MENTAL HEALTH AT WORKPLACE

Dr. Nur Hafidah Ishak
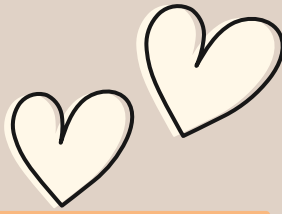
HELLO! I'M...

Dr. Nur Hafidah Ishak
Pensyarah Perubatan dan Pakar Psikiatri
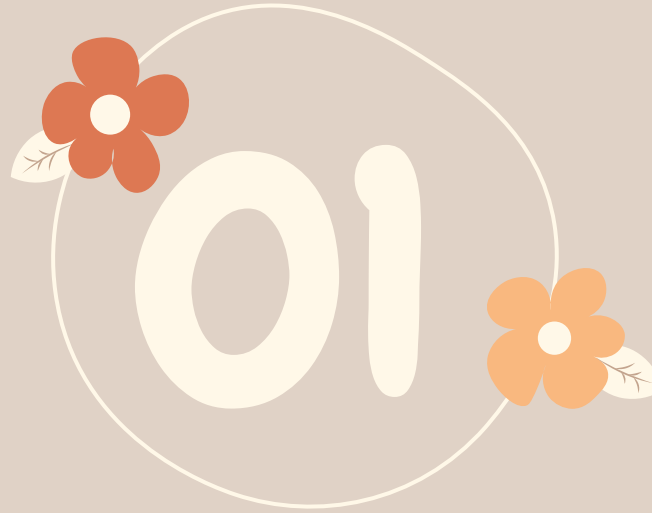Jabatan Psikiatri dan Kesihatan Mental
FPSK/HPUPM

These are the talking points

- Introduction on mental health

- Mental health at workplace

- Risk and protective factors

- Psychological sequelae

- Management

01

Introduction on mental health

Mental health

- state of wellbeing in which an individual realizes own abilities, can cope with the normal stresses of life, can work productively, and is able to make a contribution to community (World Health Organisation)

- includes emotional, psychological, and social wellbeing

- It affects how we think, feel, and act

- It also helps determine how we handle stress, relate to others, and make choices

Mental health

- Often referred as "invisible illnesses" but there are heavy costs to an individual's health, family and friends, and even organisations

  - Underrecognized

  - No genuine health issue

- 1 in 3 Malaysians grapples with mental health conditions (2019 National Health and Morbidity Survey)

- Only 20% seek the professional help → Stigma (negative connotation, prejudice, stereotype, discrimination)

 - Dangerous/violent, embarrassed, not to be blame, do not belief

What does stigma look like?

- **delay** between symptom onset and treatment for mental health disorders
- Shame and stigma **prevent** from seeking treatment for mental health
- **Discrimination** based on someone's mental health frequently happens in the workplace
- Lack of sharing on mental health resources, creating **gap** in information and support
- Believe: talking about own mental health makes a better leaders, but some also believe that it will reduce credibility and employee confidence

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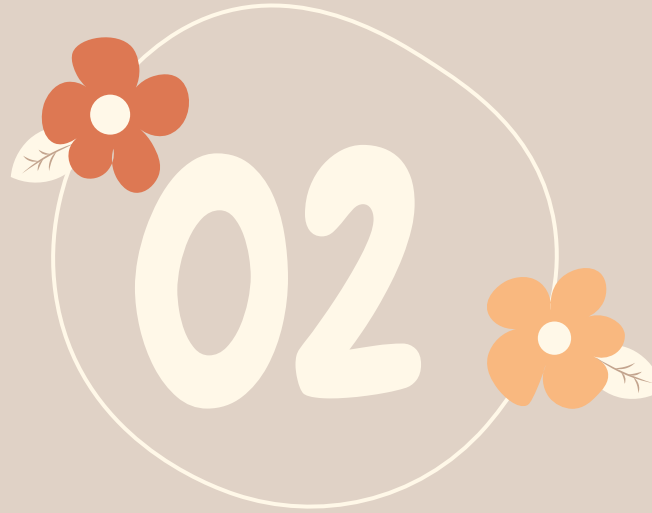
Mental health at workplace

World Mental Health Day
10 October 2017
Mental Health in the Workplace

Objectives are to raise awareness of mental health issues around the world and mobilize efforts in support of mental health

- Globalization has contributed to work-related stress and its associated disorders
- One in five people at the workplace experience a mental health condition
- Stigma and lack of awareness of mental health at the workplace persist as barriers to equality
- Frequently, people with mental illness conceal their illness for fear of discrimination when looking for or keeping a job

Job stress

- Psychological pressure that occurs related to the work that affects an employee's skills and ability to respond to a specific situation

  - derived from excessive demands and pressure that exceeds an employee's ability to perform the given tasks

- Thus, stress is complex and dynamic concept that can result in undesirable performance not only for employees by not working efficiently and effectively, but also it could reflect on the poor organization performance by not achieving its objectives

COVID-19 and mental health

Research

Pandemic lead to sharp shocks to the worldwide economies and societies

(MacIntyrea, 2020; Shigemura et al., 2020)
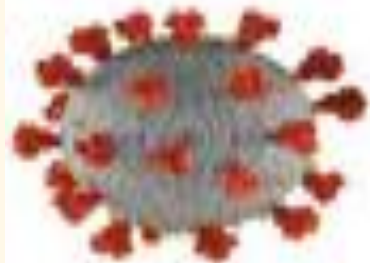
' the coronavirus Covid-19 presents the global economy with its **greatest danger** since the financial crisis'

(Organisation for Economic Co-operation and Development's (OECD), 2020)

OMICRON   DELTA   ALPHA   BETA

☑ This situation has triggered **furloughs and layoffs** (World Economic Forum, 2020)

☑ **stress** was getting worse and it has affected the majority of employees worldwide (singh, 2020)

MENTAL HEALTH AWARENESS MONTH

Half a million Malaysians were already feeling depressed before COVID-19 struck

1,081 Malaysians attempted suicide in 2020.

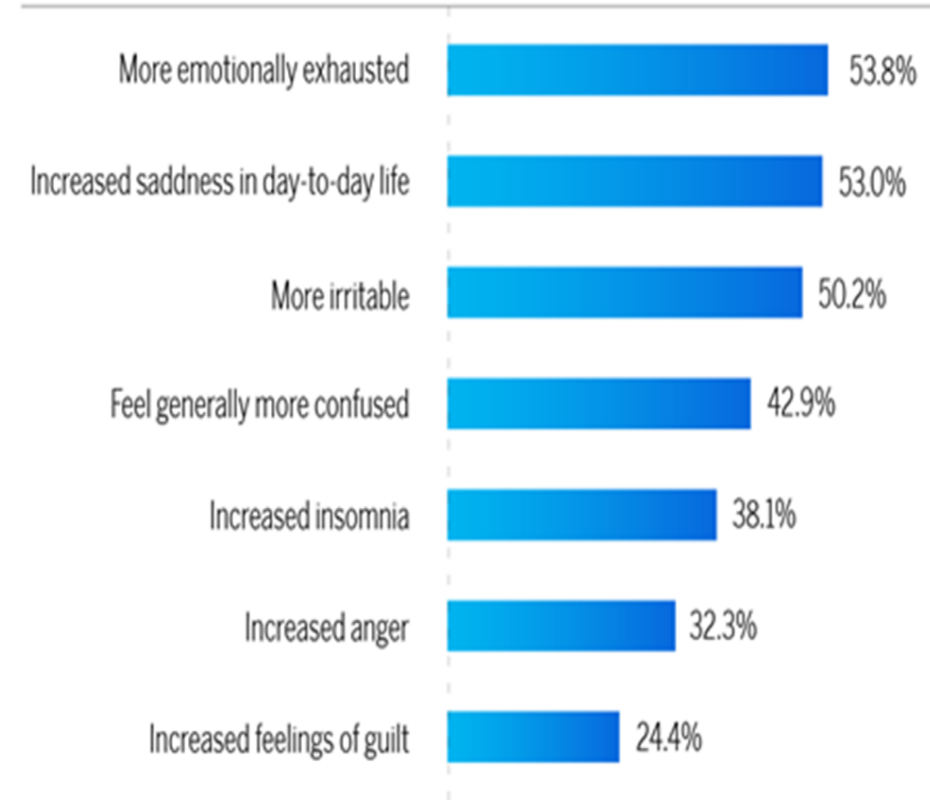Employees need to take care of themselves, of their families and to try to maintain their job position

What about their mental health in this context?

Employees report these symptoms

- ❑ Lockdown and ongoing restrictions such as social distancing
- ❑ Fear of contracting the virus to family and friends
- ❑ Fear of losing their job
- ❑ Bereavements
- ❑ More than half say they are more emotionally exhausted, feel increased sadness or are more irritable

Mental health symptoms since COVID-19 outbreak

Symptom	Percentage
More emotionally exhausted	53.8%
Increased saddness in day-to-day life	53.0%
More irritable	50.2%
Feel generally more confused	42.9%
Increased insomnia	38.1%
Increased anger	32.3%
Increased feelings of guilt	24.4%

Health impacts include:

Fatigue	Musculoskeletal conditions	Poor work life balance	Reduced exercise	Increased substance misuse

Reduced motivation	Loss of purpose	Anxiety and isolation

- Mental health problems have a direct impact on workplaces through increases in the following →

- Depression at the workplace is a leading cause of lost work productivity, sick leave and premature retirement

Absenteeism (missed work days)

Presenteeism (reduced productivity at work)

Disability claims

Turnover

Grievances / complaints

Injuries / illnesses

03

Risk factors / protective factors

Organizational risk factors

- Poor organization of work plays a significant role in development of mental health problems

Content of work	Context of work
• Workload • Participation and control • Job content	• Role in organization • Reward • Equity • Interpersonal relationships • Working environment • Workplace culture • Home-work interface

Content of work

Workload	• Excessive workload • Insufficient work
Lack of participation and control	• Inability to participate in decision-making • Little decision-making work • Lack of control over work
Job content	• Monotonous tasks • Unpleasant tasks • Aversive tasks • Killer combination: High demand with low control

Context of work

Role in organization	• Role conflict • Role ambiguity
Lack of reward (recognition)	• Lack of recognition of work (e.g., through salary) • Low status • Inadequate social support in the workplace
Inequity (lack of fairness)	• Perception that workplace is not just or equitable(e.g., in terms of workload, salary, or promotion) • Poor management of organizational change (e.g., downsizing)
Poor interpersonal relationships	• Unsupportive supervision • Poor relationships with colleagues • Bullying, harassment or violence • Isolated or solitary work
Working environment and conditions	• Inadequate physical environment (e.g., noise, pollution, light, danger) • Irregular working hours (e.g., shift work or excessive working hours)
Workplace culture	• Poor communication • Poor leadership • Lack of clarity about workplace objectives and structure
Home–work interface	• Conflicting demands at home and at work • Lack of support for home at work • Lack of support for work at home

Protective factors

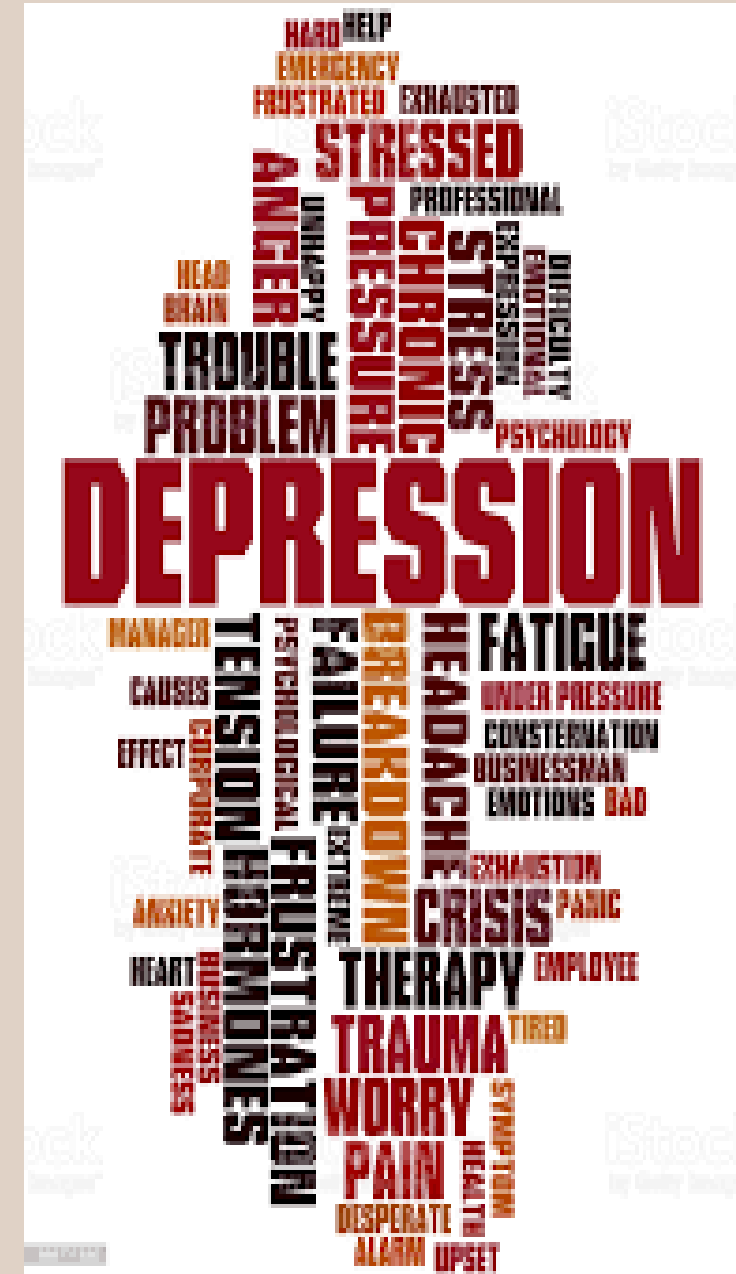|	
Organizational culture	Psychological and social support
Clear leadership and expectations	Civility and respect
Flexible schedule, work-life balance	Growth and development
Recognition and rewards	Involvement and influence
Workload management	Engagement
Psychosocial protection	Protection and physical safety

04

Psychological sequelae

Range of problem

- ## Symptoms/Diagnoses
  - Depression, anxiety, perceived stress, insomnia, job burnout
  - Major Depressive Disorder (MDD), Generalized Anxiety Disorder (GAD), post-traumatic stress disorder (PTSD)

- ## Broad range of problems
  - hassles, feeling anxious or sad, family stressors, etc.

- ## Problems of the workplace
  - stress, morale, cohesion, absenteeism

Mental Health Continuum

Healthy	Reacting	Injured	ILL
Normal functioning	Common and reversible distress	Severe and persistent functional impairment	Clinical disorder Severe functional impairment

Mental Health Continuum

SELF CARE & SOCIAL SUPPORT

PROFESSIONAL CARE

HEALTHY
Normal Functioning

Normal mood fluctuations. Takes things in stride. Consistent performance. Normal sleep patterns. Physically and socially active. Usual self-confidence Comfortable with others.

REACTING
Common & Reversible Distress

Irritable/Impatient. Nervousness, sadness, increased worrying. Procrastination, forgetfulness. Trouble sleeping (more often in falling asleep) Lowered energy. Difficulty in relaxing. Intrusive thoughts. Decreased social activity.

INJURED
Significant Functional Impairment

Anger, anxiety. Lingering sadness, tearfulness, hopelessness, worthlessness. Preoccupation. Decreased performance in academics or at work. Significantly disturbed sleep (falling asleep and staying asleep). Avoidance of social situations, withdrawal.

ILL
Clinical Disorder. Severe & Persistent Functional Impairment.

Significant difficulty with emotions, thinking High level of anxiety, Panic attacks. Depressed mood, feeling overwhelmed Constant fatigue. Disturbed contact with reality Significant disturbances in thinking Suicidal thoughts/intent/behaviour.

What Can Managers Do?

HEALTHY	REACTING	INJURED	ILL

HEALTHY
- Lead by example
- Get to know employees
- Foster healthy climate
- Identify and resolve problems early
- Deal with performance issues promptly
- Demonstrate genuine concern
- Provide opportunities for rest
- Advocate

REACTING
- Watch for behaviour changes
- Adjust workload as required
- Know the resources & how to access them
- Reduce barriers to seeking help
- Encourage early access to care
- Consult with human resources / medical resources as required

INJURED / ILL
- Involve mental health resources
- Respect confidentiality
- Minimize rumours
- Respect medical employment limitations
- Appropriately employ personnel
- Maintain respectful contact
- Involve members in social support
- Seek consultation as needed
- Manage unacceptable behaviours

06
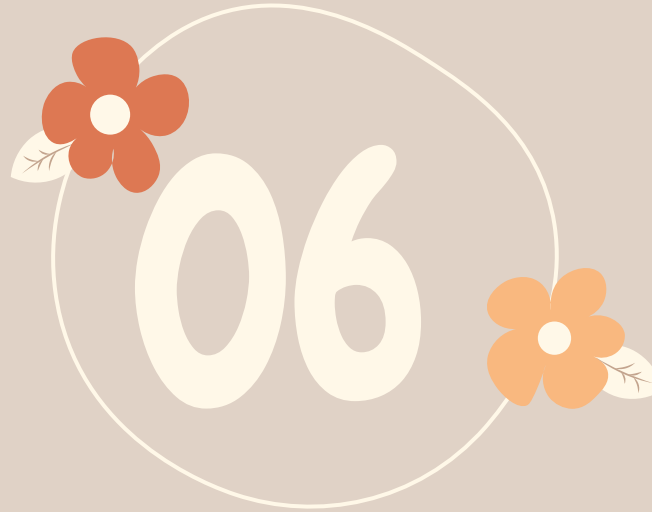
Management

Objectives

- Reduce absenteeism

- Increase presenteeism

- Increase morale, productivity, customer satisfaction

- Raise reputation of company as a good place to work and progressive, reliable source of products

- Reduce health care costs (mental health major driver itself and contributor to physical health problems)

Creating a Mental Health-Friendly Workplace

- A healthy, rewarding environment is important for positive mental health.

- A mental health-friendly workplace:

  - ✓ Values diversity
  - ✓ Includes health care that incorporates mental illnesses
  - ✓ Has programs and practices that promote and support health and wellness
  - ✓ Provides training for supervisors in mental health workplace issues
  - ✓ Safeguards employee confidentiality
  - ✓ Supports employees who seek treatment or require hospitalization or disability leave

Pan American Health Organization — World Health Organization, REGIONAL OFFICE FOR THE Americas

LetsTalk

What Employers Can Do

Employers can be agents of change in the workplace. Here are some tips:

- Be aware of mental health issues

- Modify workplace risk factors for stress

- Develop an organizational climate that promotes wellbeing and creativity
- Facilitate access to healthcare for employees who may need it

- Be understanding and flexible to the needs of employees, understanding their personal situations

- Combat stigma and encourage open discussion in the workplace on mental health

Pan American Health Organization — World Health Organization, REGIONAL OFFICE FOR THE Americas

LetsTalk

What Employees Can Do

Employees can avoid burnout and improve their mental wellness in the workplace. Here are some tips:

- Practice resilience and self-care
- Seek help when you need it
- Maintain and enhance your social networks
- Engage in regular exercise and leisure activities
- Talk to your employer about your mental health needs
- Know your rights

Pan American Health Organization

World Health Organization
REGIONAL OFFICE FOR THE Americas

LetsTalk

What Coworkers Can Do

Here are some tips on what you can do to help someone you work with who may be struggling:

- Make it clear that you want to help, listen without judgement, and offer support.
- Encourage them to seek professional help when they are ready.
- If you think the person is in immediate danger, do not leave him or her alone. Seek professional help from the emergency services, a crisis line, or a health-care professional.
- Stay in touch to check how the person is doing.

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LetsTalk

Stress Management Strategies

- Optimism, mindfulness, resilience (internal motivation)
- Self-care/ coping strategies: taking breaks, walking away, exercise
- Teamwork: venting out, sharing, safe space, gain support and atttention
- Counseling support: online session, youtube

Characteristic of resilient people embody

Having realistic sense of control over one's choices, and an understanding of limitations over such control.

Seeing change as an opportunity or challenge.

Secure attachments with others, and the ability to engage their support.

Personal goals.

A strong sense of humor.

Patience.

A high tolerance of negative affect.

An optimistic outlook.

A high level of adaptability.

How to build resilience?

Prioritize health

Healthy diet

Adequate sleep

Self-efficacy/ locus of control/ developing strength

Regular exercise

Relaxation technique

Reframe threats as challenges

Get connected

Coping strategies

Appraisal-focused Strategies	Problem-focused Strategies	Emotion-focused Strategies
• Detecting and disputing negative self talk • Rational thinking • Using positive reinterpretation • Finding humour in the situation • Turning to religion	• Active problem solving • Seeking social support • Enhancing time management • Improving self-control • Becoming more assertive	• Releasing pent-up emotions • Distracting oneself • Managing hostile feelings and forgiving others • Exercising • Meditating • Using systematic relaxation procedures

Coping strategies

Emotion-Focused Coping Skills
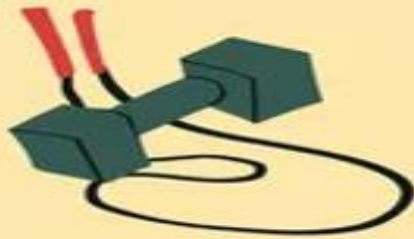
Exercise

Take a bath

Give yourself a pep talk

Meditate

Problem-Focused Coping Skills

Work on managing time

Ask for support

Establish healthy boundaries

Create a to-do list

HEALTHY COPING SKILLS

MEDITATION	TALK TO SOMEONE	READ	GARDEN
SPEND TIME IN NATURE	TAKE A TIME OUT	DRINK SOMETHING WARM	MUSIC
PET AN ANIMAL	CLEANING	ASK FOR AFFECTION	WRITE A THANK YOU CARD
DEEP BREATHING	JOURNAL	PHYSICAL ACTIVITY	TAKE PHOTOS
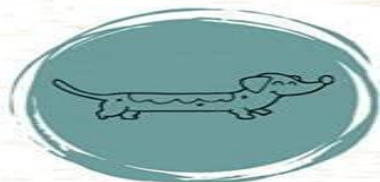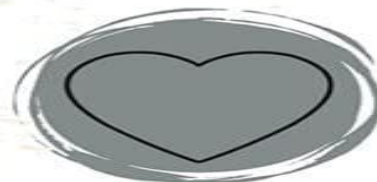
RELAXATION TECHNIQUES TO REDUCE STRESS

Tai Chi
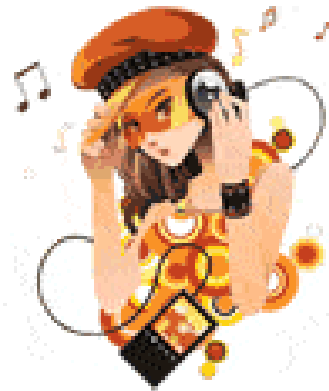
Relaxing Music

Progressive Muscle Relaxation

Laughing

Guided Visualization
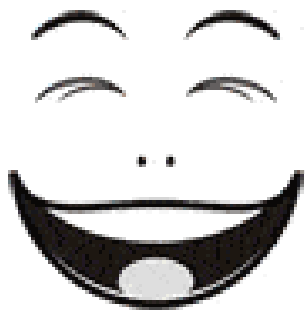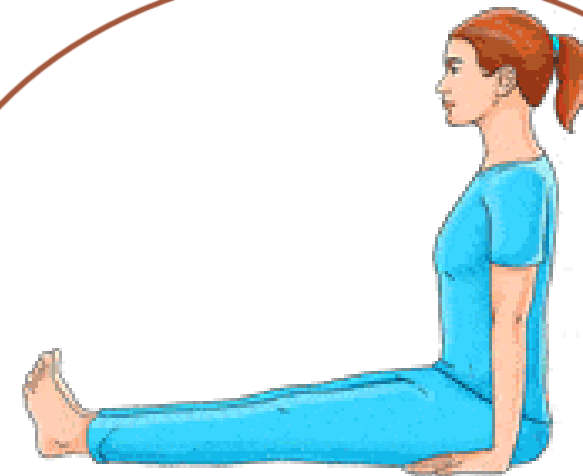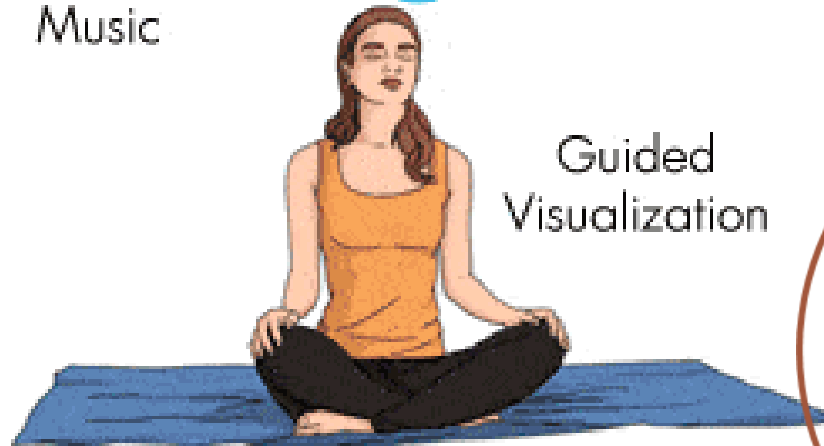
Deep Breathing

Conclusions …

- Understand employee mental health and barriers to achieving well-being
- Reduce stigma, increase empathy & social connection
- Alleviate stress & burnout
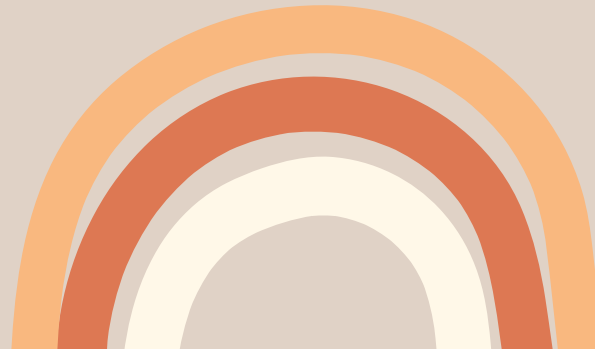- Enable access to timely, high quality care

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THANK YOU!

Do you have any questions?

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