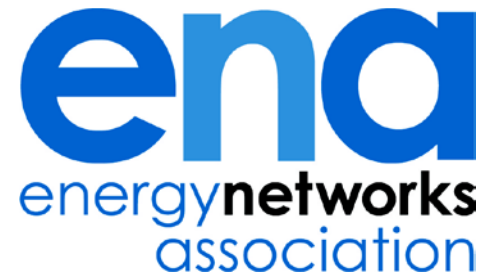


# ENA Occupational Health Committee



## Mental Health Case Study

### **Company Name: E.ON UK**

A Garden Shed, fake grass, graffiti walls and fortune cookies!

E.ON's engaging and innovative approach to the promotion of mental health.

At E.ON we realise the effect that mental health issues have on our colleagues, our business and the wider population. Following assessment in 2009 we understood that these issues were also a concern for our colleagues. This issue is often difficult to address and required a new, innovative and engaging approach. We have successfully developed an all inclusive package branded as 'Head Way' to address these issues.



The Head Way logo

The objectives of Head Way were to:

- Reduce the stigma of mental health issues within the workplace and wider population
- Reduce the risk of work related mental health issues
- Provide education to our line managers and colleagues on the promotion and management of mental health at work
- Provide support to those experiencing mental health issues and line managers supporting those with issues within their teams

Head Way was developed throughout 2009 and launched in January 2010.

### What is Head Way?

Head Way consists of a variety of elements that implemented as a package provides a complete focus on the promotion of good mental health and the management of stress at work and at home.

It is made up of a number of elements including:

- The Head Shed Road show. The focus of the Road Show was the Head Shed, erected in a public area within sites. The Shed provided an area of focus to the campaign where individuals could meet socially, learn, and discuss all issues relating to mental health. Inside the Shed were promotional materials and a graffiti wall, where colleagues could leave anonymous tips and comments relating to mental health issues at work and at home. The Shed is on site for a minimum of eight weeks with a fully inclusive programme run throughout.



The Head Way Road Show



The Head Shed

- The Mind ball Challenge. The Mind ball is a clinically validated tool that supports and encourages users to improve powers of relaxation and concentration.



The Mind ball Challenge

- The Head Way Handbook. This handbook was written and developed by the Occupational Health team, was professionally published and supplied to all colleagues as part of the Head Way Road show. This handbook provides tools enabling individuals to focus on the promotion of their own mental health and management of stress in life at work and at home.

- The Head Way Intranet site. An intranet site was developed accessible freely to all our colleagues and contractors, which provided information and guidance on all areas relating to the promotion and support of mental health. This site also contained tools for managers and colleagues to assist them in assessing risk, facilitating conversation and managing mental health issues at work.
- Promotional Materials. A suite of 8 posters were developed and displayed at all sites across the UK focussing on areas including; change, managing conflict and communication. Head Way fortune cookies were handed out at events containing 'fortunes' relating to the promotion of mental health.



The Head Way Fortune Cookie

- E-learning package for managers and colleagues on the promotion and management of mental health.
- Seminars for all on mental health risk assessment, management of change and mental health promotion.
- Employee Assistance Programme including telephone helpline, face to face counselling and computerised Cognitive Behavioural Therapy.
- Fast Track referral for employer funded psychological assessment & treatment (triaged by Occupational health covering areas including addictions and significant mental health issues).

### **Leadership & Commitment from Managers and Business**

The Head Way programme was developed, implemented and led by the in house Occupational Health team. A project team of OH advisors led by the OH manager initially carried out a benchmarking exercise, meeting leaders in the field of mental health promotion. An MSc student was also employed to undertake a study on the impact of work related risk (which also contributed towards their final dissertation work). This work formed the basis for the development of a project plan.

The significant commercial and individual benefits of the programme were identified to the leaders within the organisation. The project was subsequently fully supported by E.ON board, and progress is reported to them on a monthly basis.

Senior Managers in individual business streams have committed to the rollout of the programme. Their commitment includes leading by example, and providing challenge and support to the occupational health team by reviewing progress monthly at Senior Leadership Safety and Health meetings. Within the business all colleagues have been encouraged and given time to participate within the programme.

On individual sites, Managers and Health and Safety Forums have participated in the planning and rollout of site programmes and events. Following Occupational Health events, many sites have taken the decision to continue to focus on mental health promotion on an ongoing basis, which they have led.



The Occupational Health Team

### **Time & Resources**

The cost of the programme was kept to a minimum by developing much of the programme on an in house basis. This required the up skilling of members of the Occupational Health team in a number of areas including web design and building.

Partnerships were also built with national charities and campaigns, which provided additional promotional materials to support the programme rollout. These included the 'Time to Change' Campaign.

The most significant cost within the programme was the development of a full e-learning package. The benefits of this package however are considered to have outweighed the cost. Benefits include the availability and relevant ease of training to over 18,000 colleagues, plus the ability for colleagues to access the training as a refresher in the future as required.

### **Other Professionals**

A number of professionals outside of the Occupational Health field within E.ON have contributed to the development and rollout of the Head Way programme. These include Human Resources, Diversity team, Communications and Marketing professionals, Business Managers, Safety & Health Representatives and Champions.

At the Benchmarking stage of project development, specialist organisations such as the Sainsbury Centre for Mental Health were supportive.

## Benefits

The programme has been evaluated in a number of different ways including; evaluation questionnaires, focus groups, request for subjective feedback via anonymous e mail, review of absence and productivity data.

Since the launch of the Programme in January 2010 15 Head Shed Road shows have been completed across the UK with a further 16 already booked for the coming three months. Over 2500 colleagues have thus far participated directly at the events. 84% of those participating rated the event as between 8-10 out of 10.

The Intranet site has had over 7000 hits since launch. The Occupational Health team have been able to identify the areas within the intranet site that are accessed most frequently and utilised this information to continue to develop the programme package.

The number of new cases of mental health absence has reduced by over one quarter since the launch of the programme. This has resulted in a demonstrable cost saving to the organisation. It was also noted by one of our senior managers in our Retail business that productivity increased following access to the Head Way programme.

Subjective Feedback provided by colleagues on evaluation forms following road shows and seminars has also proved extremely positive; here are some examples:

- I would recommend Head Way to colleagues
- Thank you making us realise we can talk about this
- I thought the Head Way activities were great. I found out there are some really easy ways to clear your mind and relax at work.
- Glad to see efforts to improve people's perception of mental health
- I think it's a great idea – thank you.

## Exceptional & Innovative

So what makes Head Way different? Firstly we erected Garden Sheds on every site (normally in the main atrium), surrounded them with fake grass and asked our colleagues to come down and write on a graffiti wall!



Head Way Graffiti Wall

In order to tackle an issue that often colleagues find difficult to discuss we needed an innovative approach, an idea that was fun and engaging, yet provided access to professionals and information in a way that they could be seen to be approachable and without stigma.

It was important to recognise the programme needed to work across a wide spectrum; to provide advice to managers on the assessment of risk, advice to colleagues who wanted to maintain their mental health through to the provision of support in the workplace to those who had significant mental health issues. The Head Way programme has fully answered these criteria.

Given the wide demographic of our population the programme has required a flexible and adaptable approach; it has been delivered to office workers, remote lone workers and engineers in power stations with equal levels of success.

The Head Way programme led by the Occupational Health team was developed with the business at its heart, encouraging our colleagues to contribute and build upon the planning and initial rollout. This has resulted in sites leading and taking the programme forward, coming up with innovative ways of 'keeping the message alive' on a continued basis.

We have ensured that the programme is all inclusive and opened the programme to not only our colleagues but also to our contracted partners; this has included delivery of the Head Way programme and seminars at contractor's conference.

We have also completed an on line Mental Health e-learning package for employees within our business to support the work done within the initiative.

We recognised the importance of sharing developments within the wider field of Occupational Health. Articles on Head Way have featured in publications such as the Occupational Health Journal and National Broadsheet newspapers. The CBI also featured a Head Way Road Show in their DVD 'Fit for Tomorrow', which was distributed to all member organisations across the UK.