

# Training for line managers should focus on primary prevention of mental ill-health at work

*This article focuses on the mental health of working-age adults who are not being treated by statutory mental health services. It proposes preventive approaches to mental ill-health through line manager training and support.*

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Work-related mental ill-health is a significant public health concern, which has been exacerbated by the Covid-19 pandemic. In 2021–2022, the UK Labour Force Survey identified 914,000 workers suffering from work-related stress, depression, or anxiety resulting in 17 million working days lost, an average of 18.6 days per case.<sup>1</sup> This accounts for more than half of all work-related ill-health cases and working days lost due to ill-health (51% and 55%, respectively),<sup>1</sup> with a significant economic impact.<sup>2</sup>

While acknowledging the talents and strengths of multitudes of managers

across sectors, a lack of managerial support is one of the leading causes of common mental health problems in a workplace context.<sup>3</sup> Although line managers significantly influence employees' mental health outcomes across various work contexts,<sup>3,4</sup> support offered is highly variable and managing employees with mental health concerns can be perceived by their supervisors as a source of stress.<sup>5</sup> It is well-established that managers play a vital role in managing psychosocial risks in the workplace,<sup>6</sup> but some may lack the necessary resources or support within their organisation to enact this. At an individual level, they may lack the knowledge or skills to ensure jobs are designed and managed to prevent work-related stress, supervise an employee with mental ill-health or navigate the complexities of return-to-work to support those who have been absent.

**The UK Labour Force Survey identified 914,000 workers suffering from work-related stress, depression, or anxiety resulting in 17 million working days lost, an average of 18.6 days per case**

Furthermore, mental health stigma continues to exist in the work context.<sup>7</sup> Managers' behaviours towards employees with mental health issues are related to their own attitudes towards mental illness and their confidence in discussing mental health.<sup>8</sup> These are modifiable factors that could be targeted through line manager



training. However, workplace interventions targeting managers are limited and tend to be based on secondary- and tertiary-level intervention. Secondary-level interventions are all about detection and management of stress and mental health problems by increasing employees' awareness, knowledge, skills, and coping resources. Tertiary-level interventions involve minimising the effects of poor mental health at work once they have occurred through the treatment of symptoms and provision of remedial support.

In a national survey, only 8% of UK managers reported they had received training to support return-to-work.<sup>9</sup> This is being addressed in the UK through the PROWORK study: PROMoting a Sustainable and Healthy Return to WORK. This involves the development and testing of toolkits for workers and line managers that aim to support sickness absence and return-to-work in mental health, through knowledge building, problem-solving, action planning, goal setting, and positive communication.<sup>10</sup> PROWORK is one example of a return-to-work intervention which aims to improve psychological and physical capacity among workers who are already off sick. This approach is supported by a systematic review and meta-analysis showing that training managers in workplace mental health can improve their knowledge, attitudes

# Prevention Of Mental Ill Health At Work A Conference

**Despo Kritsotaki, Vicky Long, Matthew  
Smith**



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*Preventing Mental Illness* Despo Kritsotaki, Vicky Long, Matthew Smith, 2018-10-16 This book provides an overview of a diverse array of preventive strategies relating to mental illness and identifies their achievements and shortcomings The chapters in this collection illustrate how researchers clinicians and policy makers drew inspiration from divergent fields of knowledge and practice from eugenics genetics and medication to mental hygiene child guidance social welfare public health and education from risk management to radical and social psychiatry architectural design and environmental psychology It highlights the shifting patterns of biological social and psychodynamic models while adopting a gender perspective and considering professional developments as well as changing social and legal contexts including deinstitutionalisation and social movements Through vigorous research the contributors demonstrate that preventive approaches to mental health have a long history and point to the conclusion that it might well be possible to learn from such historical attempts The book also explores which of these approaches are worth considering in future and which are best confined to the past Within this context the book aims at stoking and informing debate and conversation about how to prevent mental illness and improve mental health in the years to come Chapters 3 10 and 12 of this book are available open access under a CC BY 4 0 license at [link.springer.com](http://link.springer.com) **ADAMHA News** ,1983 **Prevention** ,1980 **Proceedings of the National Conference of Social Work at the ... Annual Session Held in ...** National Conference of Social Work (U.S.). Annual Session, 1925

*Proceedings of the National Conference of Charities and Correction, at the ... Annual Session Held in ...* National Conference of Charities and Correction (U.S.). Annual Session, 1912 **Healthy People 2000** DIANE Publishing Company, 1995 A national strategy for significantly improving the health of the Nation over the coming decade Addresses the prevention of major chronic illnesses injuries health protection preventive services age related objectives special population objectives Charts tables graphs **Healthy People 2000** United States. Public Health Service, 1995 This book was written specifically for students majoring in one of the health or health related disciplines who will become the primary providers of health care It is ideally suited for students in one or two year programs who plan to become health care workers Introduction to the Health Professions *SAMHSA News* ,2007 **Research Grants Index** National Institutes of Health (U.S.). Division of Research Grants, 1967 *Government Publications* Great Britain. Her Majesty's Stationery Office, 1994 **National**

**Institutes of Health Annual Report of International Activities** John E. Fogarty International Center for Advanced Study in the Health Sciences,1996      *Employee Well-being Support* Andrew Kinder,Rick Hughes,Cary L. Cooper,2008-04-30  
Employees have a set of needs as part of the psychological contract of employment However organizations operate for a reason and they too have agendas and needs It is how the two come together that determines the capacity for good human relations and optimum productivity Employee Well being Support is an edited collection of expert contributions that explores all key issues in this increasingly critical area      **Research Awards Index** ,1989      **Community Mental Health Centers, Perspectives of the Seventies** ,1981      **Mental Hygiene Bulletin** ,1929      **Congressional Record** United States. Congress,1992 The Congressional Record is the official record of the proceedings and debates of the United States Congress It is published daily when Congress is in session The Congressional Record began publication in 1873 Debates for sessions prior to 1873 are recorded in The Debates and Proceedings in the Congress of the United States 1789 1824 the Register of Debates in Congress 1824 1837 and the Congressional Globe 1833 1873

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## **Table of Contents Prevention Of Mental Ill Health At Work A Conference**

1. Understanding the eBook Prevention Of Mental Ill Health At Work A Conference
  - The Rise of Digital Reading Prevention Of Mental Ill Health At Work A Conference
  - Advantages of eBooks Over Traditional Books
2. Identifying Prevention Of Mental Ill Health At Work A Conference
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Prevention Of Mental Ill Health At Work A Conference
  - User-Friendly Interface
4. Exploring eBook Recommendations from Prevention Of Mental Ill Health At Work A Conference
  - Personalized Recommendations
  - Prevention Of Mental Ill Health At Work A Conference User Reviews and Ratings
  - Prevention Of Mental Ill Health At Work A Conference and Bestseller Lists

5. Accessing Prevention Of Mental Ill Health At Work A Conference Free and Paid eBooks
  - Prevention Of Mental Ill Health At Work A Conference Public Domain eBooks
  - Prevention Of Mental Ill Health At Work A Conference eBook Subscription Services
  - Prevention Of Mental Ill Health At Work A Conference Budget-Friendly Options
6. Navigating Prevention Of Mental Ill Health At Work A Conference eBook Formats
  - ePub, PDF, MOBI, and More
  - Prevention Of Mental Ill Health At Work A Conference Compatibility with Devices
  - Prevention Of Mental Ill Health At Work A Conference Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Prevention Of Mental Ill Health At Work A Conference
  - Highlighting and Note-Taking Prevention Of Mental Ill Health At Work A Conference
  - Interactive Elements Prevention Of Mental Ill Health At Work A Conference
8. Staying Engaged with Prevention Of Mental Ill Health At Work A Conference
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Prevention Of Mental Ill Health At Work A Conference
9. Balancing eBooks and Physical Books Prevention Of Mental Ill Health At Work A Conference
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Prevention Of Mental Ill Health At Work A Conference
10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Prevention Of Mental Ill Health At Work A Conference
  - Setting Reading Goals Prevention Of Mental Ill Health At Work A Conference
  - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Prevention Of Mental Ill Health At Work A Conference
  - Fact-Checking eBook Content of Prevention Of Mental Ill Health At Work A Conference
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

#### 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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