

# RE-ENTRY SHOCK



# Re-entry Shock

## What's that all about?

Unprecedented times have resulted in unprecedented changes in the workplace.

Processes have changed; protocols have changed; there is a great deal of uncertainty; many companies are struggling to survive; and so much more.

All this is already having a great effect on employee mental health and wellbeing. This will be magnified when the furlough scheme ends and the world starts getting back to "normal".

Companies in all sectors of our economy need to be aware of the dramatic affect all of this has had on its workforce and takes steps to minimise this re-entry shock.

The following few pages explain the hazards in the workplace and what steps companies should take to minimise the re-entry shock.





# Re-entry Shock

## Why is it important?



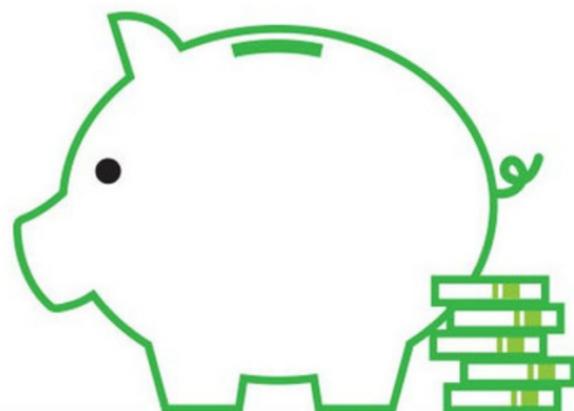
A recent Deloitte report shows the true cost of poor mental health in the workplace.

The benefits of looking after employee mental health include:

- increased morale
- increased productivity
- reduced absenteeism
- reduced presenteeism
- reduced staff turnover

### Deloitte.

For every **£1** spent on supporting mental health at work, employers get an average of **£5** back



It pays to support mental health at work

### Deloitte.

The cost of **poor mental health** to UK employers is up **16%** since 2016 - now up to **£45 billion** a year



It pays to support mental health at work

Any money spend on providing mental health and wellbeing support should be seen as an investment - not a cost!

# WHO WILL EXPERIENCE RE-ENTRY SHOCK



## *Return to work after furlough*

- > Envy of those not furloughed
- > Can they still do the job?
- > Uncertain of future security
- > Fearful of what has changed
- > Do they still want to do the job?
- > etc



## *Return to office after home working*

- > Oh no not the office!
- > Poorer work/life balance
- > Back to the commute
- > Fearful of what has changed
- > Heavy expectations on productivity
- > etc



## *Worked through*

- > Envy of those that were furloughed
- > Fatigue
- > How will the “returners” react to change
- > Will the “returners” perform
- > etc



## *Newly employed*

- > Can I do the job?
- > Will I be welcomed?
- > Can I perform?
- > Have I got “lazy”?
- > etc



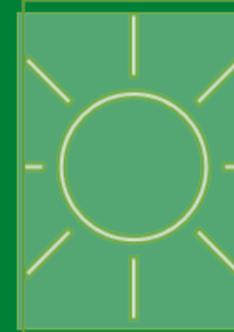
# Psychological Hazards in the Workplace



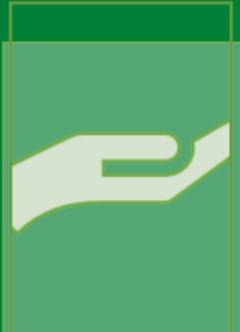
Workload



Autonomy



Clarity



Support



Relationship  
Conflict



Reward &  
Recognition

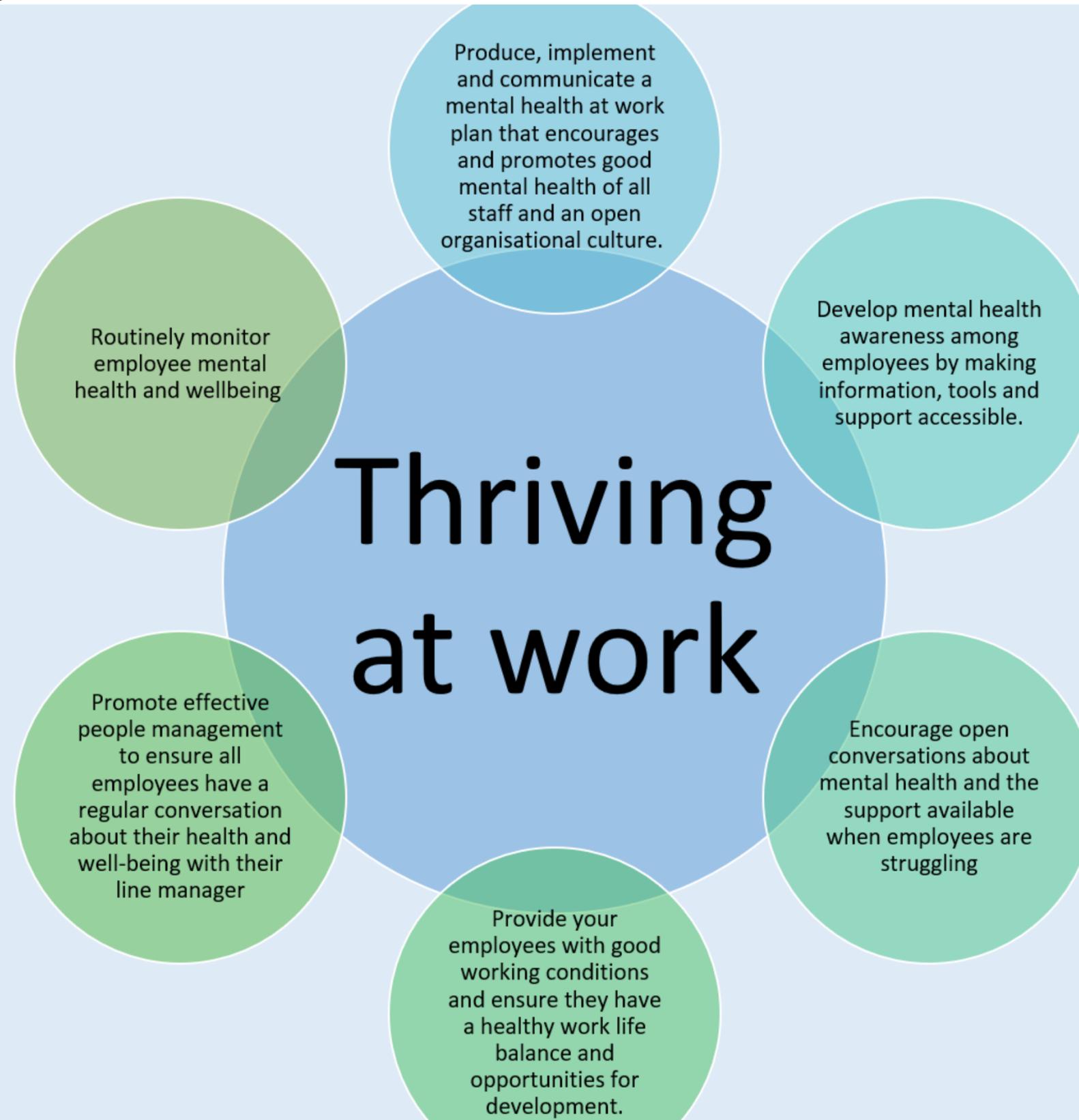


Change  
Consultation

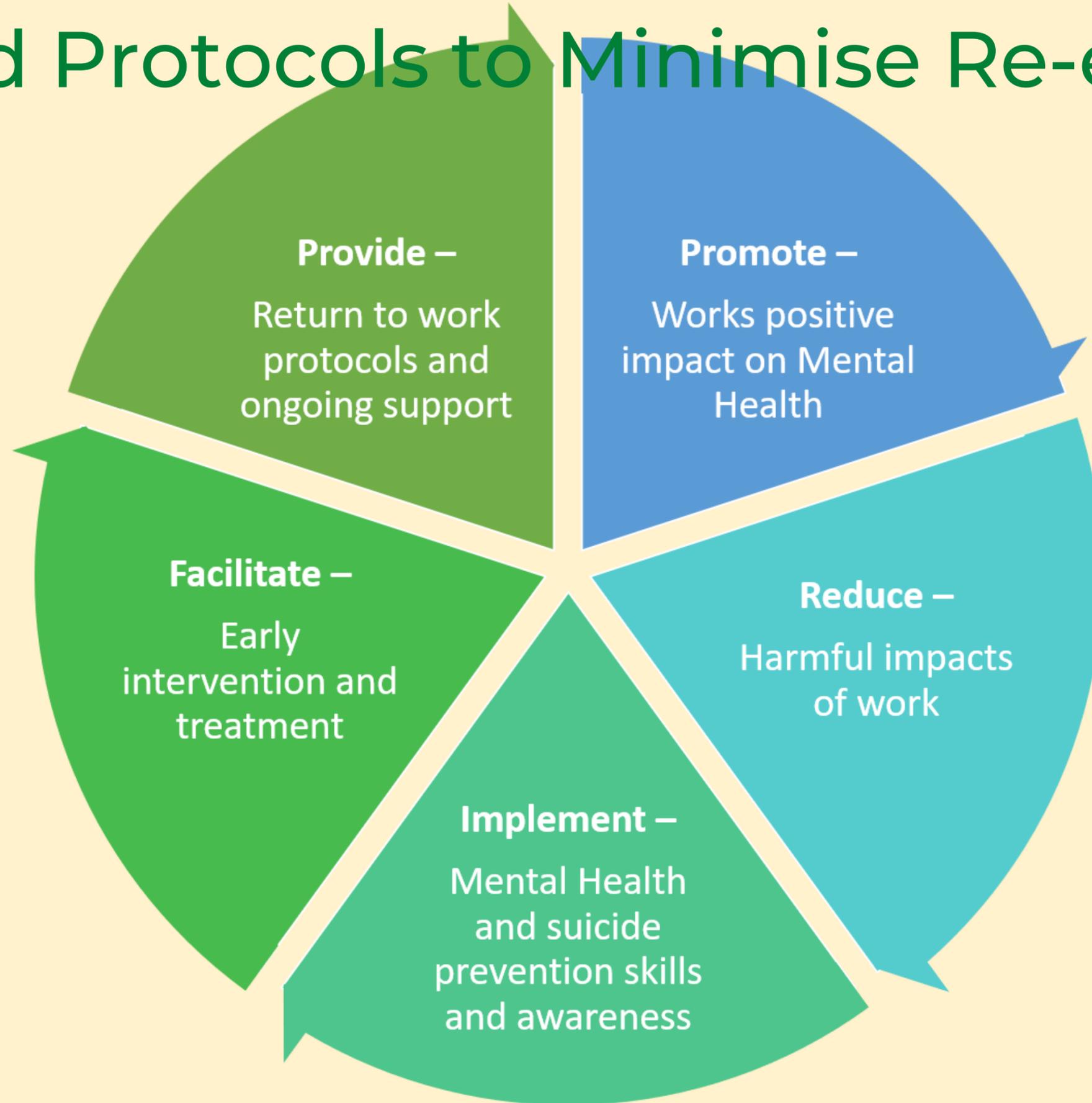


Organisational  
Justice

# Thriving at Work - Stevenson & Farmer



# Post-Covid Protocols to Minimise Re-entry Shock



# Provide – Return to work protocols and ongoing support

- Risk assessments
- Health & safety guidelines
- Testing regime
- Work traveller policy
- Mental Health and Wellbeing strategy in place\*
- Employee Assistance Programme; Mental Health First Aid (MHFA) and Awareness Training; Wellbeing support such as diet and exercise tips etc
- Look at increasing flexibility in the workplace if possible – flexi time; hybrid working etc

# Promote – Works positive impact on Mental Health

- The three most important things here are:
  - Communication; communication; and communication
- Inform the teams what you have done in changing protocols; why you have done it and what their responsibilities are.
- Make sure that there are no surprises
- This information will help them feel more comfortable and less anxious.
- Ensure that the Mental Health and Wellbeing Strategy is communicated along with who the Mental Health First Aiders are and how to access the EAP (if applicable)



# Reduce – Harmful impacts of work

- Communication is key here as well
  - Good communication will reduce stress and anxiety
- What are the forecasts and business plans. How secure are roles?
- Ensure that working procedures and protocols are being effective
- Use staff feedback as a way of measuring success
- Create a culture of looking after mental health and wellbeing so that team members feel they can open up
- Ensure team members have a life/work balance

# Implement – Mental Health and suicide prevention skills and awareness

- Ideally have 5-10% of the workforce as trained Mental Health First Aiders
- Ideally have another 5-10% of the workforce as Mental Health Champions
- Ideally have the other 80-90% trained in Mental Health Awareness
- This will help create the open culture to reduce the stigma and discrimination around mental health and enable people to get the support they need earlier

# Facilitate –

## Early intervention and treatment

- By having the Mental Health culture in place companies will encourage people to get the support they need before they are in crisis.
- According to Deloitte for every £1 businesses invest in looking after employee mental health they will get a £5 return through: lower absenteeism; increased productivity; reduced presenteeism; higher morale; reduced staff turnover and better physical health. (Source: Deloitte Oct 2020)
- Having an employee assistance programme (EAP) can get people immediate support so worth looking to invest in adding this as an employee benefit if not already in place

Mental Health and Wellbeing strategy\* to be written or revised – EAP in place; MHFA Training in place; Wellbeing initiatives in place; Mental Health and Wellbeing as a culture in the business

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Pre-arrival newsletter – what has changed; why; what are new working protocols, why; Micro and macro economy update.

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Return to work meetings – talk through changes, find out how the employees are feeling. Use a standard form to aid consistency and apply to all levels in the organisation.

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Offer more flexible working if relevant and suitable

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Put in place ways to gather regular feedback from the team. 1:1's; job chats; forums; intranet; surveys etc

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Encourage and signpost support through MHFA, HR and Occupational Health as relevant

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Regular communication in place to all employees

\* See: <https://www.time-to-change.org.uk/get-involved/get-your-workplace-involved/employer-pledge/develop-your-action-plan>

## TAKE OWNERSHIP WITH MENTAL HEALTH FIRST AID TRAINING.

All courses are accredited by MHFA England - the leading training package in this area. All delegate fees include detailed manuals and workbooks as well as certificate of attendance and the services of our MHFA England accredited trainer.

### Online Adult Mental Health First Aid

This course teaches people how to recognise those crucial warning signs of mental ill health and feel confident to guide someone to appropriate support.

Through a blend of instructor-led live sessions and self-learning activities, you will:

- Develop practical skills to spot the triggers and signs of mental health issues
- Gain confidence to reassure and support a person in distress
- Learn how to guide them to further support for recovery

The live learning schedule is four 2 to 2.5 hour sessions over a two week period. Delegates will be sent a link for open learning modules that need to be completed in advance of the four sessions

All delegates will be qualified mental health first aiders following the four online sessions and will receive a certificate from MHFA England.

### Online Adult Mental Health First Aid Champion

Mental Health First Aid Champions play a key role in overcoming the stigma around mental health and creating a positive and open working culture, where it's okay to not be okay and talking is encouraged.

On this course delegates will learn about the most common mental health problems including how to identify when someone is experiencing mental distress.

Delegates will feel more confident supporting others, particularly in the workplace, and you will know how to signpost appropriately. Covers the MHFA AGLIE action plan, and how to use it.

### Online Adult Mental Health Awareness

This is an introductory four-hour session to provide an understanding of what mental health is and how to challenge stigma. You'll gain a basic knowledge of common mental health issues, learn how to start a conversation around mental health and some strategies for looking after your own mental health and well-being.

- What mental health is and how to challenge stigma
- A basic knowledge of some common mental health issues
- An introduction to looking after your own mental health and maintaining wellbeing
- Confidence to support someone in distress or who may be experiencing a mental health issue



[www.balancingedges.com/blogs-events](http://www.balancingedges.com/blogs-events)



# Reference and Resources



- Balancing Edges
  - Mental Health First Aid; Mental Health & Wellbeing Strategy support [www.balancingedges.com](http://www.balancingedges.com)
- EventWell
  - Loads of great resources for mindfulness; bibliotherapy and wellbeing. MHFA Training EventWell Manifesto [www.eventwell.org](http://www.eventwell.org)
- Public Health England
  - <https://www.futurelearn.com/courses/psychological-first-aid-covid-19>
- NHS Every Mind Matters
  - Take an online quiz to find out about your mental health. <https://www.nhs.uk/oneyou/every-mind-matters/your-mind-plan-quiz/>
- Mind Infoline
  - Provides information on a range of mental health topics to support people in their own area. Call 0300 123 3393 or email [info@mind.org.uk](mailto:info@mind.org.uk). Or [www.mind.org.uk](http://www.mind.org.uk)
- Rethink Advice and Information Service
  - Provide specific solution-based guidance - 0300 5000927 Fax: 020 7820 1149 email [advice@rethink.org](mailto:advice@rethink.org). or [www.rethink.org](http://www.rethink.org)
- Samaritans
  - Offer emotional support 24 hours a day - in full confidence. Call 116 123 or email [jo@samaritans.org](mailto:jo@samaritans.org). or [www.Samaritans.org](http://www.Samaritans.org)
- ACAS
  - <https://www.acas.org.uk/working-safely-coronavirus> – working safely
- Time to Change
  - Action Planning - <https://www.time-to-change.org.uk/get-involved/get-your-workplace-involved/employer-pledge/develop-your-action-plan>
- CIPD
  - Returning to work protocols - <https://www.cipd.co.uk/knowledge/fundamentals/emp-law/employees/workplace-guide-returning-after-coronavirus#gref>