Wellbeing

Case study: Live Well, Being You

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NHS Leeds Conference 13 March 2019
Wellbeing supports our strategy by encouraging our colleagues to bring the best of themselves to work and serve our customers well.

We’ve seen a real change in culture with people talking more openly about mental health... the journey started in 2014...
At the end of 2014

Our ambition was set to transform RBS into the number one UK bank for trust, customer service and advocacy by 2020.

If your people are not at the top of your work list when you get in, in the morning, please put them there, and leave them there. Take an interest in their issues and find out their ideas.”

Ross McEwan, CEO, RBS 18th November 2014
Wellbeing in RBS over the last 15 years

- Over the last 15 years we’ve always had a focus on wellbeing
- Number of benefits and programmes to support health and wellbeing, across full range of subject areas
- They focused on reactive (right-hand) rather than proactive support (left-hand) (Mercers)
- In 2014 we took a different approach:
  - High profile bank-wide communications support
  - Put in place a wellbeing framework with champions across the bank
  - Gained insights from our regions
  - Focusing on our top health and wellbeing priorities rather than trying to take on the world
  - Understood wellness and took a shift in our approach - preventative as well as rehabilitation
  - Then we got the senior buy in....
2015/2016 Set the foundations and took a holistic approach

We set our vision - for the bank to be a great place to work, where the wellbeing of our people, championed by our leaders and embraced by our social partners, managers and employees, is integral to the way we do things.

And we outlined our approach to wellbeing – with mental and emotional health a key pillar, so that our people bring the best of themselves to work and to serving our customers well.

Moving away from a silo approach and starting to take a holistic approach to wellbeing. We recognised how wellbeing interventions help with all aspects of wellbeing – for example, Global Corporate Challenge – in simple terms it’s a physical activity challenge but of course this all contributes to good mental health.

We really started to see the shift in people accessing the support – there was a significant increase people accessing support much earlier.
In 2017 we turned up the dial on mental health as well as support physical and social wellbeing which includes volunteering and our commitment to CPR training. We also introduced a clear four pillar strategy for wellbeing - Physical, Mental, Social and Financial. Key activities included:

- New Year, New You Wellbeing
- Know Your Numbers health checks
- Wellbeing Programme of Events
- Mental Health Awareness Week
- Mental Health Awareness training
- Building Resilience Programmes
- Virgin Pulse Global Challenge
- World Mental Health Day
- Time to Talk Day as part of our continued commitment to Time To Change
- And piloting Virgin Pulse Engage – a new 12 month integrated digital wellbeing programme

We also simplified our offering and launched Wellbeing For You – all our support and resources in the one place.
Cost of poor mental health

Extract from the Stevenson/Farmer report October 2017

Deloitte have produced new analysis that not only considers the costs to employers of presenteeism, absenteeism and staff turnover due to mental health problems and for the first time this has also been broken down by industry.

Figure 3: Poor mental health costs employers between £33 billion and £42 billion a year.

*This is made up of:*

Absenteeism cost: £8bn

Presenteeism cost: £17bn to £26bn

Staff turnover: £8bn

Total cost: £33bn to £42bn

This amounts to a cost per employee of between £1,205 and £1,560 per year. This cost is for all employees, not just those who are ill.

Source Stevenson/Farmer Report October 2017

Information classification: Public
Mental Health is not something we can stop talking about

1 in 4 of UK employees reported having a physical health condition.

1 in 5 of those employees with physical health conditions, also reported having a mental health condition.

1 in 3 of current UK employees have a long-term health condition.

1 in 8 of current employees reported having a mental health condition.

1 in 10 employees reported having musculoskeletal conditions.

42% of employees with a health condition felt their condition affected their work ‘a great deal’ or ‘to some extent’.

Employees with mental and physical health comorbidity were much more likely to see their health as affecting work.

29% were affected ‘a great deal’ compared to 13% of those with a physical condition only and 15% of those with a mental health condition only.

Source: Nuffield Health

Information classification: Public
Live Well, Being You Physical and Mental

Feel Well Active

Listen Well Heard

HEALTHY WORKPLACE

Information classification: Public
Financial Wellbeing

33%

The number of colleagues who say that financial worries are their biggest concern.

1 in 8

Colleagues say money worries hinder their concentration at work.

86.3%

The number of colleagues who think their employer should deliver financial education.

Money and Me Workshops

Exploring our emotional connection with cash

Save Well, Being Proactive

This week, we’re focusing on how we can look after our financial wellbeing. One in six of us struggles to pay bills, and this can have a big impact on our mental health and overall wellbeing.

Making informed decisions, saving where possible and ensuring our finances are well organised play an important part in taking care of our financial health.

The key is to take action before our finances start to have a negative impact on our overall wellbeing, and there are plenty of resources available to help.
As part of our focus on wellbeing during May, this week we are supporting Mental Health Awareness Week. It’s a hugely important topic – 1 in 4 of us will experience mental health problems at some point in our lives. I want to encourage everyone to share their tips on how they deal with emotional wellbeing, and to just have a conversation with each other. Ask your colleague if they are ok – it’s ok not to be ok. I’m proud to see all the work that is going on around our buildings on this campaign and the open and honest discussions taking place. This is about fostering a culture where people can bring their whole selves to work each day.

On Monday, from 2.00-2.30pm, Helen Cook will join me for a Workplace Live session where we can talk more about wellbeing, and any other topics you want to discuss. Comment below with your questions and we’ll try and get through as many as possible. #1in4 #thisisme #listenwellbeingheard

Thanks,
Ross
Listen Well, Being Heard

This week, across the bank, we are focusing on mental and emotional wellbeing in support of Mental Health Awareness Week. There was a great buzz about this last year and it was extremely humbling to read all your personal stories. Let's keep the conversation going this year to really combat the stigma around mental health.

#MentalHealthAwarenessWeek
And this is what makes the difference

Over the last four years we’ve successfully built our wellbeing programme across the four wellbeing pillars. Through the right products, services and support we will keep it energised and exciting so we can engage as many people as possible. And we know what makes the difference for us:

• Investing in one bankwide plan with dedicated and consistent bankwide comms
• Engagement in mental health and wellbeing advocates from our senior leaders
• Bringing wellbeing to life through personal stories
• Building wellbeing into the fabric of leadership
• Bringing the outside in
• Playing a significant role in Great Place to Work, our culture

Live Well Being You
Q&A
Thank you