Mental Health Team Development Event Case Study

Introduction
There are a number of ways that leaders can approach the development of a team discussion about mental health that incorporates University tools now available. Below is a summary of how one team chose to run such an event, link it to the HSE Stress Management Standards, and take forward priorities into business as usual.

What We Did
AIM: To engage our colleagues not only in a discussion about mental health, but also offer a way to practically highlight the main 'stressors' in the workplace as they saw them, so that we could address these with practical interventions.

1. Developed and launched a local HSE Stress Survey using the free Online HSE Stress Indicator Tool.
2. Shared the results, including the useful HSE summary report, asking colleagues to think about this, and the messages it may be giving, in advance of our planned development event.
3. Used the results to shape the content of the development event (event programme in Appendix 1); focused attention on the broad themes colleagues were describing as 'stressors' in their daily work. For this team these were 'Demands' and 'Change' (guidance given by survey tool in Appendix 2).
4. We asked the team the following during the event: The team highlighted **change** and **demands** as being the big stressors. *We are seeing a potential big 'stressor' coming our way – return to campus and hybrid working.*
    *   *How do we deliver our service in light of this challenge, what is the organisational need and what is feasible for us?*
    *   *Support and development you need to deliver this?*
    *   *What leadership styles do we want to see in this period of transition? What are some traits we're looking out for? – See Appendix 3 for summary*
    *   *What knocks us sideways?*

What the Team Said
Three key 'asks' were highlighted in terms of what colleagues thought would make the biggest (practical and realistic) difference. This was combined with useful feedback (appendix 2) on the leadership styles they wished to see.

*   SENSE OF DIRECTION
*   CLARITY OF GOALS
*   PRIORTISED WORK (BALANCED WITH A FREEDOM TO CHOOSE HOW)

Next Steps and Follow Up
*   As a set of Team Leads we decided to concentrate effort in these three key areas.
*   We met to talk through how we could examine our own leadership practice (as individuals and a team) through this lens.
*   We reported back to the team at a further development event on the themes and actions we were taking as a result.
*   We committed to completing the HSE Line Manager Competency Indicator Tool to gain further insight to our own style, and how this can be developed to have a positive impact on the six key stressors.

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Appendix 1 – Mental Health / Stress Team Development Event Agenda

Time	Duration	Subject	Comments	Presenter
13:00	5 mins	Welcome	Welcome	Christian Carter
13:05	15 mins	Icebreaker	3 valuable things	Rosie Dixon
13:20	10 mins	Wellbeing	Staff Wellbeing Survey Overview - themes and local results	Shades Chaudhary
13:30	30 mins	Mental Health	Approaching mental health conversations at work	Kaz Griffiths
14:00	5 mins		Wrap up comments	Christian Carter
14:05	10 min	Break	Coffee Break (come and hang out in the OD Team Paradise!)	
14:20	45 mins	Wellbeing	Results of the Team Survey and we can together talk through themes and actions we can take as a team.	Christian Carter
15:05	30 mins	Mental Health	We're not really strangers.... (in 'Gather.Town)	Rosie Dixon
15:35			END	

Appendix 2 - Guidance given by HSE Survey Tool

⬇ 1: Demands - I have to work very fast (2.13)

⬇ 1: Demands - I have to work very intensively (2.20)

⬇ 1: Demands - I have to neglect some tasks because I have too much to do (2.40)

Below are some suggestions relating to your areas for improvement. These are intended as a starting point for discussion only, as not all points will be relevant in your organisation.

Factor	Suggestions
1. Demands	▪ Allow regular breaks, especially when the work is complex or emotionally demanding.
	▪ Provide realistic deadlines. Provide adequate training and resources for doing the job.
	▪ Design jobs that provide stimulation and opportunities for workers to use their skills.
	▪ Provide sufficient challenge/pressure to keep staff motivated and interested in their work.
	▪ Attend to the physical environment - take steps to reduce unwanted distraction, disturbance, noise levels, vibration, dust etc. where possible.
	▪ Assess the risk of physical violence and verbal abuse, and take steps to deal with it.

What traits and behaviours/ types of leadership are we seeking from our leaders?

Compassionate and strategic

Enabling not micromanaging

Realistic

Transparency

Long view

Decisive and organised

Clearity and directions