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MENTAL WELLBEING PROGRAMS AND GUIDELINES: WHERE IS THE EVIDENCE?

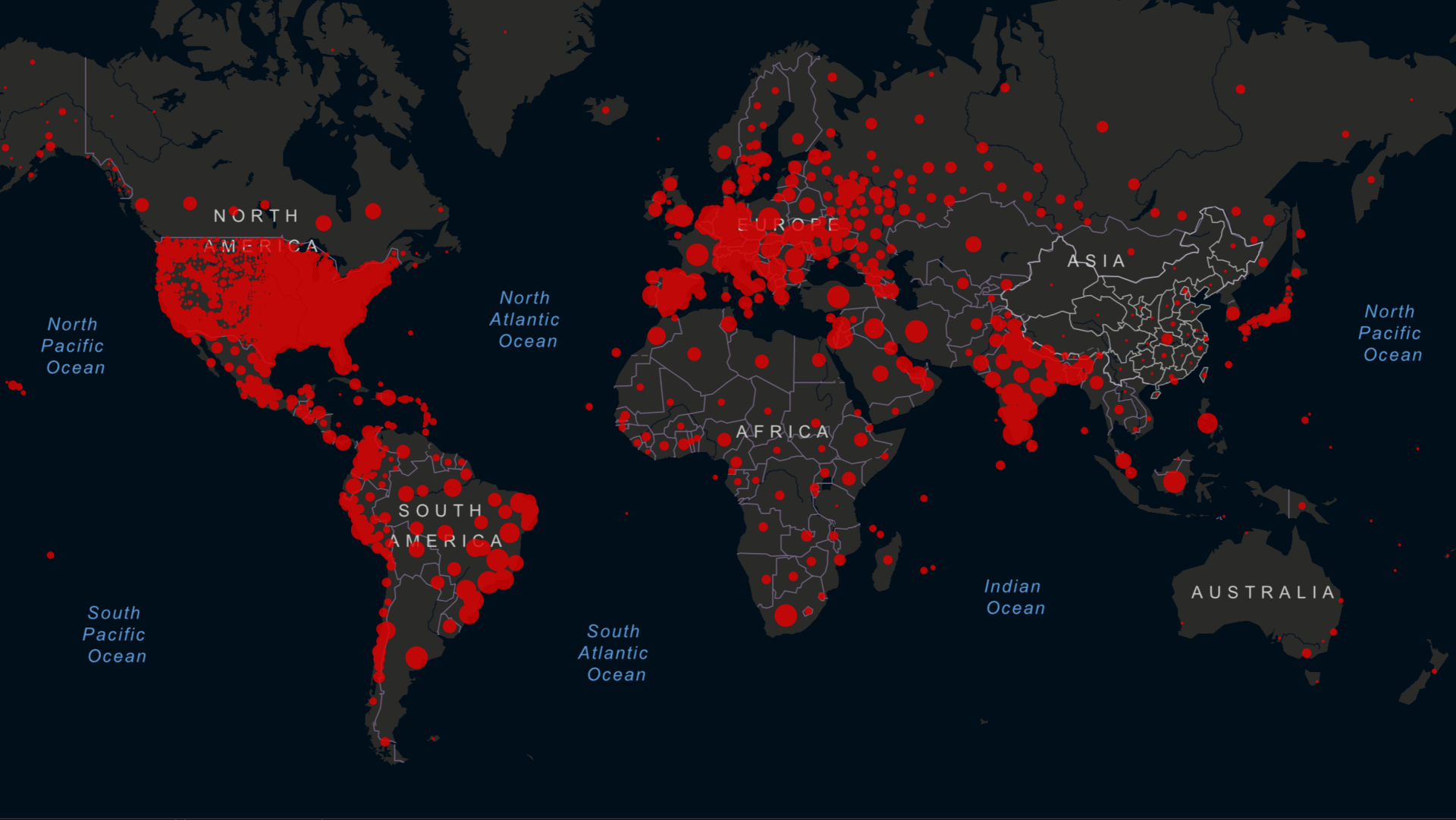
Wednesday 8th March 2023
4pm GMT (London) / 11am ET (New York)



Krystal Sexton, Shell Oil



David Ballard, HERO



Sorry We're
OPEN

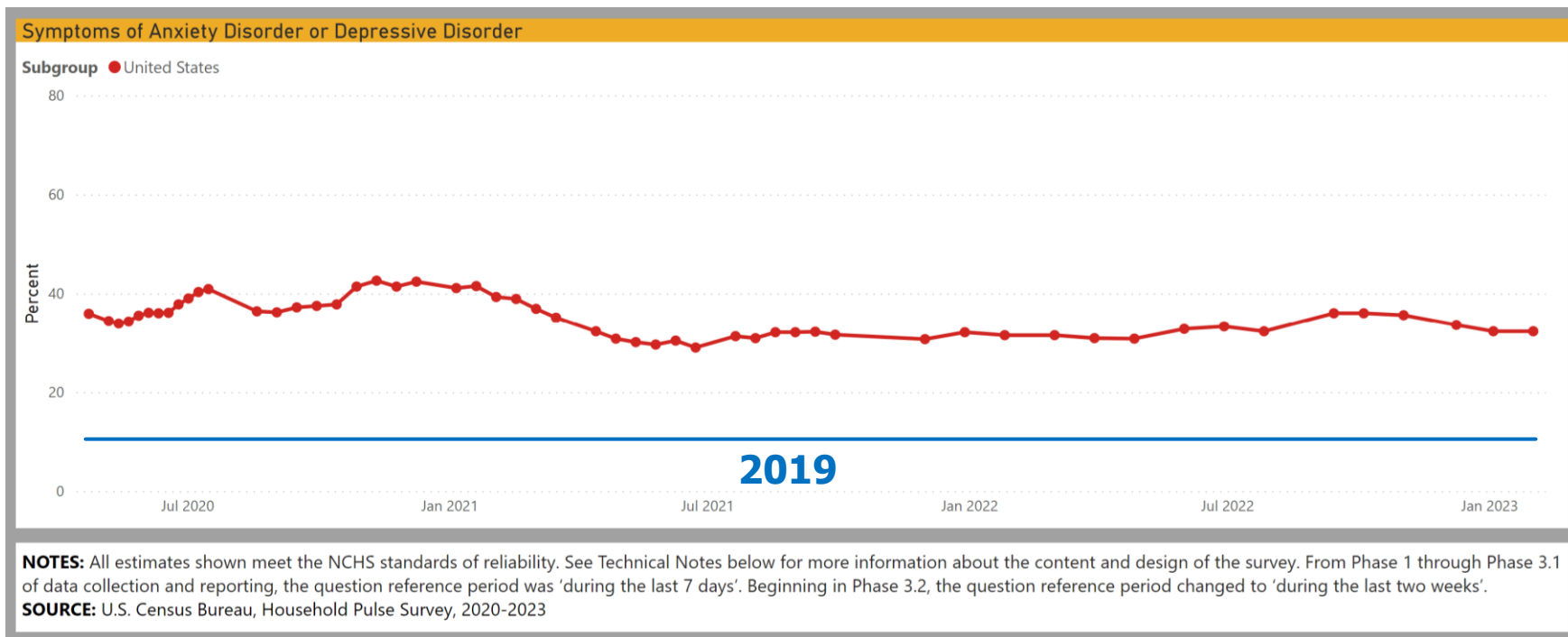
COVID-19 and Return to Work Issues Affecting Employees' Psychological Well-Being

- Social isolation and uncertainty
- Health and safety concerns
- Energy level and stamina
- Changes to routine
- Lack of control
- Perceptions of unfairness
- Changes in work demands, structures, and processes
- Changes in domestic responsibilities
- Divisiveness and politicization
- Concerns related to new monitoring efforts in the workplace

Potential Issues

- Fear and worry
- Stress and burnout
- Cognitive and somatic effects
- Work-Life conflict
- Substance abuse
- Grief and loss
- Interpersonal and domestic violence
- Mental health disorders

Indicators of Anxiety or Depression Based on Reported Frequency of Symptoms During Last 7 Days/14 Days



WARNING

WORKERS BELOW
DO NOT THROW ROCKS
OR OTHER MISSILES
OVER BLUFF

Employee Mental Health (Pre-COVID-19)

% OF AFFIRMATIVE RESPONSES BY U.S. WORKERS

- EMPLOYER PROVIDES SUFFICIENT MENTAL HEALTH RESOURCES
- EMPLOYER DOES NOT PROVIDE SUFFICIENT MENTAL HEALTH RESOURCES



I have a positive relationship with my boss or supervisor



All in all, I am satisfied with my job



I am motivated to do my very best for my employer



My company or organization makes me feel valued



The organization I work for treats me fairly



I would recommend my workplace to others as a good place to work

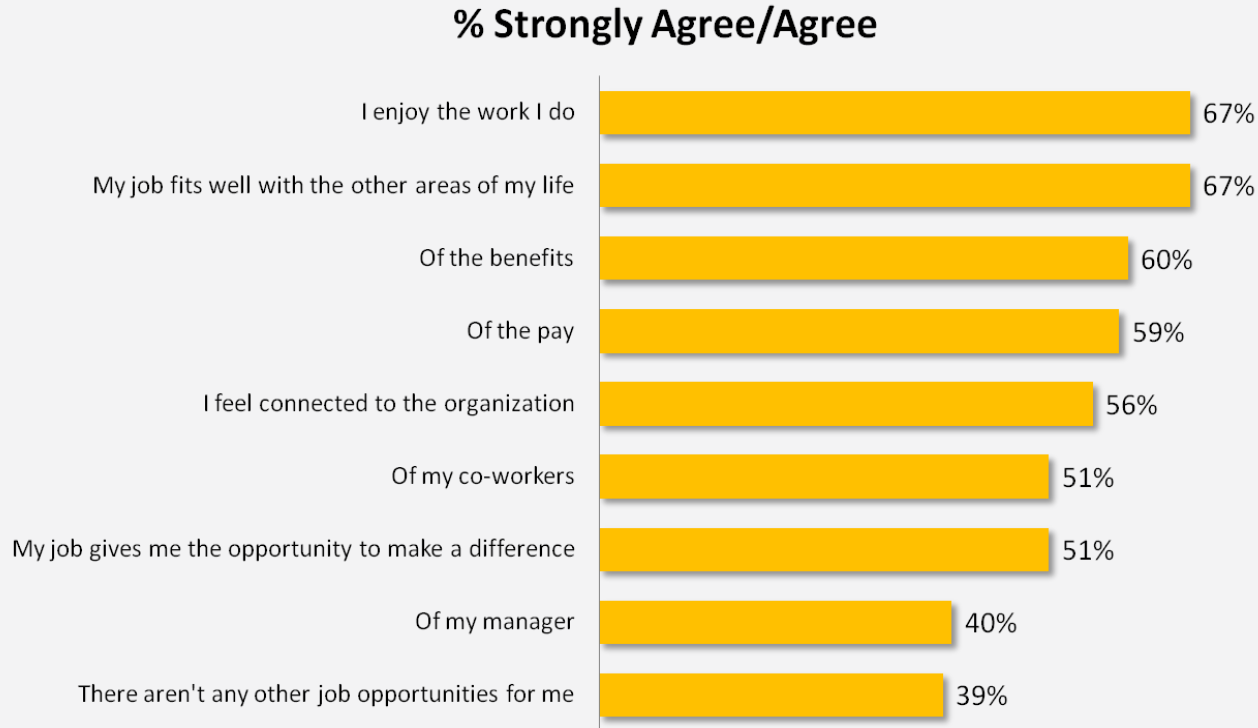


I intend to seek employment outside of my company or organization in the next year



During my workday, I typically feel tense or stressed out

Reasons for Staying with Current Employer



YOU

ARE

HERE





ICS › 13 › 13.100

ISO 45003:2021

**Occupational health and safety management —
Psychological health and safety at work — Guidelines for
managing psychosocial risks**

<https://www.iso.org/standard/64283.html>

ISO 45003 Structure

- Plan
 - Context (internal and external factors, stakeholder needs and expectations)
 - Participation (leadership and workers)
 - Planning (identify hazards, assess risks, set priorities, establish objectives)
- Do
 - Support (resources, competence, awareness, communication, documentation)
 - Operation (eliminate hazards, reduce risks, identify control measures)
- Check
 - Evaluation (monitor, measure, analyze, review, revise)
- Act
 - Improvement (system and performance, corrective actions, continual improvement)

ISO 45003 Psychosocial Hazards

- How Work is Organized
 - Roles and expectations
 - Job control or autonomy
 - Job demands
 - Organizational change management
 - Remote and isolated work
 - Workload and work pace
 - Working hours and schedule
 - Job security and precarious work

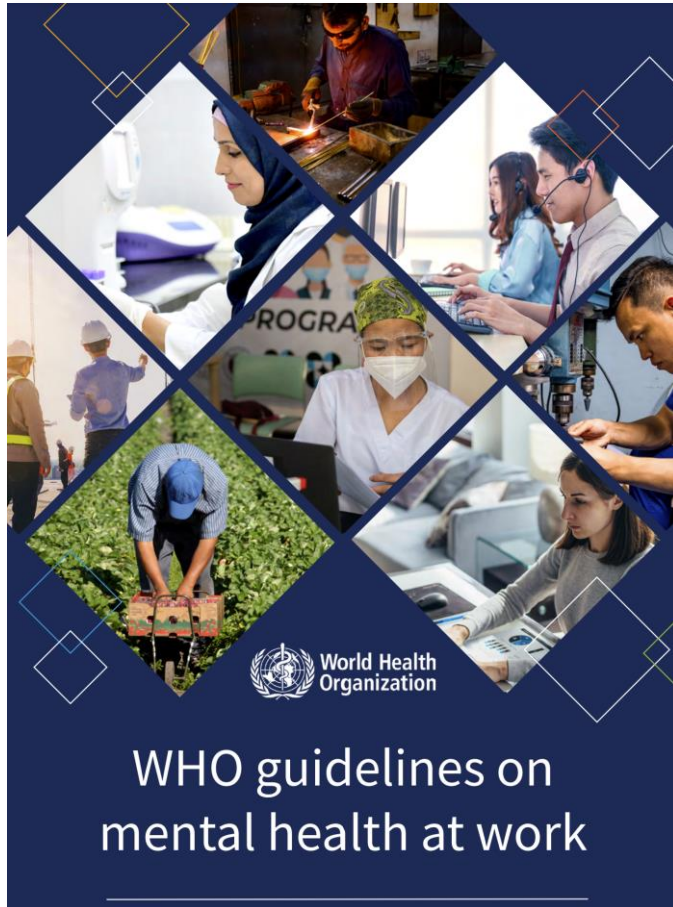
ISO 45003 Psychosocial Hazards

- Social Factors

- Interpersonal relationships
- Leadership
- Organizational/workgroup culture
- Recognition and reward
- Career development
- Support
- Supervision
- Civility and respect
- Work/life balance
- Violence at work
- Harassment
- Bullying and victimization

ISO 45003 Psychosocial Hazards

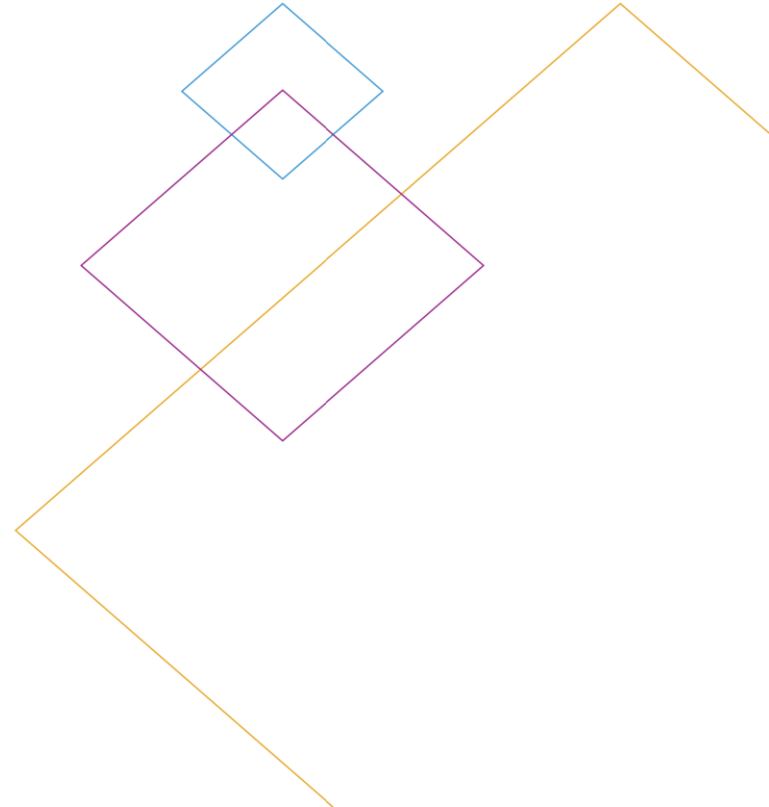
- Work Environment, Equipment and Hazardous Tasks
 - Inadequate equipment availability, suitability, reliability, maintenance or repair
 - Poor workplace conditions such as lack of space, poor lighting and excessive noise
 - Lack of the necessary tools, equipment or other resources to complete work tasks
 - Working in extreme conditions or situations, such as very high or low temperatures, or at height
 - Working in unstable environments such as conflict zones



<https://www.who.int/publications/i/item/9789240053052>

WHO Guidelines on Mental Health at Work

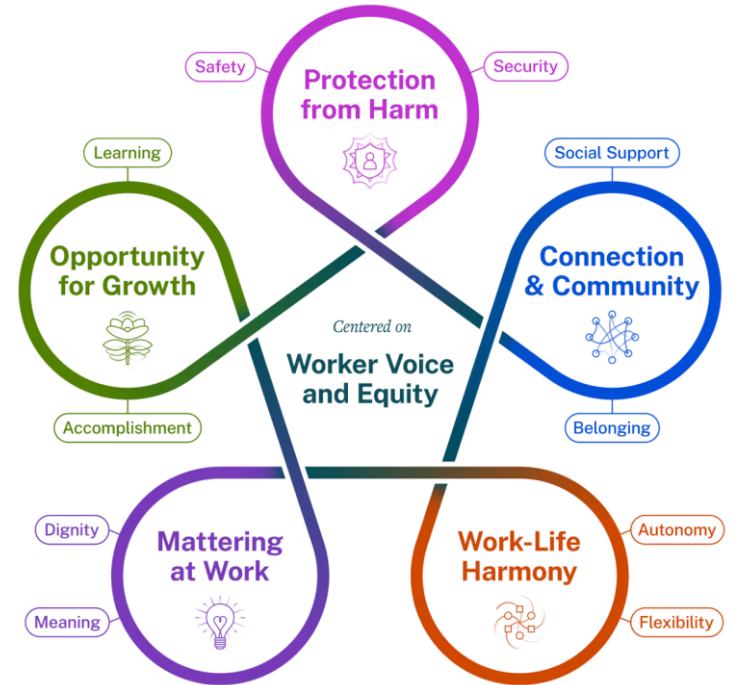
- Interventions
 - Organizational Interventions
 - Training for Managers
 - Training for Workers
 - Individual Interventions
 - Return to Work Programmes
 - Employment
- Certainty of Evidence
- Strength of Recommendations



The U.S. Surgeon General's
Framework for

Workplace Mental Health & Well-Being

2022



<https://www.hhs.gov/surgeongeneral/priorities/workplace-well-being/index.html>



- Standardized assessment of workforce mental health efforts
- Informed by best practice guidance and global standards, including ISO and WHO
- Maturity ladder approach with a focus on measurable progress
- Will allow organizations to self-assess and benchmark their programs and services
- Linked to an algorithm-driven library of resources and practical recommendations

The 3 Ps Framework

PROTECT mental health
by eliminating
psychosocial hazards
and minimizing risks that
can negatively affect
workers' mental health
and psychological well-
being

PROMOTE
psychological well-being
by developing the
positive aspects of work
as well as worker
strengths and positive
capabilities

PROVIDE access to
information, resources,
and services; take
corrective organizational
action to address
workplace mental health
needs regardless of
cause

Framework Categories

The Mental Health at Work Index™ assesses across the continuum of the 3 Ps framework for each of the ten (10) categories below.

Mental Health Strategy

Leadership

Workforce Involvement & Engagement

Communication

Organizational Culture and Impact

Training Specific to Mental Health

Work Design & Environment

Mental Health Resources & Benefits

Related Employment Practices

Measuring, Monitoring, & Reporting

An Employer Recognition Program

The Carolyn C. Mattingly Award for Mental health in the Workplace recognizes and celebrates exemplary organizations that advance the mental health and well-being of their workforce, while also serving as role models for other employers.

The Carolyn C. Mattingly Award for

**MENTAL HEALTH
IN THE WORKPLACE**



JOHNS HOPKINS
BLOOMBERG SCHOOL
of PUBLIC HEALTH

THE LUVU PROJECT

In Memory of Carolyn C. Mattingly

<https://theluvuproject.org/workplaceaward>

Mattingly Workplace Award Criteria

- Culture
- Mental Health Benefits
- Employer-sponsored Mental Health Resources
- Workplace Policies and Practices
- Healthy Work Environment
- Leadership Support
- Outcomes
- Innovation



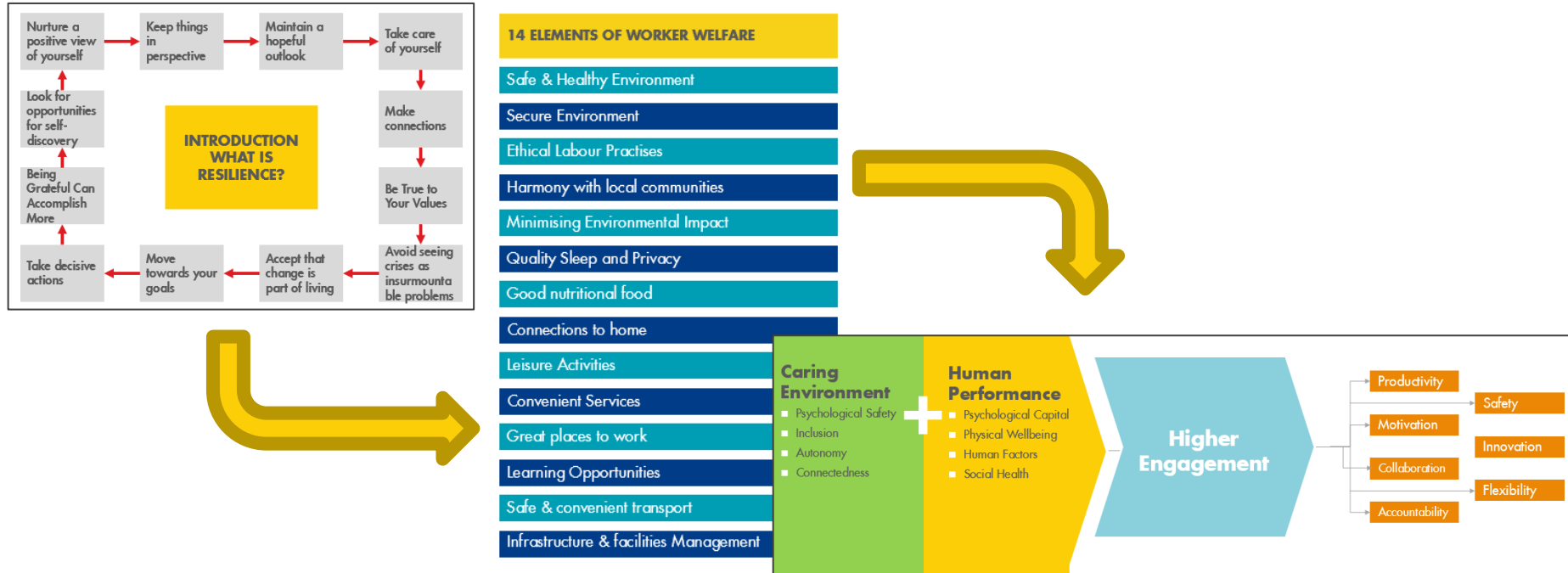
Promote, Protect, and Access: Shell's Data-Driven Mental Health Program

Krystal Sexton, PhD
Global Health Analytics Manager

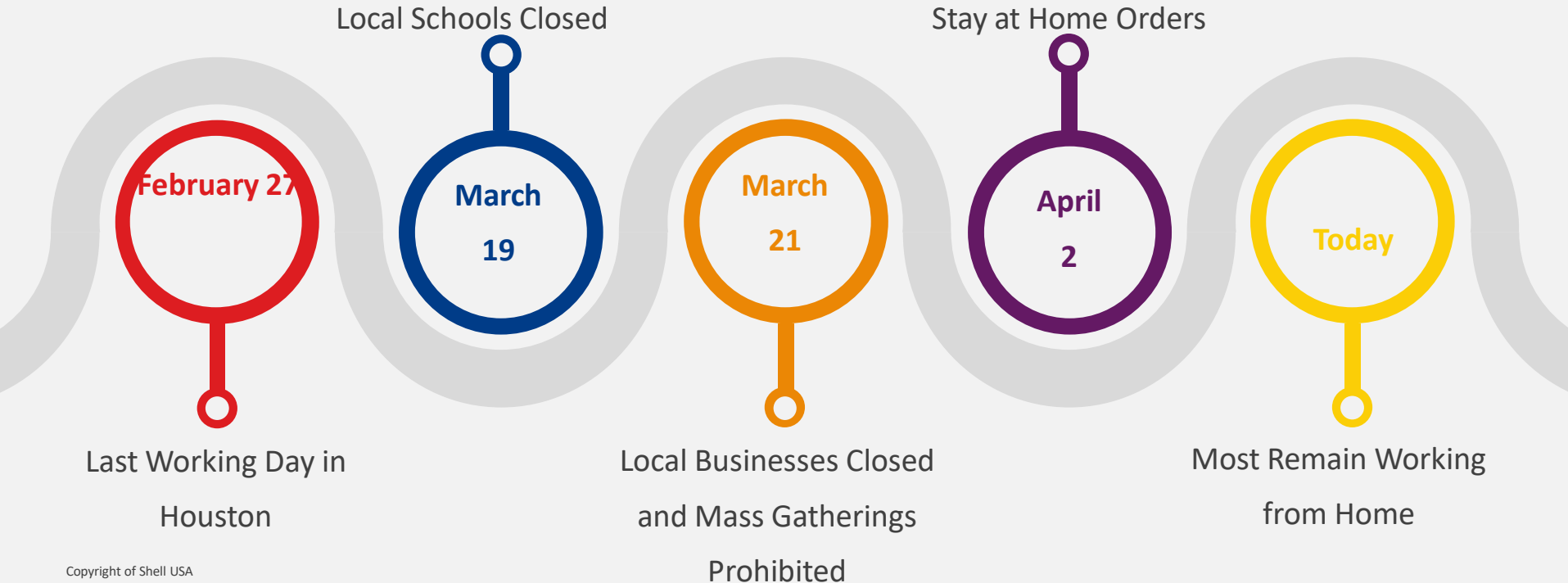
The Background

1

Evolution of Health and Well-Being

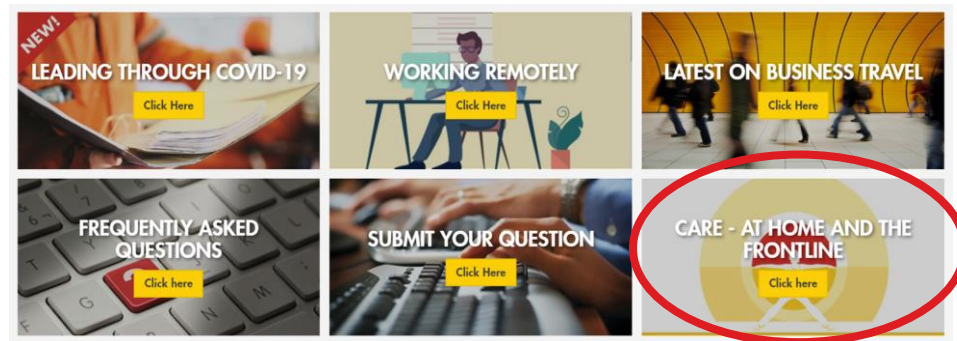


Timeline



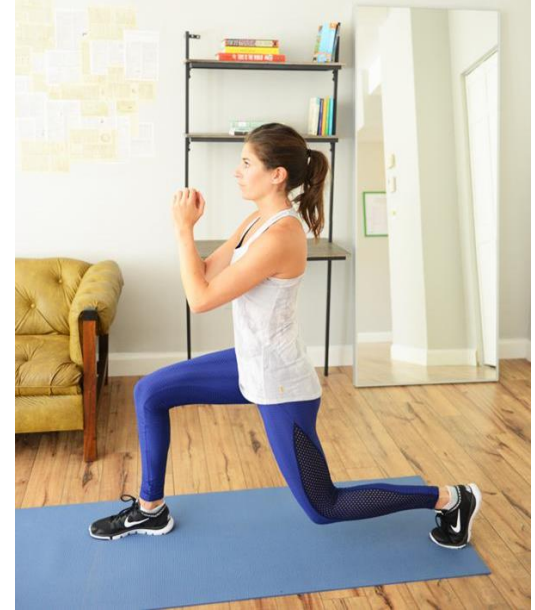
Resources Developed at Start of Pandemic

- The Hub > COVID-19 site
- Access to all Shell-wide updates and guidance
 - Insights and tools for leaders
 - Frequently asked questions
 - Tips on working remotely
- Shell Health's Care at Home and the Frontline site
 - Resources dedicated to mental/physical/social health and care at the frontline

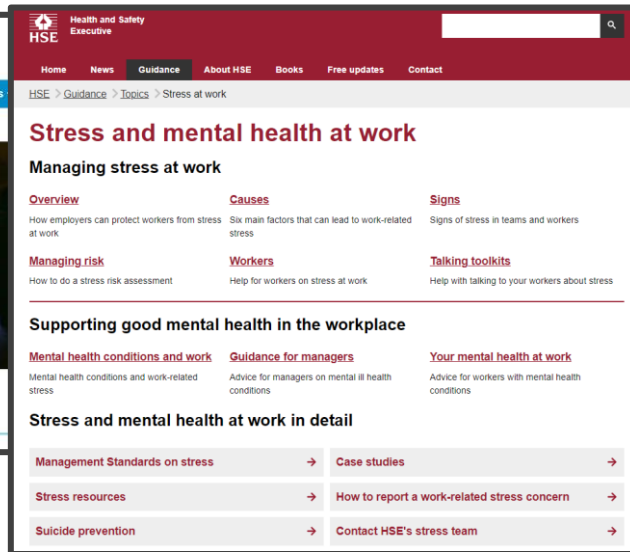
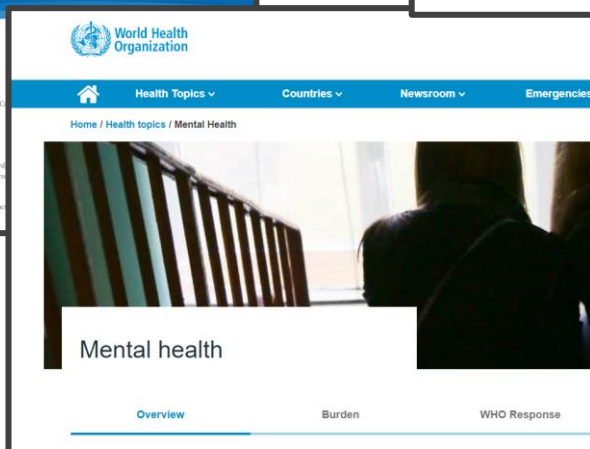
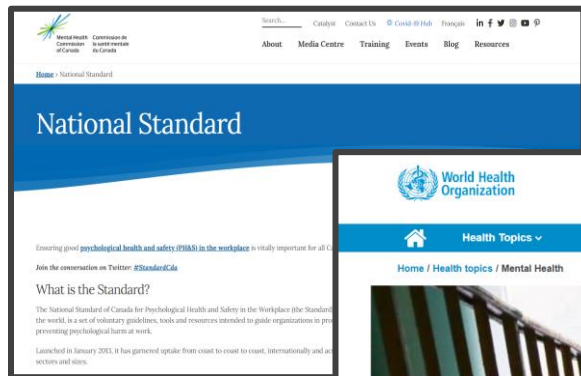


Resources Developed at Start of Pandemic

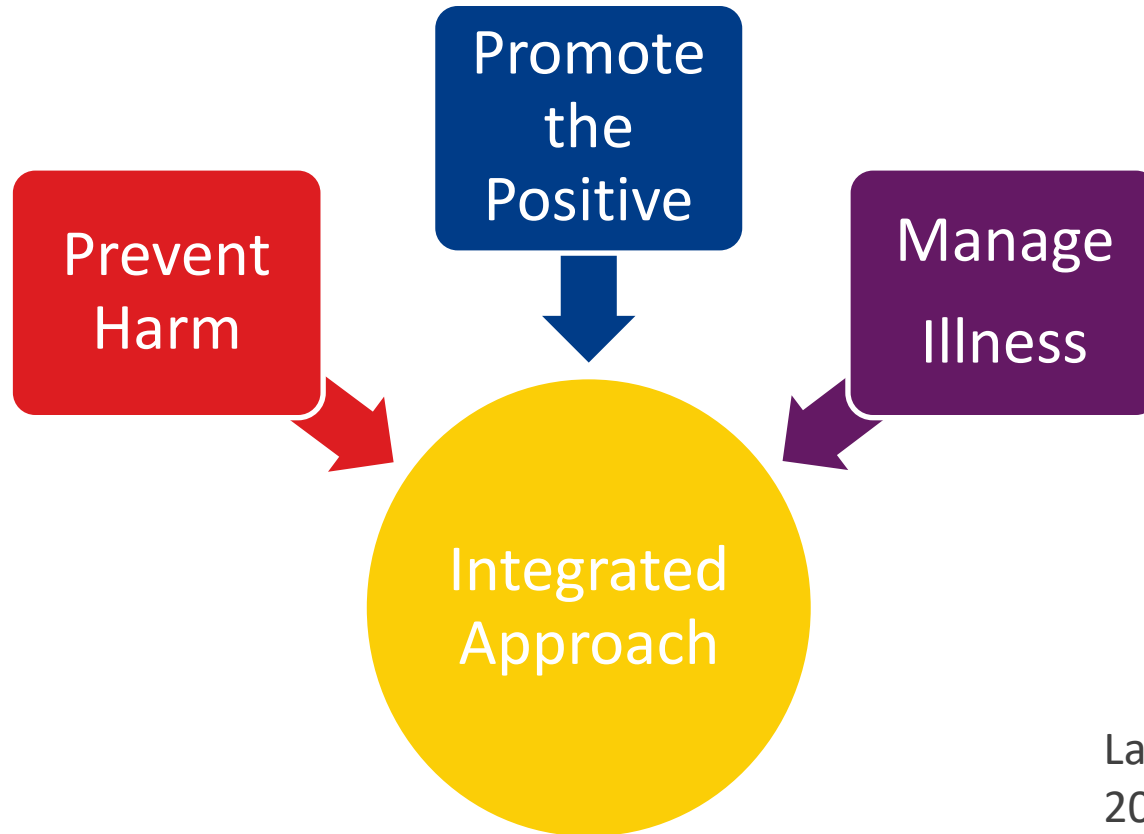
- 10-Minute Virtual Stretch Breaks
 - Monday – Thursday from 9:15 – 9:25 AM (CST)
 - Monday & Wednesday from 2:00 – 2:10 PM (CST)
- Workouts via Shell Wellness Center staff
 - Workouts of the day
 - Live workouts with your favorite fitness instructor
 - Yammer – Follow Woodcreek Wellness Center, One Shell Plaza Wellness Center or STCH Wellness Center



How Does an Organization Begin to Develop a Mental Health Program?



Integrated Approach Model



LaMontagne et al.,
2015

Shell's Global Mental Health Program

2

What is the Global Mental Health Program?

Promote

Actions and interventions that maximize the health of our population



Deliver tools and resources for:

- Mental, Social and Physical Health
- Psychological Capital
- Purpose

Protect

Protect against known workplace health risks, such as physical, chemical, biological, ergonomic, and psychosocial



Deploy a framework and tools:

- International Standard for Psychological Health & Safety at Work (ISO45003)
- Reduce stigma and create a positive culture

Access

Timely access to equitable mental health services and the ability to speak freely and support each other



Improve existing support including:

- Employee Assistance Programme
- Professional Psychological Support
- Line Manager Support



Fall Think Tank 2022

Will new and emerging guidance improve employer efforts to advance workforce mental health?

A free members-only event

September 20, 2022

Fernandina Beach, Florida

Omni Amelia Island Resort

<https://hero-health.org>





**DANGER
BARRIERS**



Potential Barriers

- Finding current evidence-based guidance
- Determining which guidance to follow
- Implementation
- Prioritizing actions
- Tailoring guidance to fit unique needs
- Leadership support
- Resources
- Regulatory environment / culture

MIC
DROP



Questions and Answers

Q&A