Mental Health Management at BT

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Mental Health and Wellbeing at the Workplace:
Protection and inclusion in challenging times
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BT - a global business

North America c4,100 employees
UK c88,400 employees
Western Europe c10,700 employees
Russia / CEE c500 employees
Asia Pac c5,100
Latin America c1,100 employees
MEA c211 employees

BT Divisions
BT Retail *
BT Wholesale
BT Global Services *
BT Operate *
BT Design
Openreach

* Global operations

C110,000 BT people
Our workforce profile

- Male dominated - 75%
- Ageing
- 9% ethnic minorities
- 2.4% with disability
- Long service
- Technology focused
- Physically less active
- Mentally more demands
- Increasingly global
Our Vision: Dedicated to helping customers thrive in a changing world.
Our Mission: To be the leader in delivering converged networked services.
One set of values: BT is not in the technology business. We are in the **people** business.
Health and wellbeing challenges

- Globalisation
- Developing nations
- Safety vs. wellbeing
- Organisational change and restructuring
- New technologies

- Staff shortages
- Changing workforce demographics
- Changing general population health risk profile
- Non-work related illnesses
Business drivers

• Improving the health of our people
• Enhancing employee engagement
• Positioning BT
• Further establishing our Corporate Social Responsibility (CSR) credentials
• Reducing absenteeism and presenteeism
• Benefits to our people, society and the business
Creating a healthy and diverse environment where excellence prospers
Work Fit

- A rolling health promotion programme.

- To improve the well being of BT people, and encourage them to take personal responsibility for their own health.

- Promoting good health, preventing ill health, minimising risk, early identification, support.

- Health risk management.
Work Fit

- One BT person dying from heart disease every two weeks.
- 200,000 days lost time due to mental health problems.
- 250 BT people diagnosed with cancer each year.
- 8000 BT people with diabetes, 2000 unaware.
Positive Mentality campaign aims

- Company culture, values and inclusivity.
- Educate on the basis of evidence – dispel myths.
- Concentrate on common mental health problems.
- Provide practical tools for people and managers.
- Keep mental health mainstream – beware “experts”.
- Address stigma through multi-channel communications.
- Maintain a business focus at all times.
- Raise awareness, tackle stigma, promote mental well-being.
• 16 week campaign
• 8 modules & roadshows
• Based on 10 positive steps from World MH Day
• Partners
  – CWU, Connect
  – SCMH, MIND
Behavioural changes to increase resilience and promote wellbeing

1. Keep active
2. Eat well / drink sensibly
3. Relax
4. Keep in touch
5. Talk about it
6. Maintain relationships
7. Ask for help
8. Accept who you are
   - Positive thinking
Impact

• 68% learned something new about ways to look after their MH.

• 56% tried some of the recommendations and were continuing to practice them at the time of the follow-up.

• Of those who had made changes, 51% had noticed improvements in their mental well-being.

• 39% had gone on to look at other BT MH materials.
Success factors

- Focus on specific health and wellbeing factors.
- A rolling programme to build and maintain momentum.
- Work with strategic and expert partners.
- In partnership with trade unions.
- Engage with the audiences using innovative communication and marketing methods.
- Exploit technology to increase reach and cost-effectiveness.
- Practical and easy to use advice and tools.
- Measure the results.
Preventative

BT PEOPLE

- Training
- Education
- Management
- Leadership
- The workplace
- The job
Protective

Action plan

Maximise support

Identify & address early

Build resilience

Enhance coping
Restorative

“OHS”

- Guided Self-help
- MH 1st Aid
- HR LM

Couns.

CCBT

CBT Tel, F2F

Rehab

Stay at Work
Get back to Work
Move on with dignity
Impact of a long-term structured approach

- Sickness absence rate due to mental health problems fell by 30% in 4 years despite pressured market conditions.
- Got almost 80% of people off more than 6 months with mental illness back into their own jobs (cf c. 30% 5 years previously and c. 20% nationally).
- Stress claims dramatically reduced.
- Enhanced reputation with key customers.
In conclusion…

- Access to a large segment of the population, significant time in work settings, can be reached repeatedly, at low cost.
- Prevention and promotion a reason for business success – not an effect of success.
- Shift from a predominant disease model to a genuine health model.
- Improve wellbeing, life quality, productivity, longer term health in retirement.
- Requires innovation in:
  - Health promotion
  - Prevention of work-related ill health
  - Promotion of workability
Bringing it all together