



Bundesanstalt für Arbeitsschutz und Arbeitsmedizin

Implementation of Mental Health Promotion at Work

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„The word around the office is that you have serious attitude problem.....“

Determination and performance of measures

It is usually easier to make a diagnosis and determine stress in the workplace than to initiate and sustain a change in the situation.

Why:

- There are no quick fixes; instead, approaches to solving problems must be worked out and adapted to the firm
- Changes usually are made as a process, take a long time and cannot be achieved on a rush basis

Back pain (BASA)

<i>Characteristics of Working conditions</i>	<i>Backpain by characteristic</i>		<i>Significance</i>
	<i>Is true not true</i>	<i>is</i>	
Safety main priority	3,04	3,20	*
Health main priority	2,94	3,20	**
Fear of accidents	3,28	3,06	*
Fear of disease	3,40	2,93	**
Fear of failure	3,41	2,96	**
Lack of personnel	3,17	2,98	**
Safe workplace	2,95	3,12	*
Appreciation by superiors	3,01	3,18	**
Trust in superiors	3,02	3,26	**
Noise in the environment	3,18	3,01	**
Light acceptable	3,03	3,19	*
Dust at work	3,24	3,06	*

Source: G.Richter, BAuA

Some Features of Mental Health

- Mental health and well-being are issues of everyday life
- Mental health is seen as an essential component of general health
- Mental health is a result of various predisposing factors, precipitating factors, social context and individual resources
- Positive mental health refer to mh as a capacity to perceive, comprehend and interpret our surroundings, to adapt to them and to change them if necessary, to think and speak, and to communicate.
- Mh is determined by individual factors and experiences, social interaction, societal structures and resources, and cultural values.

The stress situation and its effect

The effect of a stress situation also depends on the personal perception and assessment of the stress

The quality and intensity of the perception and assessment also depend on personal experiences, traits and abilities (internal resources)

The stress situation and coping with it

How a person copes with a stress situation depends on their abilities, traits and approaches.

But environmental conditions (external resources) also play a role

- the extent of social support (offers of help)
- the latitude found for decision-making and action

Survey tools

Various tools can be used for investigation and assessment. The distinguishing feature is how the data are collected

- Data collected objectively (sickness figures, accidents, turnover, overtime hours, examinations by company physicians)
- Data collected subjectively (questionnaires, checklists, complaint boxes)
- Productivity figures (errors, wastage)
- Data collected interactively (interviews)

Principles of Stress Prevention

The integrative principle: stress prevention measures enter into all company decisions

The organisation-driven principle: prevention does not follow a repair model, but instead must be forward-looking as part of the organisation and the planning of investments

Principles II

The co-operation principle: stress prevention is not just the job of individual experts, but also the responsibility of supervisors, works councils and employees. Co-operation means building co-operation structures.

The participation principle: integration and mobilisation of those affected; someone who is asked, who takes part in activities, who is involved identifies with the project.

Stress management

Three strategies can be successfully employed in the company:

- Preventing stress before it occurs
- Coping with stress in stress situations
- Stress reduction afterwards

Stress prevention

Targeted measures ahead of time can exclude or alleviate possible stress factors:

- performance of cause analyses
- proper structuring and planning of work
- setting of clear goals and priorities
- optimising work requirements
- building relationships with co-operation partners
- building skills
- creating working groups in the company

Coping with stress in the situation

The goal here is to alleviate stress reactions

- brief relaxation
- taking time for a short situation analysis
- positive reassessment of requirements
- correct handling of anger and conflicts
- resolving conflicts with colleagues and supervisors
- look for support

Stress reduction afterwards

To avoid stress as a permanent state of affairs

- sports
- physical activity
- purposeful relaxation
- social contacts

Good practice should

Include early detection (early warning system)

Involve the participants in every stage of the project management

Be integrated in the management philosophy

Include interventions on different levels, i.e. affecting the individual, the social environment and the working conditions

Focus on mental health promotion

Cover different levels: promotion, primary prevention and secondary prevention

Include various actions, for example training, counselling, surveys and be proven to be effective.

The setting workplace

The workplace is seen as a medium by which health promotion can be advanced, and through which the working population's health status can be improved both directly,

through supporting and allowing the individual to take action on their health

indirectly through the development of an overall health culture

Vision and Mission

Reducing work-related stress and psychosocial risks is not just a moral and legal imperative. There's a strong business case as well. The most successful businesses usually have the best safety and health performance. Good health is good business.

Healthy Work Organization

Organizations are only as good as their people

Healthy employees are productive employees (parallel benefits hypothesis)

Best way to have healthy employees is to have a healthy organization

The organizational context for health

Healthy Enterprise / Healthy Organisation

A healthy organisation is

“one whose culture, climate and practices create an environment that promotes employee health and safety as well as organisational effectiveness”.

National Institute for Occupational Safety and Health (NIOSH),
United States

Healthy Enterprise / Healthy Organisation

Characteristics of healthy organisations

- Social security (education, status, income)
- Common beliefs/convictions, values, rules
- Transparency of decisions and processes
- Participation in organisational decision-making
- Quality of leadership
- Stability and quality of social contact at workplace
- Contact between members of staff in all departments of the organisation
- ...

(Badura)

Healthy Enterprise / Healthy Organisation

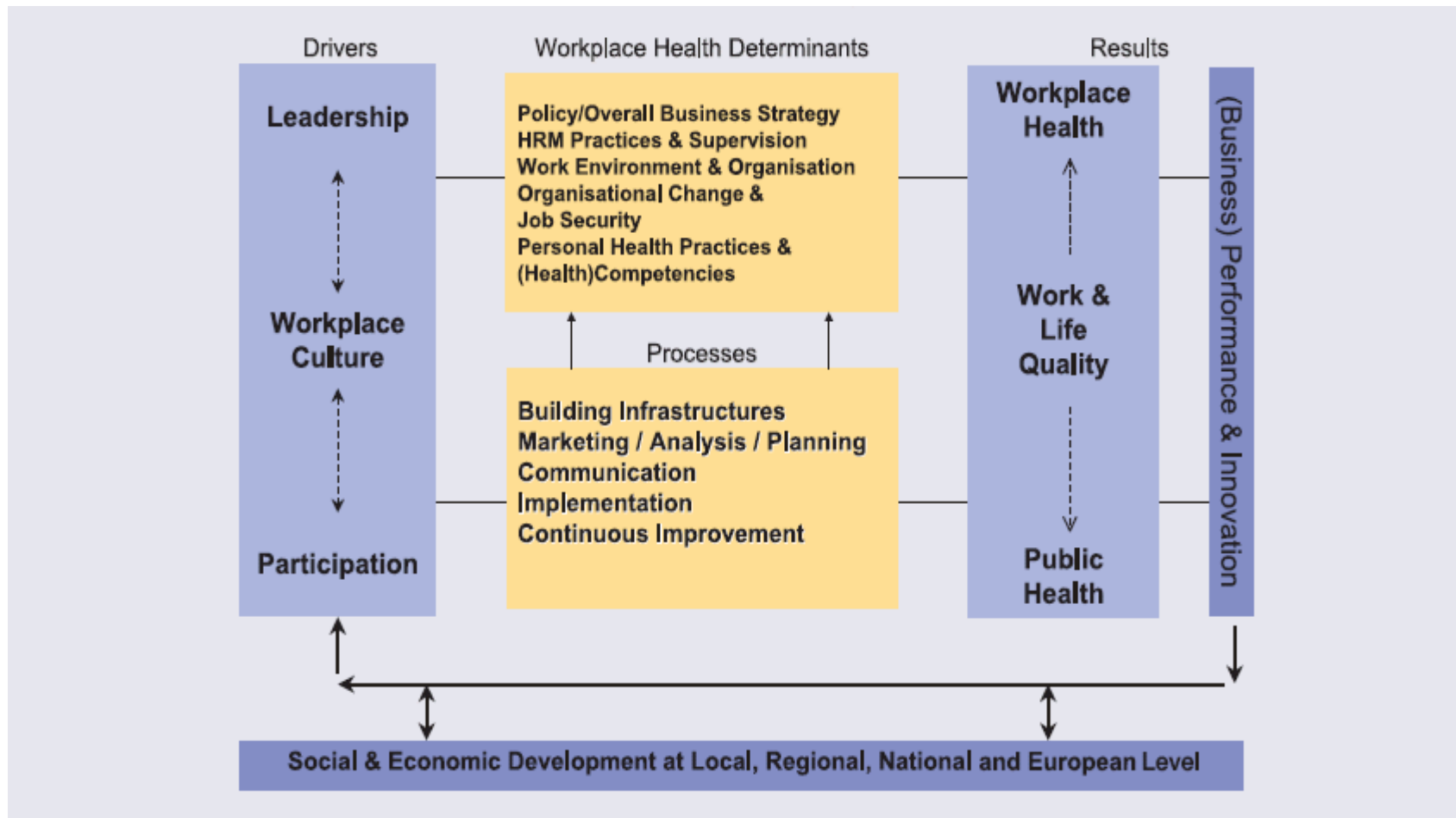
Characteristics of healthy organisations

...

- Trust and co-operation between members of staff (atmosphere) (sense of belonging)
- Rationality of tasks
- Alignment of employee values with the organisational tasks and goals (commitment)
- Empowerment at the workplace
- Professional qualifications of staff, soft skills

(Badura)

The European Approach to Promoting Workplace Health



GERMANY: *Self-competence and self-responsibility – methods to optimise resources (Sero)*

SERO co-ordinated by the DaimlerChrysler AG, is implemented in the Sindelfingen and Untertürkheim plants.

Aims of the project

- Enhancing self-responsibility and self-initiative regarding health and safety at work.
- Decreasing stress symptoms.
- Increasing the ability to cope with changes, higher motivation to actively participate in change processes.
- Increasing the levels of well-being, satisfaction and identification with work.

UNITED KINGDOM

Work Well

The programme helps people to improve their well-being through gaining their understanding of the key issues and providing practical guidance on how to develop workable solutions. Marks and Spencer have a long tradition in realising Workplace Health Promotion.

- Improving the psychosocial health and remove stigma associated with mental health in the workplace.
- Improving the skills, well-being and behaviour of the line managers.
- Providing a mechanism for early detection and intervention of mental health issues.
- Creating a more positive attitude in the stores.
- Increasing the quality of the customer experience and the level of discretionary effort.
- Increasing staff attendance levels.