NHS

National Institute for
Health and Clinical Excellence

Promoting mental wellbeing at work

Guide to resources

Implementing NICE guidance

2009

NICE Public Health
Implementation Tools

This guide to resources accompanies the public health guidance 'Promoting mental wellbeing through productive and healthy working conditions: guidance for employers' (available online at: www.nice.org.uk/guidance/PH22).

Issue date: 2009

This is a support tool to help guide people to resources that may support the implementation of NICE guidance.

It is not NICE guidance.

Promoting equality
Implementation of the guidance on Promoting mental wellbeing at work is the responsibility of employers, local commissioners and/or providers. All those involved in implementing the guidance or using this Guide to resources are reminded that it is their responsibility to avoid unlawful discrimination and to have regard to promoting equality of opportunity. Nothing in this document should be interpreted in a way which would be inconsistent with compliance with those duties.

NICE is not responsible for the quality or accuracy of any information or advice provided by other organisations.

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Introduction

NICE has produced this guide to help people involved in putting the NICE guidance on promoting mental wellbeing at work into practice.

Mental wellbeing 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.

This guide highlights a selection of resources available from NICE, government and other organisations, which can be used alongside the NICE guide 'How to change practice'.

 The resources are shown in the following categories:

- Government strategy and policy documents.
- Practical resources:
  - general
  - managing stress
  - line management
  - flexible working
  - case studies.
- Resources from NICE.
- Related NICE guidance.

This guide does not cover resources that are specifically aimed at supporting employees with mental health problems.

The recommendations in the NICE guidance are aimed at a range of different audiences, including those who have a direct or indirect role in, and responsibility for, promoting mental wellbeing at work. This includes all employers and their representatives, irrespective of the size of the business or organisation and whether they are in the public, private, or voluntary sectors.

It may also be of interest to professionals working in human resources or occupational health, employees, trade unions representatives and members of the public.

NICE has developed this guide in consultation with key stakeholders and experts in the area (see acknowledgements). It has been designed to provide an overview of information directly related to the guidance, but it is not an exhaustive list. NICE is not responsible for the quality or accuracy of, and does not endorse, any information or advice provided by other organisations that is linked to in this document.

Hyperlinks take you directly to the resource, if possible. These hyperlinks were correct at the time of publication; if they no longer work because changes have been made to external websites, you should visit the relevant home page to search for the document.

Government strategy and policy documents

Document	Relevance
Boorman S (2009) NHS health and wellbeing www.nhshealthandwellbeing.org/FinalReport.html	A review of staff health and wellbeing in the NHS, including recommendations for improvement.
Department of Health (2009) NHS health and well-being review /www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_108908.pdf	The DH response to the final report from the NHS Health and wellbeing review, including a proposed action plan for implementing the recommendations from Dr Boorman's report across the NHS.
Department for Work and Pensions (2005; 2008) 'Health, work and wellbeing' www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/documents/digitalasset/dh_4121757.pdf	'Health, work and wellbeing – caring for our future' is a strategy to improve the health and wellbeing of working age people. The strategy pulls together all the different strands of work going on in this area within government. It places responsibility for delivery with government, employers, individuals and the healthcare profession.
Department for Work and Pensions and the Department of Health (2009) 'Mental health and employment strategy: working our way to better mental health, a framework for action' www.dwp.gov.uk/docs/hwwb-working-our-way-to-better-mental-health.pdf	This first ever national mental health and employment strategy sets out a framework for action that is designed to: • Improve well-being at work for everyone, and • Deliver significantly better employment results for people with mental health conditions, supporting them into work, helping them to stay in work and assisting them to return to work more quickly after sickness absences.
Department for Work and Pensions and the Department of Health (2008) 'Working for a healthier tomorrow' Dame Carol Black's review of the health of Britain's working age population www.dwp.gov.uk/healthcare-professional/health-and-work/	Carol Black, National Director for Health and Work, was commissioned to undertake a review of the health of Britain's working age population. The review provides a baseline understanding of the health of working age people and the impact this has on government, the economy and society. It makes recommendations to government and wider stakeholders on how to improve the health of the working age population.

Document	Relevance
Foresight Mental Capital and Wellbeing Project (2008) www.bis.gov.uk/foresight/our-work/projects/published-projects/mental-capital-and-wellbeing London: The Government Office for Science	The aim of the Foresight project on mental capital and wellbeing was to advise the government on how to achieve the best possible mental development and mental wellbeing for everyone in the UK in the future. The project used the best available scientific evidence to develop a vision for: • the opportunities and challenges facing the UK over the next 20 years and beyond, and the implications for everyone's mental development and mental wellbeing • signposts to what government, individuals and businesses need to do to meet the challenges ahead.
Macleod D and Clarke N (2009) 'Engaging for success: enhancing performance through employee engagement' www.berr.gov.uk/files/file52215.pdf	A report commissioned by the Department for Business to take an in-depth look at employee engagement. The report found that employee engagement had many benefits for organisations and employers, in terms of performance, employee wellbeing and profitability. The government has accepted the recommendations of the report.

Practical resources – general

Document	Relevance
ACAS (2009) 'Health, Work and Wellbeing' www.acas.org.uk/index.aspx?articleid=693	A booklet that explains the interaction between health and wellbeing and work by focusing on: • the relationship between line managers and employees • the importance of getting employees involved • job design and flexible working An example checklist to help employers assess mental wellbeing in their workplace is also included.
ACAS Guidance on managing through the recession www.acas.org.uk/index.aspx?articleid=2143	A web page that outlines how ACAS can help during the current recession. It provides support to employers by: • running courses aimed at helping businesses during a recession • advising on the options available to any business facing a downturn in activity Presentations from the Resilience Through Recession conference can be downloaded from this page. A link to recession tips for employers produced by ACAS and CIPD is also included. The web page also provides advice to employees about their employment rights.
ACAS Services for small businesses www.acas.org.uk/index.aspx?articleid=2004	A web page that summarises the services that ACAS provides to all organisations, including small businesses. Services include free advice and guidance, online tools and resources and bespoke consultancy and training programmes.
British Heart Foundation Health at Work: promoting workplace health and wellbeing www.bhf.org.uk/thinkfit/	This website contains a section on mental wellbeing at work. It contains practical ideas, tools and information to promote mental wellbeing in the workplace. It provides: • support for mental wellbeing coordinators • advice on how to build the business case for mental wellbeing • a sample survey to assess employee mental wellbeing • a sample workplace assessment form • a sample mental wellbeing policy • examples of practical things that workplaces can do to promote mental wellbeing.

Document	Relevance
Business in the Community (2009) 'The emotional resilience toolkit' www.bitc.org.uk/resources/publications/emotional_resilience.html	A toolkit that provides practical guidance on how to promote the resilience of individuals and teams in workplaces. Emotional resilience is described as a set of conditions that allow individual adaptation to different forms of adversity at different points in the life course. The toolkit includes: - the business case for promoting emotional resilience - examples of best practice and lessons learned - a 12 step model for planning, executing, reviewing and updating an emotional resilience initiative - useful resources and information Suggested actions to provide a pleasant physical working environment, promote healthy behaviour, deal with conditions that can produce stress and provide opportunities for 'good' work are also included. 'Good' work is characterised by employment security, task variety, autonomy, fair treatment and reward for effort, strong workplace relationships, effective development and use of skills.
EEF: the manufacturer's organisation Work organisation assessment www.workorganisation.org.uk/default.aspx	A free assessment tool that can be used to assess how 'healthy' an organisation is. At least 20 employees in an organisation need to complete an on-line questionnaire. The organisation then receives a report that can be used to benchmark against other organisations. The assessment tool has been validated for use by small to medium size enterprises in the manufacturing sector with a minimum of 20 employees.
Mind Mind Workplace www.mind.org.uk/workplace	Mind Workplace provides a bespoke consultancy service that includes stress audits, staff surveys, policy reviews, coaching for managers and staff and training.
Mindful Employer 'Working towards: an aid for businesses signing the Charter for Employers Who Are Positive About Mental Health' www.mindfulemployer.net/information.html (click on 'Working towards' in the 'Mindful employer publications' section)	A questionnaire to help employers recognise good practice already in place, identify areas for improvement and plan how to work towards the aims of the Charter for Employers Who Are Positive About Mental Health. The Charter for Employers Who Are Positive About Mental Health is focused on good employment practice when recruiting and supporting employees with mental health issues and is therefore outside the scope of this tool. However, the Working Towards questionnaire also helps employers assess how well they are promoting general mental wellbeing.

Practical resources – managing stress

Document	Relevance
Please note that case studies about managing stress in the workplace are included in the case studies section below.	
ACAS, Health and Safety Executive (2006) 'Advisory booklet – stress at work' www.acas.org.uk/index.aspx?articleid=782	A booklet to help organisations and individuals prevent and reduce stress at work by tackling the underlying causes. HSE has identified six main cause of stress at work: demands, control, support, relationships, role and change. These are related to the HSE management standards for tackling work related stress. The booklet describes each of these 'stressors' and offers practical solutions for resolving each one. It also contains good practice principles for designing jobs.
ACAS (2006) 'Advice leaflet – stress at work' www.acas.org.uk/index.aspx?articleid=815	A leaflet that describes the benefits and the legal duty to tackle stress. It summarises the section in the 'Advisory booklet – stress at work' that outlines the causes of stress and the actions that employers can take to deal with it.
ACAS 'How ACAS can help you tackle stress' www.acas.org.uk/index.aspx?articleid=1993 (link is at the end of the 'Further information' list)	A leaflet that outlines the role of ACAS Stress Advisers in helping employers to identify the specific causes of stress in their workplace and develop and implement an action plan to deal with these problems.
CIPD (2009) 'Stress at work' www.cipd.co.uk/subjects/health/stress/stress.htm	A factsheet that gives introductory guidance about: • the nature of work related stress • the legal position • the most effective approaches to deal with stress at work • the first signs that indicate that an employee may be experiencing excessive pressure or stress.

Document	Relevance
Health and Safety Executive (2008) Management standards for work-related standards www.hse.gov.uk/stress	The management standards cover six areas of work design that, if not properly managed, are associated with poor health and wellbeing, lower productivity and increased sickness absence. These are: • demands (workload and work patterns) • control (how much say people have in the way they work) • support (encouragement and resources) • relationships (work that avoids conflict and deals with unacceptable behaviour) • role (having a clearly defined role) • change (effective management of organisational change). This website aims to help organisations by providing a wide range of resources and tools, including an example stress policy, a management standards indicator tool and a powerpoint presentation that can be used in organisations to raise awareness of the management standards approach.
Health and Safety Executive (2004) 'Working together to reduce stress at work: a guide for employees' www.hse.gov.uk/pubns/indg424.pdf	This leaflet explains to employees how the management standards can help them and what they can do if they are experiencing stress.
Mindful Employer 'Feeling Stressed: keeping Well' www.mindfulemployer.net/information.html (click on 'Feeling stressed: keeping well' in the 'Mindful Employer publications' section)	A personal workbook that helps employees take a preventative approach towards harmful levels of stress at work. It helps employees to identify: • what they can do to keep themselves well • how they can identify triggers and warning signs of stress • what action they can take to deal with the signs of stress.

Document	Relevance
Mindful Employer Posters www.mindfulemployer.net/information.html (click on 'Mindful Employer posters' in the 'Mindful Employer publications' section)	Two posters that any employer can print and display in their workplace. They can help employees to recognise when they are experiencing stress and give advice about what to do to get help.
NHS Scotland (2005) 'Stress - building the business case' http://www.healthscotland.com/documents/993.aspx	A step by step guide to determining the impact of stress in an organisation. It includes: • tools to assess the level of stress in an organisation • a stress calculator that employers can use to work out the cost of stress in their organisation • suggested actions to reduce stress • case studies to show how some organisations have managed stress.

Practical resources – line management

Document	Relevance
ACAS (2009) 'Advisory booklet: front line managers' www.acas.org.uk/index.aspx?articleid=802	This resource outlines the important role that front line or first tier managers play in influencing the behaviour of people and their attitude towards the organisation. It outlines some of the problems that they face and suggests how senior managers can support front line managers by: • recruiting and selecting them so that they have the right people qualities • training them so they can do their job • giving them a balanced workload • coaching them. It includes a checklist for senior managers to use to assess how well they are supporting front line managers.
ACAS (2007) 'Employing people: a handbook for small firms' www.acas.org.uk/index.aspx?articleid=924	Advice for small business on a range of management issues: recruitment, pay, training, setting company rules and procedures, unfair dismissal, absence and turnover, workplace communication and employee representation.
ACAS General resources for line managers www.acas.org.uk	The ACAS website contains a number of resources to help with general line management: for example bullying and harassment, managing attendance and employee turnover, managing conflict, recruitment, teamwork, employee appraisal.

Document	Relevance
Health and Safety Executive, Chartered Institute of Personnel and Development, Investors in People (2009) 'Line management behaviour and stress at work: updated guidance for line managers' www.cipd.co.uk/subjects/health/stress/_strwklnmgr.htm	Outlines the role that line managers can play in managing stress in the workplace. It includes the 'refined management competency framework' for preventing and reducing stress at work, which outlines ways that managers can act to manage stress in others.
Health and Safety Executive, Chartered Institute of Personnel and Development, Investors in People (2009) Line Manager Competency Indicator Tool www.hse.gov.uk/stress/mcit.htm	A tool based on the 'refined management competency framework' that aims to help managers reflect on their behaviour and management style. It can be used by managers to assess whether they act in ways identified as effective for preventing and reducing stress at work.

Practical resources – flexible working

Document	Relevance
ACAS (2009). 'A short guide for employers, working parents and carers: the right to apply for flexible working' www.acas.org.uk/index.aspx?articleid=803	A booklet that outlines: • the law on flexible working • how to apply for flexible working • how the employer must respond to an application • the grounds for refusing an application • what an employee can do if their application is refused.
ACAS (2009) 'Flexible working and work life balance' www.acas.org.uk/index.aspx?articleid=1283	A booklet that outlines the need for flexible working and work life balance and gives advice about: • the different types of flexible working and the advantages and disadvantages of each type • how to develop a flexible working policy • flexible working and the law • how to plan a shift rota • how to apply for flexible working. A sample job suitability questionnaire is also included.

Document	Relevance
CIPD (2009) 'Flexible working' http://www.cipd.co.uk/hr-resources/factsheets/flexible-working.aspx	A factsheet that: • describes the different forms of flexible working • outlines the potential benefits and gives advice for implementation • includes a survey report to show how organisations are making use of flexible working • includes information on the importance of work life balance • highlights the relevant legislation.

Practical resources –- case studies

Document	Relevance
Please note that some of the resources included in other sections also include case study examples, and this has been highlighted in the description of the resource.	
Health and Safety Executive Managing stress - employer interviews www.hse.gov.uk/stress/videos/index.htm	Video case studies showing how some employers have dealt with stress in the workplace.
Health and Safety Executive Managing stress - organisational case studies www.hse.gov.uk/stress/experience.htm	Case studies showing how some public and private sector organisations have managed stress in the workplace, including a link to an online forum.
Health and Safety Executive Work related stress – individual video case studies www.hse.gov.uk/stress/video/index.htm	Video case studies showing people talking about their experiences of stress in the workplace.
Health, Work and Wellbeing Organisation case studies www.dwp.gov.uk/health-work-and-well-being/case-studies/	Case studies of organisations that have taken action to improve the health and wellbeing of their employees with measurable results.

Resources from NICE

Resource	Relevance
<u>The guidance</u> Promoting mental wellbeing through productive and healthy working conditions: guidance for employers. NICE public health guidance 22(2009). Available from <u>www.nice.org.uk/guidance/PH22</u>	
The guidance	All the recommendations, details of how they were developed, and summaries of the evidence they were based on.
The quick reference guide	A summary of the recommendations for professionals and the public.
A version of the guidance for small businesses	
Implementation tools	- Business case – Outlines the estimated current costs of mental ill health to employers, and the potential benefits and savings of implementing steps to improve the management of mental wellbeing - Costing template to estimate the local costs and savings involved in implementing the NICE guidance - Slide set – highlights key messages from the NICE guidance for local discussion

General implementation resources

<u>How to put NICE guidance into practice and improve the health and wellbeing of communities: practical steps for local authorities</u>	A guide to help local authorities tackle health inequalities and promote health and wellbeing.
<u>How to change practice: understand, identify and overcome barriers to change</u>	A guide to help managers and clinicians influence changes in practice. It provides practical suggestions based on evidence and experience to help put NICE guidance into practice.
<u>ERNIE</u>	The ERNIE (Evaluation and review of NICE implementation evidence) database is a source of information on the implementation and uptake of NICE guidance. It includes internal reports on the uptake of NICE guidance, classifies whether practice is in line with the guidance and describes external literature on the implementation of the guidance.

Resource	Relevance
Shared learning database	The shared learning database gives examples of good practice from the NHS and partner organisations. If you would like to learn from other peoples' experiences or share your own experience of implementing this guidance with others, please visit the shared learning database on our website. All submissions will be entered for the annual NICE Shared learning award.

Related NICE guidance

Document	Relevance
Long-term sickness absence and incapacity for work. NICE public health guidance 19 (2009). www.nice.org.uk/guidance/PH19	A set of evidence-based recommendations that employers can use to support implementation of the NICE promoting mental wellbeing through productive and healthy working conditions.
Promoting physical activity in the workplace. NICE public health guidance 13 (2008). www.nice.org.uk/guidance/PH13	
Workplace interventions to promote smoking cessation. NICE public health guidance 5 (2007). www.nice.org.uk/guidance/PH5	
Computerised cognitive behaviour therapy for depression and anxiety. NICE technology appraisal guidance 97 (2006). www.nice.org.uk/guidance/TA97	
Depression in adults. NICE clinical guideline 90 (2009). www.nice.org.uk/guidance/CG90	
Depression with a chronic physical health problem. NICE clinical guideline 91 (2009). www.nice.org.uk/guidance/CG91	

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Has this guide to resources met your requirements?

We value your opinion and are looking for ways to improve our implementation tools.

Please complete this short evaluation form.