving the mental resilience of their employees and how they marked the first ever national Time to Talk Day in February 2014.

“Our health and wellness strategy is based on a four pillar approach centred on improving employee health. The four pillars are: diet and hydration, exercise, smoking and mental resilience. Around these pillars we have developed professional support, active engagement and education to help people make healthy choices in each of these areas. Before signing the pledge there hadn’t been as much progress in promoting mental resilience, and when mental health was stated as the main focus for 2014. We have some exciting plans in place for this year and look forward to

Kimberley Swift, UK Health & Wellness Manager at PepsiCo UK

It’s time to talk
“We’re keen to keep the momentum going in this area and on 6 February 2014 we took part in the first ever Time to Talk Day. We drummed up a lot of enthusiasm in the lead up to the day and sparked many conversations with prior promotion at our Supply Chain and Sales conferences. A lot of people were generally not aware of this campaign so it was a great way to start discussing mental health and some of the key statistics surrounding the topic.

“On the day each site displayed promotional material in their canteens and reception areas. I personally shared the materials at a HR Managers/ Directors forum and encouraged them to take it back to their teams and start some conversations. I took them through a myths and fact quiz, and a fair number were surprised at just how many people live with mental health problems and the level of stigma that is attached to this. One person commented that the session you presented today was really inspiring to know how seriously PepsiCo take this, I knew it was common but shocking how so! I’d heard of Time to Talk Day but googled it tonight and made my pledge”. We used this day as a chance to share our strategy on mental resilience for the year ahead and encouraged everyone to do their bit in tackling stigma in the workplace. Already we have had some great responses from the day and people are starting to become more forthcoming about their own experiences. For example one person said: “I think it’s great that you’re encouraging people to talk, I suffered from depression after an accident and would have loved someone to talk to. I’m happy to help you anyway I can.”

I left feeling really inspired
“ar this year and focused on mental health awareness for others at work and the company as well as externally based on their . This gave us an opportunity to share our experiences and it certainly made me more determined to continue my personal and organisational quest to change the approach to mental health as we, PepsiCo, continue our journey in challenging the stigma attached to mental health problems.

“Mental resilience is a key area of our health and wellness strategy and an area of key focus for 2014. We have some exciting plans in place for this year and look forward to sharing these at a network event soon.”

Learn more about the Network on p.12
Kimberley Swift, UK Health & Wellness Manager at PepsiCo UK

Top tips for line managers

One in four people will experience mental health problems each year, and one in six workers are currently dealing with a mental health problem. Line managers have a key role to play in supporting staff to maintain their mental wellbeing.

Regular supervision or catch-up meetings can help managers recognise symptoms such as stress, anxiety or depression. If you act to create a healthier workplace and give your employees support when they show signs that their mental health is at risk you will improve retention, save money and be doing the best for your staff. As a line manager you can play a crucial role in setting reasonable adjustments, flexible working allowances and return to work plans if employees need additional support. Here are our top tips.

Talking about mental health doesn’t have to be scary, here are our top tips for Line Managers on talking about mental health.

How are you? Take time to ask someone how they’re doing.

Take Breaks. Ensure your staff are taking regular breaks from their work.

Listen. You won’t always understand, but lending an ear will mean a lot.

Avoid cliché’s. Phrases like ‘it’ll pass’ don’t help.

Be you. Talk about usual things too, not just about the mental health issues.

One to one meetings. Regular one to one meetings with your staff will help to look out for changes in a person’s behaviour or mood.

Be informed. Look in to mental health awareness training (see p.15 for training).

Ask. Different people need support in different ways, don’t be afraid to ask someone what help they think they need.

These tips have been produced in partnership with organisations who have signed the pledge. We have a range of other materials/materials available to download from our website: www.time-to-change.org.uk/talk-about-mental-health/tips

www.time-to-change.org.uk

www.time-to-change.org.uk
Investing in a mental health MOT for your organisation

Companies who are prepared to open up dialogue with their executives, their employees - and a consultant like me - deserve credit. It’s brave, but it shouldn’t be! It should be as normal as a first aid kit. All journeys start with a fundamental question. How does the Healthcheck work?

Tom Oxley is a Time to Change Consultant and has lived experience of mental health, as do all our Healthcheck consultants. He runs a corporate responsibility company and specialises in company and employee ethics and communications. Here he shares his views on being a Time to Change Healthcheck Consultant.

I’ve completed two workplace Healthchecks since approaching the Time to Change team through a contact at my local Mind in Norwich. When I experienced stress, anxiety and depression at work, no-one knew what to say to me - or I to them. When I returned to work two people asked me for mental health advice within a week. I resolved that I would advocate and campaign to improve things.

A decade on I joined the crew of Time to Change Consultants. Thankfully it wasn’t a case of, “There’s your clipboard you can start over there…” I’d already undertaken Mental Health First Aid training through Norwich Mind. Plus the team at Time to Change provided a thorough training day for consultants, which covered the process, understanding the risks and pressing home the collaborative nature of the Healthcheck.

How does the Healthcheck work?
The Healthcheck is a mix of qualitative and quantitative information (statistics and interviews to you and me). These combine to provide an evidence-based report to the organisation, to you and me. These combine to provide an insightful punch alongside the stats when the reports are presented at the hand-over meeting.

Healthchecks dig deep into some fairly private spaces within companies - parts other management consultants don't reach. Although the participating organisation has signed up willingly, it’s not a well-trodden path and there's sometimes a sense something unforeseen may be discovered.

Consultants quickly realise it’s important to present this as an opportunity for improvement rather than investigation. You need to nip any negative feelings of ‘me vs. you’ in the bud and create a sense of ‘we’. It’s all about collaboration.

My first company contact was an occupational health expert in a sizable company with thousands of employees. She didn’t mince her words and she knew the organisation was patchy in its approach to mental health.

“I sometimes wish people would treat people like humans,” she said. “But there are managers out there who are technically able but poor at people skills.”

She saw the Healthcheck as an opportunity to provide evidence to her executive that change was needed and to better train employees. She also saw the workplace as part of the support suite for people with mental health problems.
Organisational Engagement Network Manager Sharon Hastings talks about how she is bringing together organisations from across the wide range of sectors with the Organisational Learning Peer Network.

Sharing good practice

Since we first launched the Time to Change organisational pledge, we have seen an overwhelming level of engagement from all kinds of sectors and industries in England. A large number of organisations have now created action plans, signed the pledge and rolled out successful projects with their staff.

With all this great activity, we wanted to set up a forum for organisations to get together and share good practice, and seek guidance on issues surrounding the effective management of mental health problems in the workplace.

Who is the Network for?
The Organisational Learning Peer Network is designed to support HR Managers, middle line managers and other health and wellbeing managers in organisations that have either signed the pledge, completed a Healthcheck or who are interested in improving how their workplace responds to mental health problems.

Why should organisations join the Network?
Joining the Network will give your organisation the opportunity to find out how other organisations are working to tackle mental health stigma and discrimination, what has worked for them and the challenges they have faced along the way. You can also showcase your own good practice around creating a mentally healthy organisation and discover how you can build on existing work. The Network is a great way to keep engaged with Time to Change and receive further guidance, information and support.

What happens at the meetings?
Network members discuss a range of issues such as developing a culture of openness about mental health within organisations and managing disclosure in the workplace. Presentations are given on organisational good practice and Network members are given the chance to gain useful information which they can take back to their organisations through mini-workshops.

At the first Network event in London, Deloitte’s Mental Health Advisor John Binns gave a presentation about his own experience of depression and the range of support that is now available to employees at Deloitte. Geoff Dessent, the Department of Health’s Deputy Director of Health and Wellbeing spoke about the department’s approach to supporting staff and one of the Time to Change Regional Coordinators delivered a workshop on how to start a conversation about mental health with employees. The Network event in Derbyshire shone the spotlight on Derbyshire Healthcare NHS Foundation Trust. They spoke about the various ways in which they support their staff including:

- Individual and team based stress risk assessments.
- Coaching sessions for staff who have heightened levels of stress or anxiety.
- “Looking after yourself” workshops for staff on coping with stress, relaxation and getting a good night’s sleep.
- Using Schwartz rounds, a practice tool to help staff deal with the emotional impact of their work.
- Using Wellness Recovery Action/Psychological Plans for staff.

The afternoon session really illuminated the issues in a very tangible way. The methods of sharing the experiences in a really personal way has reinforced my confidence to do something to influence positive change in the workplace.

Where do the Networks meet?
We currently organise the Network on a regional basis, covering three regions:

- London and the South of England
- The East of England and the Midlands
- The North of England

The Networks meet on a quarterly basis in venues across each region. Organisations also get involved by hosting Network events (the Department of Health, Derbyshire Healthcare NHS Foundation Trust and the Bank of England have done this, to name a few). For the latest information on meetings visit www.time-to-change.org.uk/organisational-learning-peer-network.

To join the Organisational Learning Peer Network contact Sharon Hastings at s.hastings@time-to-change.org.uk or call 0208 215 2337. You can also register your interest on our website at www.time-to-change.org.uk/organisational-learning-peer-network.
I wouldn’t have opened up if it wasn’t for the Time to Change organisational pledge

Even though I have been an HR Director in various industries for quite a long time, it took me a while to learn that I have a tendency towards depression. I would have peaks and troughs in my performance, and I had always muddled through them and come out the other side.

It wasn’t until six years ago when I had a personal family tragedy that things became really serious. My sister was dying 12,000 miles away in Australia, and for a period of seven weeks I was commuting back and forth to look after her and to be there for my family. I went straight back into work after she passed and took on bigger projects and more work. After 12 months I knew I couldn’t think, I couldn’t answer the phone, and I was turning up to meetings unprepared.

My employers were brilliant. My manager was very supportive and we discussed what I was dealing with and agreed that I should take a few weeks off. Unfortunately things took a turn for the worse and I didn’t go back to work for another six months.

During this time they were incredibly supportive and we discussed what I was dealing with and agreed that I should take a few weeks off. Unfortunately things took a turn for the worse and I didn’t go back to work for another six months. During this time they were incredibly supportive and understanding. They gave me the space and time I needed and also gave me a ‘buddy’ who kept in touch and met up with me a few times during my time off. And when I eventually went back to work I had a phased return.

Fast forward to 2013 and my current organisation. As part of the programme to support staff, a colleague suggested that the company sign the Time to Change pledge. I thought this was a great idea, and saw an opportunity to add a personal side to the signing, to talk about how it feels to cope with mental health problems at work. I wanted to break down the perception that you have to keep things private.

When you work closely with people they are bound to notice a change in your behaviour. In my previous organisation, before people knew about my mental health problems, my team couldn’t understand what I was going through, and because they didn’t know there was a problem they couldn’t make allowances or put support in place. They could only judge me as if I was ‘normal’ and assume I was unreliable and not good at my job, which was quite stressful and challenging. It became much easier when I opened up and I’m confident that if I ever have problems again people will be able to support me better.

Since I spoke out I haven’t seen any evidence that anybody looks at me differently. Mental health isn’t a taboo subject at work anymore, and people are starting to feel more comfortable knowing that they can open up if they need to and they will get the support they need.

I wouldn’t have opened up without the Time to Change pledge signing. It was something I had wanted to do before but now I felt that I was in a trusted environment. The pledge gave me the opportunity to feel comfortable about speaking out.

For more information about talking about mental health problems at work visit: www.time-to-change.org.uk/your-organisation/support-workplace/telling-my-manager

Tools and resources

Hopefully the articles in this magazine have given you an idea about how our organisational pledge works, what goes on at our Network events and what you can expect from a Healthcheck. There are a variety of other ways in which your organisation can engage with Time to Change and bring the campaign to end stigma around mental health into your workplace. Here are a few resources to help you.

Free materials
Order event toolkits and support materials for your workplace event: www.time-to-change.org.uk/resources/posters-leaflets
You can also read our top tips for making your events successful and engaging: www.time-to-change.org.uk/your-organisation/top-tips

Coping with stress at work
We give some practical tips to managing stress at work, one of the leading causes of sickness absence in England: www.time-to-change.org.uk/your-organisation/support-workplace/feeling-stressed

Support for employers
We have a whole hub of information on our website focused on the support that’s available for employers around dealing with mental health problems in the workplace. These range from practical tips to make your workplace healthy to understanding the legal situation: www.time-to-change.org.uk/your-organisation/support-employers

Real life stories
Watch our interviews online from people dealing with mental health problems at work and hear how their employers have supported them: www.time-to-change.org.uk/your-organisation/support-workplace/real-life-employment-stories

Coming soon - free online workshops
We will shortly be making several of our most popular Time to Change workshops available online. These 45 min 1hr sessions have been designed to be run as individual learning sessions, incorporated into workplace e-learning/development packages, or run as sessions in team or all staff meetings. Topics include Mindfulness - a taster, Building resilience, and The five ways to wellbeing.
It’s the little things that make a big difference: our latest advertising campaign

You may have seen or heard our latest advertising campaign, which launched in January. We’ve been encouraging people to make small gestures to support a friend, colleague or family member with mental health problems. The campaign showcases inspiring stories from real life supporters of Time to Change and you can watch their films on our website.

As part of the campaign we held our first ever Time to Talk Day on 6 February 2014 aiming to inspire one million conversations about mental health. Thank you to all of you who got involved on the day. More than 1000 activities took place all over the country, Beverley Callard spoke openly about her depression on ITV’s Lorraine and we trended on Twitter for 15 hours! Organisations taking part included Telefonica, Tesco, Lloyds Banking Group, The Bank of England, Comic Relief, as well as councils, universities and even a fire brigade. We’ll be doing it again next year so watch this space.

www.time-to-change.org.uk/talkday

Round-up – Time to Change around the country

You’ve been reading all about our work with organisations, here’s more about what else we’re working on...

What do you think?

Do you have any feedback about this issue? We’d love to hear any comments or ideas you have.

Email us at: magazine@time-to-change.org.uk

New work with young African and Caribbean men

In January we launched our pilot 300 Voices project in Birmingham. The project will be working closely with young African and Caribbean men and engaging statutory sector staff to influence behaviour and practice, and improve experiences that young African and Caribbean men face when accessing mental health services.

If you’re a young African Caribbean man aged between 18 and 25 with direct experience of inpatient care or a statutory staff member from both the mental health system and West Midlands police force, get in touch to find out how you can get involved and take part in the meeting in April - j.hudson@mind.org.uk

MPs pledge on World Mental Health Day

Thursday 10 October 2013 marked World Mental Health Day and this year Time to Change hosted a parliamentary reception in London bringing together Deputy Prime Minister, Nick Clegg, Care and Support Minister, Norman Lamb and cross-party MPs and Peers. The aim was to encourage MP’s to sign our pledge as small employees in their constituencies.

At the event over 35 MP’s committed to address mental health stigma and discrimination and support mental health and wellbeing among their staff. The event also celebrated the significant landmarks in Parliament in the last 18 months to address stigma and discrimination.

Since then Nick Clegg made a major speech about mental health and expressed his support for Time to Change in January 2014.

Catch up with our live blog from the day to see what we got up to: www.time-to-change.org.uk/blog/world-mental-health-day-2013