

ESSENTIAL WEBINAR SERIES FOR EMPLOYERS

# MENTAL HEALTH AND THE ROLE OF THE MANAGER POST COVID-19

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# CONTENT

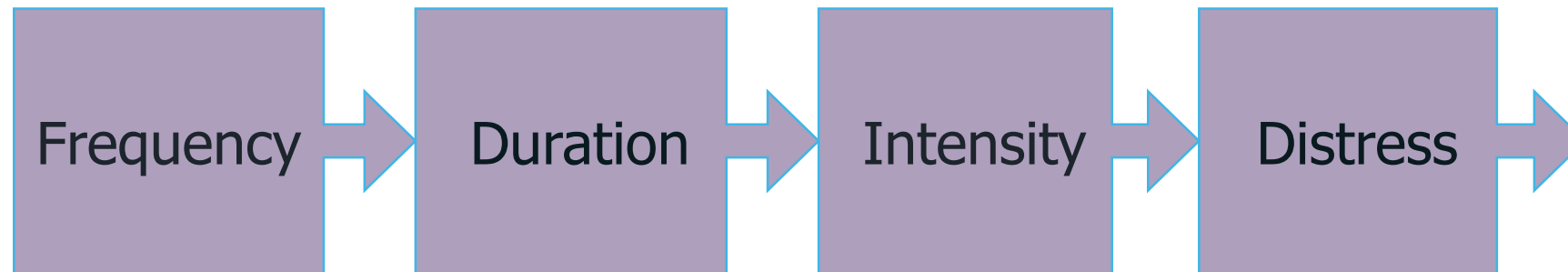
- Introductions
- Understanding mental health and recognising signs
- An overview of the law
- Role of manager/leader now
- Prevention is better than the cure
- Practical tips
- Questions

# UNDERSTANDING MENTAL ILL HEALTH

- What comes to mind...

# SIGNS AND SYMPTOMS OF MENTAL HEALTH DIAGNOSIS

- All are “normal” human experiences
- We all have the capacity to experience these, even if only once in our lifetime
- The only difference is:



# RECOGNISING MENTAL DISTRESS WITHIN THE TEAM

- Physical symptoms
- Psychological symptoms
- Behavioural symptoms

# PHYSICAL SYMPTOMS

- Increased heart rate
- Sweating
- Sleep disturbance
- Heavy breathing
- Nausea/vomiting
- Weight loss/gain
- Slower movements and speech
- Lack of energy
- Hair loss
- Skin problems
- Clenched jaw/teeth grinding
- Headaches
- Upset stomach
- Aches, pains and tense muscles
- Chest pain and rapid heartbeat
- Frequent colds and infections
- Loss of sexual desire and/or ability

# PSYCHOLOGICAL SYMPTOMS

- Increase in anxious thoughts
- Feeling more irritable
- Feelings of low self esteem & confidence
- Increase in concentration problems
- Feelings of fear
- Feeling unable to cope
- Difficulty making decisions
- Lack of interest in life
- Wanting to avoid situation
- Increased drug and alcohol problems
- Changes to appetite
- Low mood
- Feelings of hopelessness
- Tearful – feeling or increase
- Guilt – feelings/thoughts of
- Lack of motivation
- Thoughts of self harm
- Self neglect

# BEHAVIOURAL SYMPTOMS

- Underperformance
- Withdrawal from social activities
- Neglecting hobbies and interests
- Difficulties at home/family life
- More susceptible to distractions
- Increased smoking/drinking
- Irritability, anger or aggression
- Difficulties in forming/maintaining relationships
- Uncharacteristic errors
- Lateness, leaving early or extended lunches
- Working longer hours



# CHANGE

Change

ChaNge!!

CHAngE!!

!EGNAHC

# AN OVERVIEW OF THE LAW

- Parameters that all UK businesses must work with
- Company policies (long and short term absences)
- ACAS



# DISABILITY DISCRIMINATION

# DISABILITY DISCRIMINATION – THE LAW (1)

- What makes an employee disabled?

*“A person (P) has a disability if P has a physical or mental impairment, and the impairment has a substantial and long-term adverse effect on his ability to carry out normal day-to-day activities”*

# DISABILITY DISCRIMINATION – THE LAW (2)

- When managing a sick employee 4 key questions to ask when determining if that employee is “disabled”:
  - Does the person have a physical or mental impairment?
  - Does that impairment have an adverse effect on their ability to carry out normal day-to-day activities?
  - Is that effect substantial?
  - Is that effect long term?

# DISABILITY DISCRIMINATION – THE LAW (3)

- Normal day-to-day activities:

Day-to-day activities are things people do on a regular or daily basis e.g.:

- Shopping
- Reading and writing
- Having a conversation or using the telephone
- Watching television
- Getting washed and dressed
- Preparing and eating food
- Carrying out household tasks
- Walking and travelling by various forms of transport
- Taking part in activities

# DISABILITY DISCRIMINATION – THE LAW (4)

- Types of disability discrimination:
  - Direct discrimination
  - Indirection discrimination
  - Discrimination arising from disability
  - Failing to make reasonable adjustments
  - Harassment

# DISABILITY DISCRIMINATION – THE LAW (5)

- What happens if you commit disability discrimination?
- An Employment Tribunal claim that could result in:
  - An order to pay compensation - this is uncapped so awards may be large
  - Make a recommendation - aimed at reducing the adverse effect of the discrimination on both the employee and the wider workforce
  - Make a declaration as to the rights of the employee



The background consists of several overlapping, semi-transparent geometric shapes in various shades of blue and black. The shapes are primarily triangles and quadrilaterals, creating a complex, layered effect. The colors range from a very dark, almost black blue to a lighter, medium blue. The overall composition is abstract and modern.

**POLL**



**PREVENTION  
IS BETTER  
THAN THE  
CURE**

# ROLE OF THE MANAGER/LEADER NOW

- Is this changing?
- Command/control approach is dead
- Approach as a collective team
- Managing v Leading
- Training/coaching for managers?

# WHAT STEPS CAN BE PUT IN PLACE TO PREVENT MENTAL HEALTH ISSUES?

- Acknowledge what has happened due to Covid
- Re-engage employees, especially those who have been on furlough
- Be aware of how employees are and any changes
- Regular conversations – how are you?
- 1:1s may trigger career / life discussions
- Involve employees in design new workplace / ways of working
- Invest in mental health and wellbeing
- Deal with any absence (may be less obvious if WFH)

# HAVING A CONVERSATION

- Managers should:
  - Broach the subject (notice of change/patterns)
  - Plan ahead
    - What to say
    - Where and when
    - How long
- Know relevant policies
- Be alive to underlying issues
- Confidentiality v management
- Return to work meeting if employee has been absent
- Occupational health advice where appropriate

# CONVERSATION CHECKLIST

- ✓ Avoid interruptions
- ✓ Don't shy away from the subject but speak from the "I"
- ✓ Ask simple, open and non-judgmental questions
- ✓ Avoid patronising responses or judgements
- ✓ Speak calmly
- ✓ Maintain good eye contact
- ✓ Listen carefully and actively – clarify any points
- ✓ Encourage the employee to talk
- ✓ Show empathy and understanding
- ✓ Don't be afraid of silences
- ✓ Focus on the person not the problem
- ✓ Avoid making assumptions or being prescriptive
- ✓ Follow up any actions or agreed plans in writing

# ONGOING SUPPORT

- Crucial to facilitate an early conversation about the person's needs and identify / implement appropriate support or adjustments
- Treat employee in the same way you would treat someone with physical health problems
- Address any areas for concern early (i.e. performance)
- Make a plan of action
- Regular catch-ups/supervision to review plan
- Respond flexibly
- Signposting (internal/external)
- Boundaries – know your role/limits
- Seek appropriate medical advice – you can “lead a horse to water”

# WHAT STEPS CAN BE PUT IN PLACE TO SUPPORT MENTAL HEALTH ISSUES?

- If an employee been diagnosed with mental health issues:
  - Identify support needs
  - Signpost to internal resources and support
  - EAP
  - OH input
  - Reasonable adjustments





# UNDERSTANDING REASONABLE ADJUSTMENTS

# REASONABLE ADJUSTMENTS (1)

- Duty to make Reasonable Adjustments
  - The duty to make reasonable adjustments can arise in any of the following situations:
    - Where a PCP applied by the employer puts a disabled person at a substantial disadvantage in comparison with those who are not disabled - the employer must take such steps as are reasonable to avoid the disadvantage
    - Where a physical feature of the employer's premises puts a disabled person at a substantial disadvantage in comparison with those who are not disabled - the employer must take such steps as are reasonable to avoid the disadvantage
    - Where a disabled person would, but for the employer's provision of an auxiliary aid, be put at a substantial disadvantage in comparison with those who are not disabled - the employer must take such steps as are reasonable to provide the auxiliary aid

# REASONABLE ADJUSTMENTS (2)

- Examples of what a “Reasonable Adjustment” might include:
  - Making adjustments to premises
  - Providing information in accessible formats
  - Allocating some of a disabled person’s duties to another worker
  - Transferring a disabled worker to fill an existing vacancy
  - Altering a disabled worker’s hours of working
  - Assigning a disabled worker to a different place of work
  - Allowing a disabled worker to be absent for rehabilitation, assessment or treatment
  - Giving or arranging for training or mentoring
  - Acquiring or modifying equipment

# REASONABLE ADJUSTMENTS (3)

- Examples of what a “Reasonable Adjustment” might include (cont.):
  - Modifying procedures for testing or assessment
  - Providing a reader or interpreter
  - Providing supervision or other support
  - Allowing a disabled worker to take a period of disability leave
  - Participating in supported employment schemes
  - Employing a support worker to assist a disabled worker
  - Modifying disciplinary or grievance procedures
  - Adjusting redundancy selection criteria
  - Modifying performance related pay arrangements

# PRACTICAL TIPS

- Comply with your own policies
- Compassionate but with purpose
- Be clear on what the issue is

# SUPPORT FOR YOU

- Boundaries
- Employee assistance programmes
- Occupational health
- Family/friends
- GP
- Own coping strategies – mental wellbeing



WEBINAR

# Your hosts:



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