



# Mental Health – An Employer’s Perspective

Dr Paul Litchfield  
Chief Medical Officer  
BT Group plc

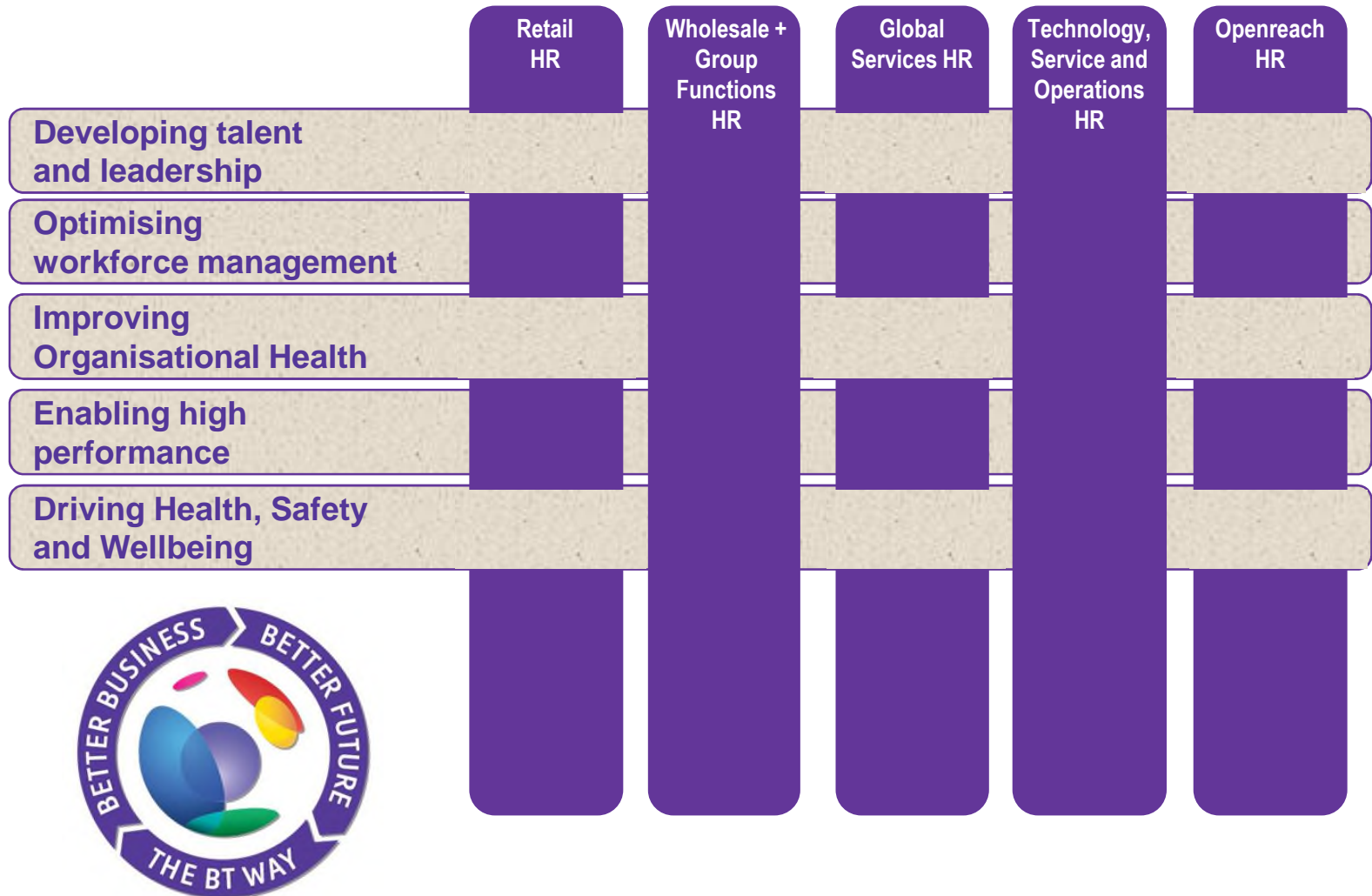
European Parliament – 29 May 2013

# Business drivers for mental health at work

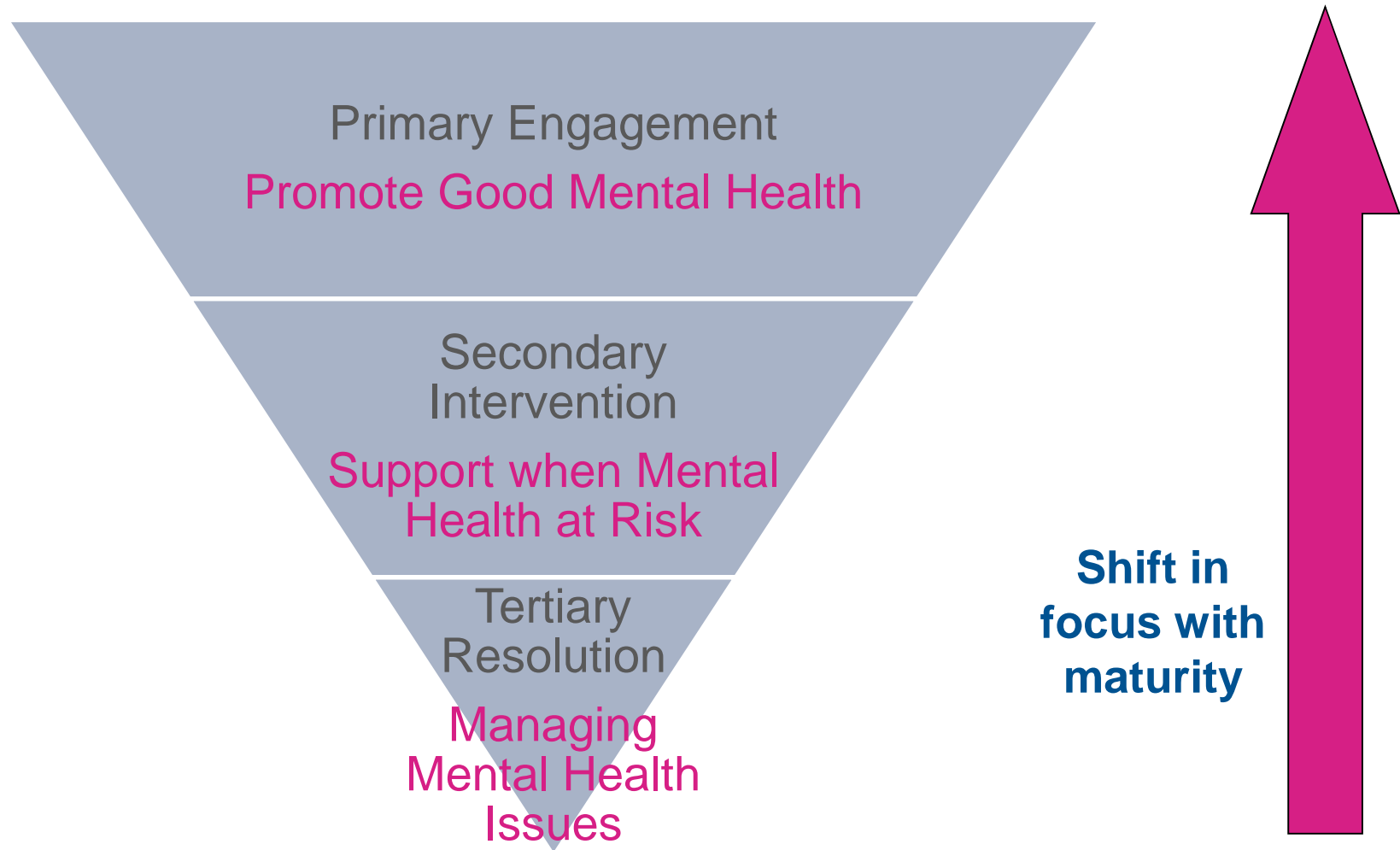
- Legal compliance
- Diversity & creativity
- Social responsibility
- Corporate image and brand
- Enhancing performance
- Cost management
  - Absenteeism
  - Presenteeism
  - Healthcare costs
  - Quality issues
  - Accidents
  - Burnout & Turnover



# HR priorities in supporting the business strategy



# Creating a mental health framework



# BT Mental Health Toolkit



- Promoting good mental health

*Positive Mentality*

*Managing Pressure*

*Management Competencies*

*Achieving the Balance*

- Support when mental health at risk

*STREAM*

*Resilience training*

*Health & Wellbeing Passport*

*Employee Assistance Programme*

- Managing mental health issues

*Open Minds – Head First*

*Managing Mental Health*

*Occupational Health Service*

*CBT Service*

# Helping managers manage mental health issues

Help given before professional mental health input

## Aims

- Preserve life when in danger
- Provide help to prevent deterioration
- Promote recovery of good mental health
- Provide comfort to the distressed

## Skills

- Recognition of mental health symptoms
- Provision of initial help
- Guidance towards appropriate professional help



*Managing Mental  
Health Training*

Training for line managers and Union representatives

# Feedback through management information



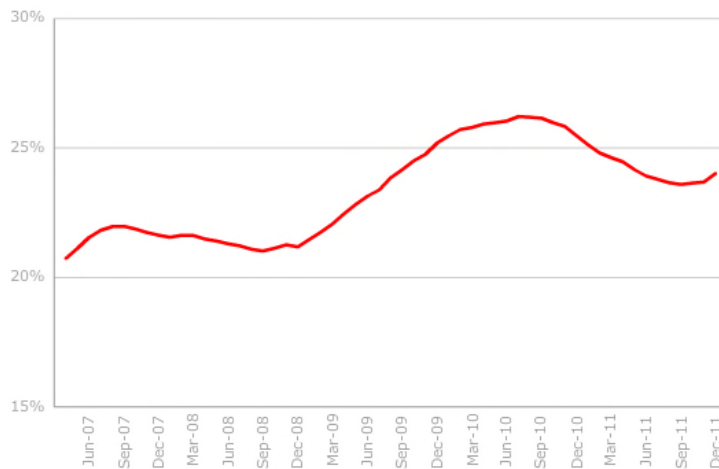
BT Group Mental Health Dashboard

Sick Absence

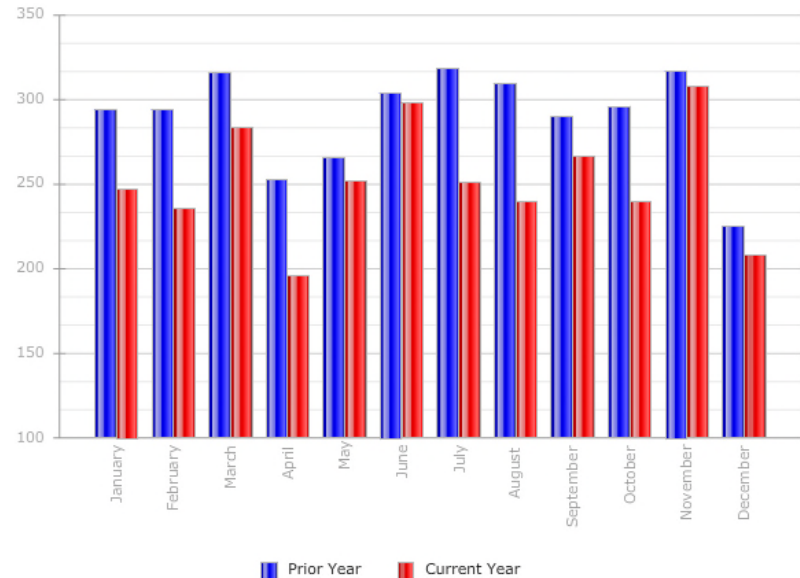
OHS Referral / EAP

STREAM

Percentage of sickness absence days lost due to mental health



New Mental Health Absences by month  
BT UK Only Rolling Twelve Months



# Using data to educate & inform



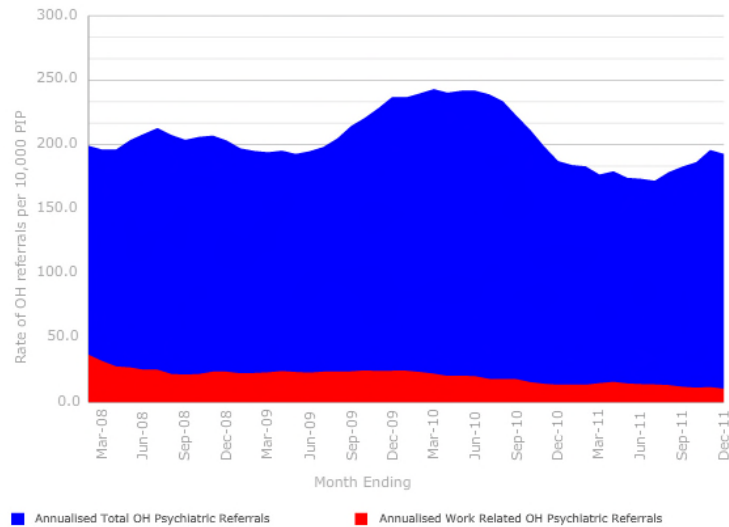
## BT Group Mental Health Dashboard

Sick Absence

OHS Referral / EAP

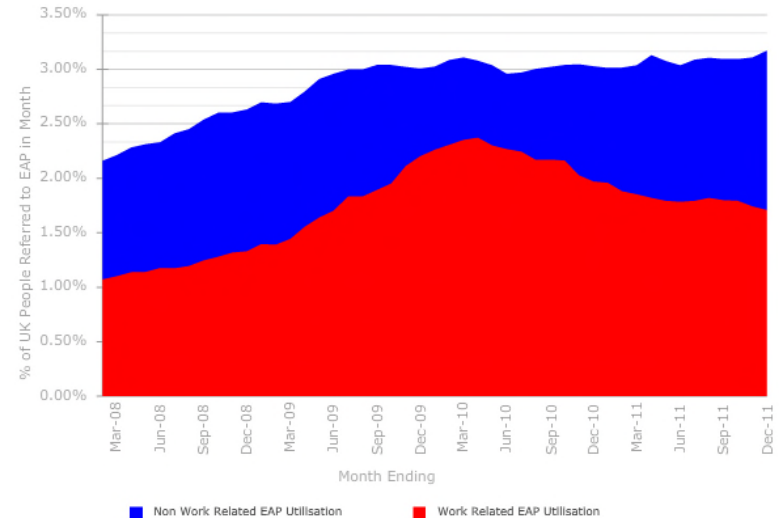
STREAM

Rate of Mental Health Occupational Health Referrals  
BT UK Only



Rate of mental health cases identified by the OHS as being caused or made worse by primary work factors.

Monthly Clinical EAP Referral Rate  
BT UK Only



The rate of clinical referrals to the EAP for work related and other reasons. EAP - "Work-related includes all aspects of the work experience".





# Influencing management behaviour



BT Group Mental Health Dashboard

Sick Absence

OHS Referral / EAP

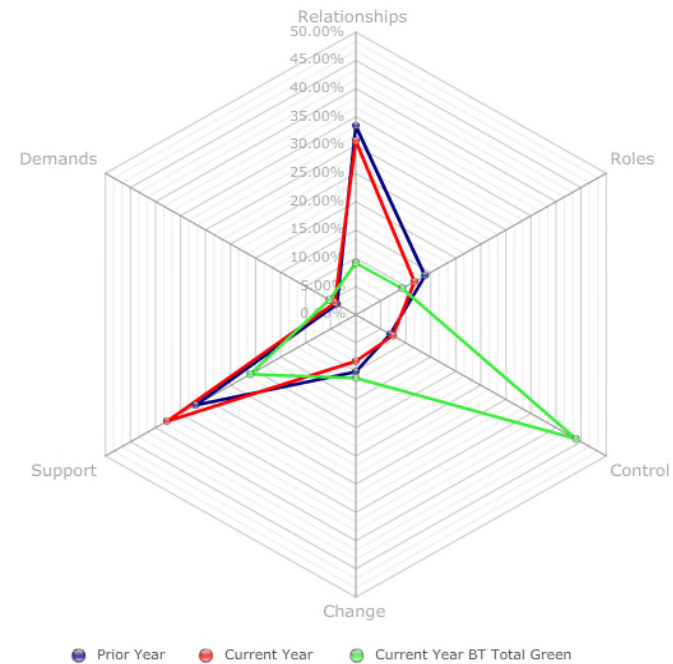
STREAM

Quarterly Completion Data for STREAM Assessments  
BT UK Only



Number of STREAM assessments resulting in Red, Amber, Green status by Quarter

STREAM Stressors  
BT UK Only Rolling Twelve Months By Quarter

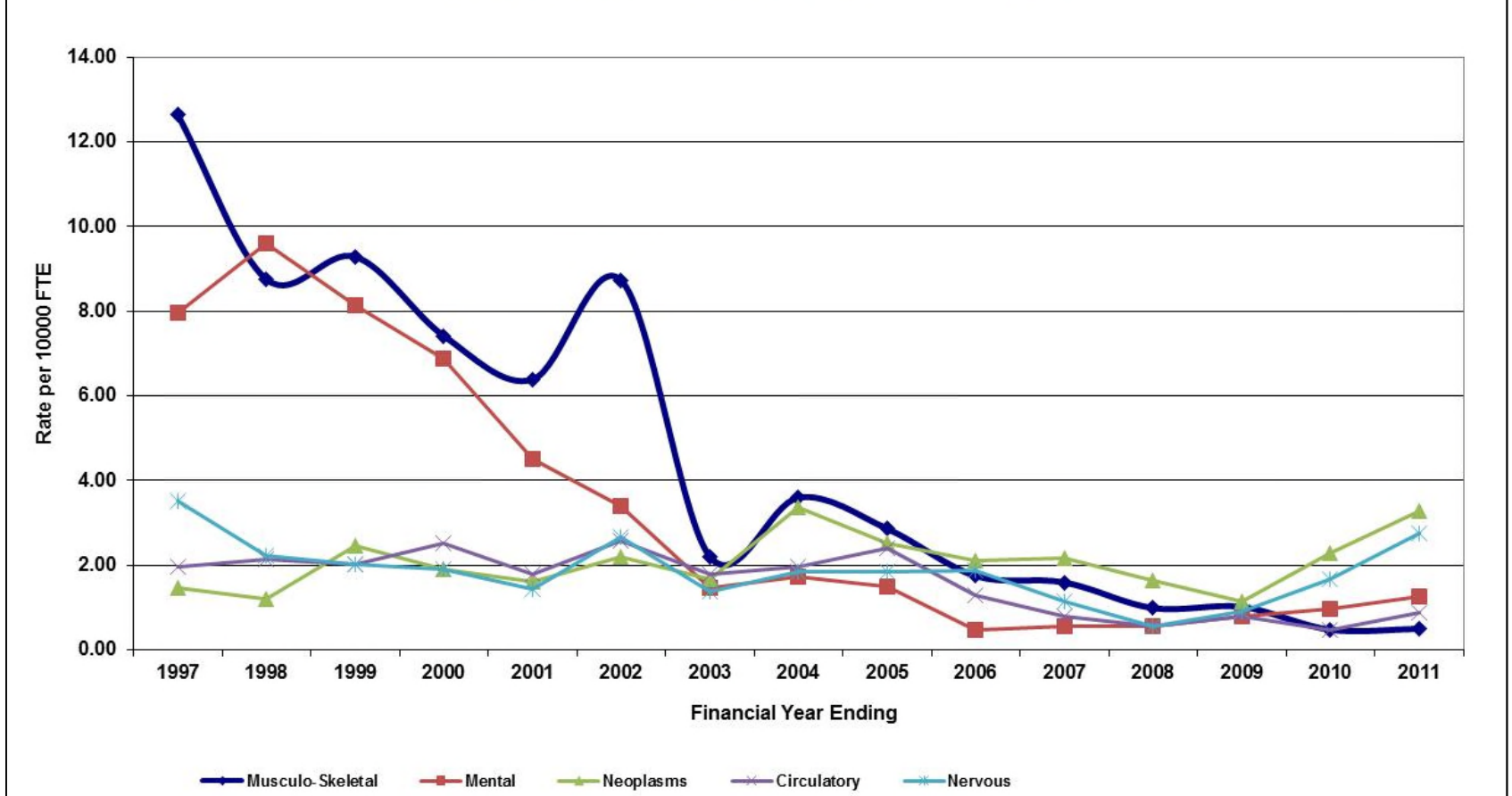


'HSE Management Standards stressor areas for RED and AMBER assessments compared with BT GREEN assessments'

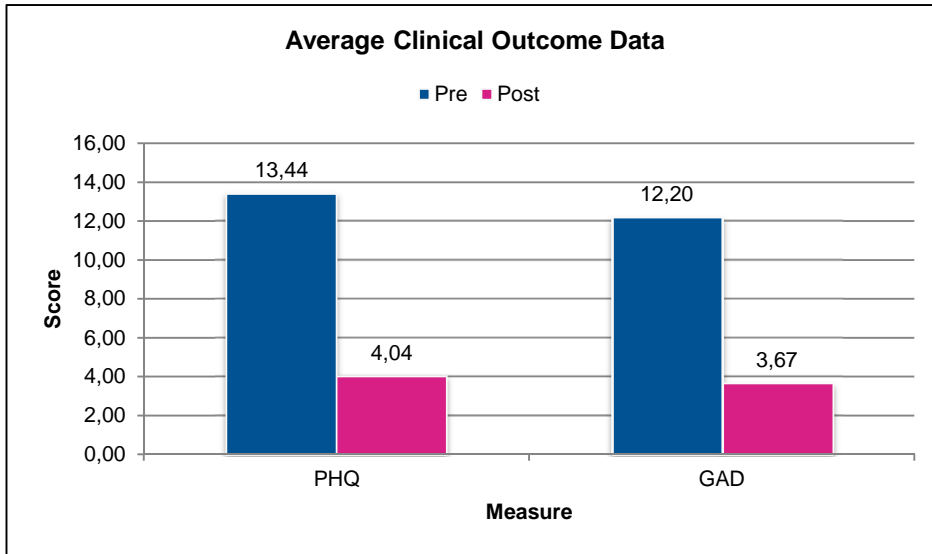


# Keeping people in employment

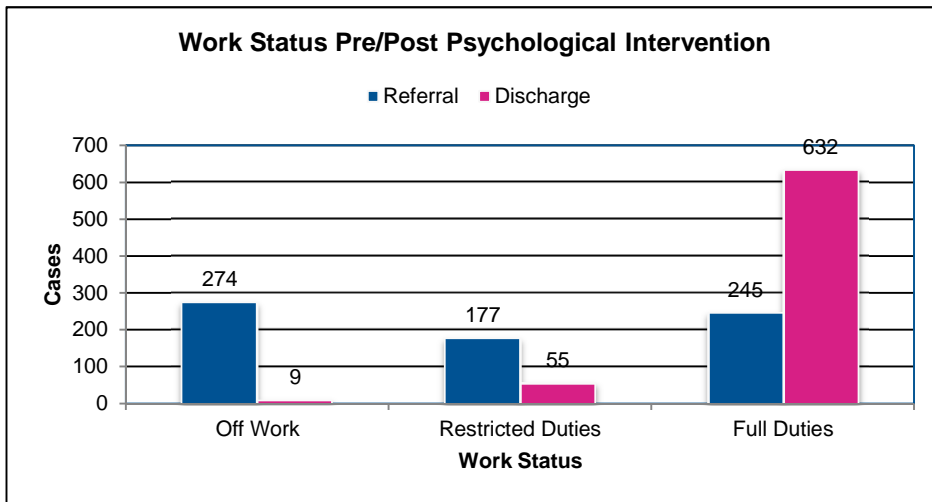
Medical Retirements - Financial Years 1997- 2011  
A.2.8 - Number of medical retirement certificates issued per 10,000 FTE for BT  
The 5 most common ICD Groups over the past 15 years.



# Keeping people in productive employment



- Company funded therapy
- Major health improvement
- Major work improvement



# Lessons from the factory floor

## Companies need to recognise:

- Mental health is a business issue
- Managers need help to understand it
- Most interventions are low key
- The economic cost of failure is high
- The human cost can be far higher

## Policy Makers need to:

- Take a strategic approach
- Encourage enlightened self interest
- Remove barriers to implementation
- Fund appropriate research
- Act as exemplar employers





Bringing it all together

[paul.litchfield@bt.com](mailto:paul.litchfield@bt.com)