



# Embedding a culture of **wellbeing** in workplaces



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## Who we are

**Inspire Workplaces** is part of the **Inspire group**, one of the longest established and largest charitable organisations in Ireland.

Our parent charity's vision of "**wellbeing for all**" informs everything that we do.

Our commitment to delivering evidence-based, best practice workplace solutions is underpinned by the charity's values and ethos – **quality, integrity, innovation, enablement, engagement, influence and compassion.**

We deliver market-leading prevention and intervention services that provide a complete framework for organisations seeking to implement an effective, tailored wellbeing strategy.

We offer unrivalled customer service, illustrated by:

- A demonstrable track record of delivering bespoke and tailored wellbeing services to over 800,000 people across the UK and Ireland with exceptional credentials in providing proactive solutions to mental health & wellbeing.
- Expert knowledge and understanding of best practice and contemporary thinking on service delivery to clients presenting with multifaceted mental health conditions such as: **depression, anxiety, trauma and substance misuse/dependency.**
- **Evidence-based, outcome-driven assessment and intervention** delivering demonstrably good, consistent and positive clinical outcomes.
- Our innovative **Inspire Support Hub** – aimed at enhancing the wellbeing solution, broadening access and encouraging prevention through: **online self-assessment, psychoeducation, digital intervention and escalation into appropriate services as required.**
- An experienced service delivery team to focus on corporate wellbeing, and possessing the range of clinical/business skills required to deliver services in an optimally safe and effective way.

Together, we can help you to look after the wellbeing of your people and your organisation.

**We are Inspire Workplaces.**



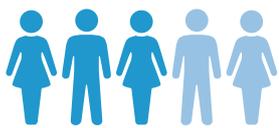
# The Case for Wellbeing

It is now accepted that mental health & wellbeing and business productivity are inextricably linked, with clear evidence demonstrating that effective wellbeing strategies create increased **employee engagement and motivation, sustain morale and positively impact the bottom line.**

While employers have recognised this, and are investing more than ever in wellbeing solutions, recent research has shown that this investment is not having the desired positive return on mental health & wellbeing.

In fact, the number of working days lost per person due to absenteeism or presenteeism has increased from **23 to 30 days** (Britain's Healthiest Workplaces, 2017). This is borne out by the latest research into workplace wellbeing across the UK and Ireland:

## ACROSS THE UK

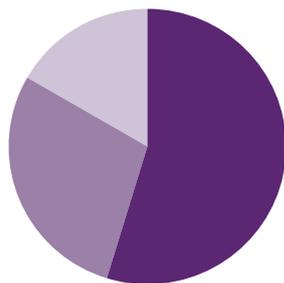


**EMPLOYEES**  
HAVE EXPERIENCED MENTAL  
HEALTH ISSUES AT WORK

**15.8**  
**MILLION**  
DAYS LOST TO MENTAL HEALTH

**80%**  
OF WORKERS  
HAVE FELT STRESS AT WORK  
**85% IN** 

### MAIN CAUSES OF STRESS



**40%  
WORKLOAD**  
**21%  
POOR  
MANAGEMENT**  
**12%  
CHALLENGING  
TARGETS**

(Ref. BITC Mental Health at Work Report 2017; IIP Managing Mental Health Report 2018)

## AND IN IRELAND

MENTAL HEALTH  
ISSUES NOW THE  
**NUMBER  
ONE**  
EMPLOYEES  
ILLNESS  
IN THE WORKPLACE



**WORKERS  
ADMITTING  
TO SUFFERING  
STRESS & ANXIETY**

(Employee Protection Index, Friends First, Behaviour & Attitudes 2018)

**A L M O S T**



**REPORT MORE  
STRESS THAN  
TWO YEARS AGO**

**78%**

**BELIEVE THAT  
MENTAL HEALTH  
ISSUES ARE OF  
INCREASING  
CONCERN**

(Mind Matters: Resilience in the Workplace, Vhi Health Insights Report 2018)

**It's clear that a more joined-up, strategic approach to mental health & wellbeing is needed.**

That's why we have developed our market-leading range of wellbeing prevention and intervention services that bring together evidence-based best-practice, and are supported by our team of clinical experts, and enhanced client management support to deliver a bespoke, strategic workplace wellbeing solution.

And while there are demonstrable financial and economic benefits to investing in a wellbeing framework, our main imperative is simple...

**It's the right thing to do.**

# Employee Resilience Programme

As the case for workplace wellbeing clearly demonstrates, in order to ensure a sound return on investment, a joined-up strategic approach is needed – one that informs organisational policy and is based on sound needs analysis and continual impact and outcome-based assessment.

At the heart of our approach to reshaping workplace wellbeing is our innovative **Employee Resilience Programme (ERP)**. Aiming to **embed a culture of wellbeing in workplaces**, our ERP is at the cutting edge of thinking on organisational culture and employee performance and development.

Working collaboratively to identify the challenges unique to your organisation, we will create a tailored package of support services – **representing our ‘Gold Standard’** – that will empower employees and provide the framework for a healthy future.

This ‘end-to-end’ wellbeing solution employs a tiered, ‘stepped-care’ model, ensuring that the right care is given by the right people, in the right place, at the right time.

Encompassing an organisational needs analysis that influences strategy and policy development, our ERP is underpinned by best-practice methodology, an industry-leading range of evidence-based interventions and an innovative technical platform that intelligently and intuitively guides and supports users through the service.

**Let’s explore in more depth the elements underlying the key steps in the Programme:**



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# Audit and Insight

## Understanding your wellbeing needs

The starting point to developing an effective wellbeing strategy is to fully understand exactly how your organisation is currently performing in terms of mental health & wellbeing. This understanding provides us with accurate, evidence-based learning that ensures that the focus is where it needs to be – in terms of approach, resource and budget.

Our **Wellbeing Audit** provides the necessary insight into business performance in order to identify key organisational wellbeing objectives.

This also helps employers to **fulfill their legal responsibility** to conduct health and safety risk assessments, including assessing the risk of stress-related harm to their workforce. In order to help satisfy the obligation to undertake stress risk assessments, we use the **HSE management standards for stress at work**, which are based on research carried out to define the main sources of stress in the workplace.

## The value of independence

- Staff may be less likely to be suspicious and more likely to provide honest answers to the questionnaire.
- Staff may be more willing to take part in and be honest in focus groups.
- We can provide flexibility in the approach, and tailor the process to meet your needs.
- You can benefit from our experience in carrying out stress risk assessments.
- We can provide realistic recommendations for your action planning based on our experience and can provide further consultancy to help you to write and implement your action plans.

## The next steps to wellbeing

### Building a bespoke Employee Resilience Programme

Based on the outcomes of the Wellbeing Audit, together we will develop an **action plan** that will inform a wellbeing strategy that is tailored to your individual needs. This 'end-to-end wellbeing solution' will deliver the appropriate training, therapeutic support and specialist interventions in the right place at the right time.

### Annual effectiveness review and impact assessment

Our clinical measures are grounded in evidence-based, outcome-driven assessment and intervention that deliver demonstrably good, consistent and positive outcomes. We will also continue to review and evaluate the overall effectiveness of the wellbeing programme to ensure that it meets the needs of your employees and your organisation.



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# Wellbeing Strategy and Policy Development

It is now a well-established fact that a healthy workplace and increased employee engagement are interdependent, and in looking after an employee's wellbeing – staff morale, innovation and productivity will all improve. The direct outcome of this is **improved business performance and an increase in bottom line results**. The reasons for creating a wellbeing strategy may vary between organisations, but the compelling business case remains: in leveraging the full benefits of organisational wellbeing, you will create competitive advantage by maximising engagement, efficiency and effectiveness.

In addition, though strategic and effective investment in wellbeing, improvements will have an impact across many of areas of business simultaneously. An effective wellbeing strategy will lead to **reduced sickness absence, improving customer satisfaction, increasing productivity, and the retention of talent**. In turn, this will have a positive knock-on effect to the organisational brand and help to establish a quality reputation in the market. Finally, there is a moral aspect to addressing employee wellbeing. If an organisation asks for and expects high levels of commitment and motivation, they have a duty to develop a culture that fosters, enables and sustains employee wellbeing.

To enable this, we work in partnership with employers to develop tailored wellbeing strategies, based on specific organisational needs and evidence-based best practice. Our approach can be outlined as follows:

## 1. Data Review and Intelligence Gathering

- Utilise the Wellbeing Audit findings alongside information from sources such as HR sickness absence, EAP service usage and Occupational Health reports, staff turnover and employee satisfaction surveys to build knowledge and understanding.
- These findings will provide the necessary insight to formulate a strategy with realistic, measurable objectives and clear criteria for success.

## 2. Strategy and Programme Design

- Work in partnership to develop a clear vision with strategic goals aligned to specific organisational needs, ensuring that leadership is bought into and engaged with the strategy.
- The development of an integrated programme of activities aligned to the values, demography and the specific characteristics of your workforce.
- Agreement on desired, measurable outcomes for ongoing review.

## 3. Communication, Engagement and Implementation

- The development of an effective communications strategy with a clear, compelling message. Exploration of an in-house wellbeing brand, demonstrating a genuine commitment to employee wellbeing, with senior managers engaged as positive role models to support initiatives.
- Upon launch, the programme highlights and associated outcomes will be communicated regularly to maintain awareness and engagement. This will be done through intranet and online portals, interactive platforms, email, events, onsite activities, health assessments and any other appropriate communication methods.

## 4. Measuring Impact

- Upon completion, the team will measure the impact against previously established baselines, allowing for a full evaluation and future strategy development.

## Policy Review and Development

In our experience, many wellbeing and/or mental health policies are reactive, based upon staff events or experience, rather than being proactive and preventative. Our team of experienced professionals will spend time understanding the specific needs and challenges of each organisation, reviewing key policies that directly or indirectly aim to influence, safeguard or positively improve wellbeing.

We will ensure a proactive, evidence-based approach reflecting contemporary best practice. In addition to general wellbeing, our specialist Addiction Services team can help to review policies relating specifically to alcohol and drugs, ensuring your organisation can safely and effectively manage these issues.

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# Building the Capacity of your Teams

Managers are the linchpins of every organisational wellbeing programme, and it is important that they have the tools they need to practically implement the policies and procedures that will support their teams in the most effective way possible.

## Practical HR and staff development advice

Our clinical experts can provide managers with advice and support with individual cases or matters of policy and procedure. The support we provide includes:

- Specialist support on people management and staff motivation
- Coaching to help prepare for handling challenging or difficult situations
- Supporting members of staff to avail of the Employee Assistance Programme

## Delivering Success through a Resilient Workforce

Through our specialist **Knowledge and Leadership** team, we can deliver a range of learning programmes that will help build the resilience and self-capacity of managers and employees, addressing real issues that affect their wellbeing at work. Our market-leading suite of training services ranges from **Mindfulness Training** through to **Effective Leadership** and **Alcohol and Drug Awareness**, and can be tailored to specific needs.

Our Core range of training programmes include:

### Mindfulness Institute

A series of evidence-based mindfulness programmes promoting wellbeing and resilience, led by global mindfulness authority, Frank Liddy

### Wellbeing in Your World

Helps staff to focus on their own wellbeing through a number of tailored programmes

### Consultancy Services

Helping to identify organisational stressors and providing independent support and advice

### Safe Workplace Programme

Promotes wellbeing in organisations through a number of safety-related programmes

### The Resilient Workplace Programme

Helps organisations to deliver success through building a resilient workforce

### Alcohol and Drug Awareness Programme

Utilising the expertise of our Addiction Services team, the programme helps staff and managers to address the impact of alcohol and drug use through a range of bespoke and evidenced-based supports for workplaces

### The Effective Leader Programme

Helps leaders through improved management performance and maximising potential

We also provide a range of programmes tailored to specific sectors.  
Talk to us today about our full range of programmes.

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## Employee Assistance Programme

With our roots as a mental health charity, we truly believe in our vision of “**wellbeing for all**”. In practice, that means ensuring that our wellbeing provision is easily accessible to as many people as possible.

Our **Employee Assistance Programme** is at the core of that service provision. It supports employees in dealing sensitively with professional and personal issues that may impact on both their work and home life, and is characterised by a process of soft assessment, followed by appropriate referral into counselling or our specialist information services.

Counselling sessions take the form of **solution-focused brief therapy**, an outcome-driven approach that sets goals for the individual, identifying and building on existing resources, strengths, qualities and skills to address the current challenges they are facing. The service also provides:

### 24 hour confidential telephone support line

**Available 24 hours a day, 365 days per year** and accessed via a Freephone telephone number, it is staffed permanently by a network of accredited and highly experienced Counsellors who will provide immediate and confidential telephone counselling and support.

### Face to face off-site counselling

Accommodating individual requirements, counselling can be provided off-site in suites located in all major towns throughout Ireland, in a supportive and comfortable environment.

### Financial, legal and other specialist information

Many personal factors can influence our mental health & wellbeing, and in addition to our counselling service, we can provide information and advice on financial, legal and other specialist areas.



## The right help, right now

As an integral part of our overall wellbeing vision, the **Inspire Support Hub** provides instant access to a range of **information, guidance, screening and intervention tools**, tailored specifically to help care for your individual wellbeing needs. Adopting a whole organisation approach, it is our aim to widen reach and access to support, delivered within a **'stepped-care'** model, to help ensure that appropriate - effective levels of wellbeing provision are available at the right time. The hub will guide you through evidence-based self-assessment to personalised wellbeing reports, as well as recommendations for proactive next steps.

## Bespoke, innovative tools and resources



### Guided self-assessment via 'iHelper chatbot'

Accessed via your personalised dashboard, **iHelper** is the first step to ensuring that you get the right support. You will be guided through a self-assessment by our innovative **chatbot** and receive personalised recommendations outlining the best way forward. The areas iHelper can help you with include: **Anxiety, Depression, Stress, Alcohol, Sleep and Self Esteem**.



### Self-help courses and digital intervention tools

Our range of self-help courses are underpinned by **CBT (Cognitive Behavioural Therapy)-informed self-assessment**. Each themed course has been designed to help you identify and review possible factors that are contributing to, or maintaining your areas of challenge. You will be guided through a series of tasks, helping you to recognise and build on existing resources and put simple steps in place to resolve these difficulties.



### '5 ways to wellbeing' database

**Connect with people around you, Become more active, Take notice, Keep Learning and Give.** Building these small actions into your day-to-day life can make a big difference to your wellbeing. Using this evidenced-based approach, individuals can select an area of wellbeing, enter their location, and the interactive map will identify a range of different activities linked to that wellbeing topic. There are literally hundreds to choose from!



### Digital counselling tools

At times, talking may be the best option for you. Our **online counselling service** gives you the opportunity to speak to one of Inspire's team of experienced Counsellors via an online interface at a time that works for you.



### Wellbeing information library and Bibliotherapy

Our **comprehensive self-help library** is available as an aid to self-directed learning and provides expert information and advice in areas such as: **mental health, lifestyle, wellbeing, stress, health, alcohol, family and much more.** **Bibliotherapy** is an expressive therapy that involves the reading of specific texts. We have curated a selection of books on a range of topics, giving you the opportunity to engage in and learn from the experiences and perspectives of others.



### Thought Diary

The thought diary will help you to learn more about your thought processes. Recording your mood and associated feelings helps you to **take a moment and reflect on them**. They can be easily accessed at any time so you can review how you were feeling at any one time.

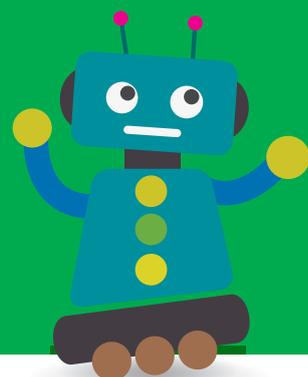
### Your next steps to wellbeing

#### Visit us at: [inspiresupporthub.org](https://inspiresupporthub.org)

When logging in at first visit you will be prompted to enter your company PIN and to complete a sign up form.

Once your details have been verified by email, you can access the hub via the homepage. **Contact us to learn more about obtaining a PIN for your organisation.**

**Whether you're looking for advice, or need a little more direction, visit the hub and start your wellbeing journey today.**



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## Addiction Services

### Address the impact of alcohol and drugs on the workplace

One significant area of concern with regards to workplace wellbeing is the **impact felt by the use and misuse of alcohol and drugs**. Concerns around employee health & safety, lost productivity from presenteeism and absenteeism, and damage to an organisation's reputation highlight the need for organisational review.

As the **leading counselling, support and information service for people affected by alcohol and drug misuse**, we are ideally placed to bring our expertise to workplace wellbeing across a wide range of sectors. We have developed a number of bespoke, evidence-based wellbeing programmes and specialist interventions to support employers in embedding a culture of learning, support and organisational change.

Our Workplace Support Programme includes:

#### NEEDS ANALYSIS

Each workplace will complete a needs analysis questionnaire and interview outlining the key characteristics of the organisation. The team will then provide a bespoke development and delivery plan with key recommendations to enhance employee wellbeing and reduce the impact or potential impact of alcohol and drugs in the workplace.

#### POLICY REVIEW

Our experienced consultant will spend time understanding the specific needs and challenges of the organisation. We will work with the employer to review key policies that directly or indirectly aim to influence and reduce the impact of alcohol and drug use on the workplace.

#### MANAGER TRAINING (up to 20 participants per session)

Managers play a critical role in reducing risks associated with alcohol and drugs in the workplace. They are uniquely placed to spot the early signs of drug or alcohol use/misuse and put actions in place to help minimise the impact for employees and employers. This 2 hour awareness session provides managers with strategies and guidance to support employees who have developed problems with substance use/misuse.

#### STAFF AWARENESS TRAINING (up to 20 participants per session)

This 1.5 hour interactive session is delivered to all staff to increase awareness and provide information to reduce the impact of alcohol and other drugs in workplaces. This is a chance for employees to learn, ask questions and participate in a range of activities to increase their understanding of the impact of alcohol and other drugs, so that they can make informed choices.

#### ALCOHOL, OTHER DRUGS AND HOW TO SUPPORT SOMEONE (up to 20 participants per session)

This full day training programme is aimed at people who want a better understanding of how to support people who use alcohol or other drugs. Participants will receive information that will increase their awareness on the most commonly used and misused substances, and a look at theoretical and evidenced-based approaches for supporting people impacted by alcohol and other drugs.

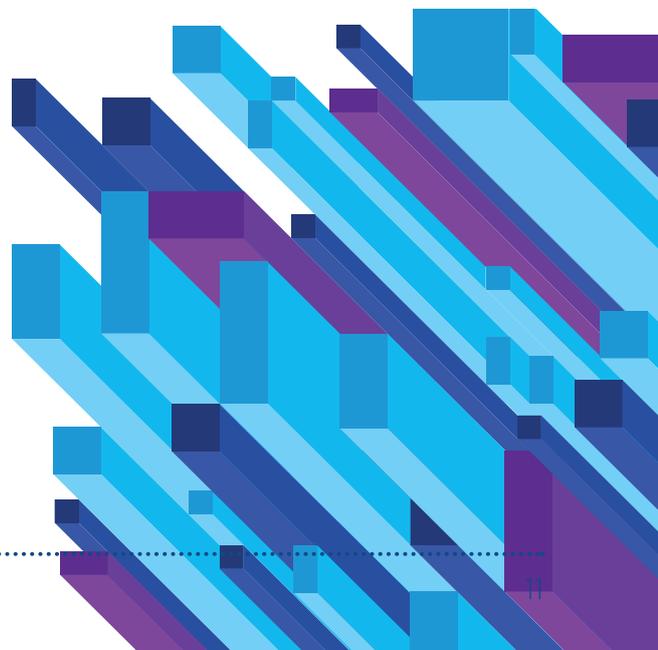
#### COUNSELLING SERVICE

Our specialist addiction Counsellors provide a range of interventions and therapeutic support to individuals impacted by substance use or misuse.

#### SPECIALIST INTERVENTIONS

We can provide specialist addiction assessment for 'at risk' individuals, followed by independent advice and referrals to specialist addiction psychosocial interventions appropriate to the service user's needs and circumstances.

We also offer a range of ancillary support services that include: **wellness planning, drug and alcohol testing, campaign development, and online learning via the Inspire Support Hub**. Ask a team member for details.



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## Specialist Interventions

Our **Employee Resilience Programme** offers a comprehensive and flexible suite of therapeutic interventions above and beyond EAP and is capable of delivering interventions to a wide variety of clients and customers. Typically working in conjunction with HR and Occupational Health, our specialist services offer organisations access to a range of **specialist interventions**, underpinned by clinical best practice, and support clients presenting from low through to high on the mental health/wellbeing spectrum.

### 1. Psychological Assessment

Our standardised clinical assessment offers customers an independent, safe, professional facility to support employees presenting to HR or Occupational Health with more complex and challenging mental health presentations which are outside the remit of the standard EAP service. This service is managed compassionately, to encourage them to commit to the therapeutic process, maximising their capacity and readiness to engage fully with, and complete the process. The assessment gathers and synthesises information across demographic, developmental and diagnostic domains, focusing on presenting, as well as past difficulties and assessment of risk. This enables us to formulate a recommendation for an **optimally safe and effective treatment**, informed by the best available evidence and tailored to the individual needs of the client.

### 2. Specialist Mental Health Interventions

Our specialist mental health interventions are aimed at supporting organisations – specialist organisational groups that are dealing with more challenging line of duty events and situations than can be safely and effectively managed through the EAP. We operate according to the principles of a stepped-care model of service delivery, providing low through to high intensity, evidence-based and NICE compliant psychological therapies.

**Stepped-Care** is a system of delivering and monitoring needs adapted and integrated treatment so that the most effective, yet least resource intensive intervention is delivered to the client first – in other words, **having the right service in the right place, at the right time, delivered by the right person**. Following and informed by the Psychological Assessment, if the client is considered suitable for a specialist mental health intervention, they will be assigned to a psychological therapist with the pre-requisite core set of skills and competencies to deliver the recommended treatment of choice in an optimally safe and effective way. We deliver a range of short-medium term psychotherapeutic approaches compliant with best practice clinical guidelines – typically between 12-18 psychological therapy sessions. Common reasons for referral into this service pathway include: **Trauma, Addiction and enduring Depression and/or Anxiety**.

### 3. Therapeutic Supervision / Support

We are increasingly being asked to provide specialised support to customers who employ staff working in pastoral roles, or those employed in specialist occupational groups who are routinely, unavoidably exposed to challenging events or distressing materials. Our **Therapeutic Supervision Programme** provides a facilitated, safe and containing space for staff to share and reflect on experiences, and acknowledge the professional and personal impact of their work. Grounded in a collaborative and creative problem-solving approach, the focus is on identifying, processing and resolving concerns, conflicts, and anxieties as they emerge to mitigate, as well as normalise potential secondary trauma related reactions – compassion fatigue/burnout, while instilling and building on existing adaptive coping skills to promote resilience and wellbeing.

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## Specialist Interventions (cont.)

### 3. Critical Incident Management

We provide a complete programme of critical incident management, reflecting specific organisational needs and contemporary best practice. We have developed and deployed a range of psychological and wellbeing support services to enable positive workforce mental health among staff experiencing either discrete, one-off trauma or routine exposure through line-of-duty work. Our service is focused on preventing, mitigating, and properly managing the potential personal impact resulting from exposure to traumatic stress. Our programmes of support aim to develop a culture that de-stigmatises mental health problems and encourages healthy, appropriate help-seeking in times of stress. For staff directly involved in the critical incident, the support will:

- Map out and ensure clear channels of communication.
- Raise awareness of the psycho-physiological effect of trauma.
- Provide physical safety to modulate and stabilise hyper-aroused states.
- Provide accurate and up-to-date information about the incident.
- Normalise thoughts, feelings and bodily physical reactions to reassure and promote resilience.
- Assess mental wellbeing of staff affected and make recommendations.
- Disseminate up-to-date information to relevant parties and agencies.
- Provide pathways to further structured local support and advice.
- Follow-up support after the incident, if appropriate.

**Our team will work collaboratively with customers to develop a fast response action plan, delivering structured psychological support in the event of adverse traumatic incidents.**

### 4. Conflict Management Services

Workplace Conflict can have a hugely negative impact on organisations, with the CBI estimating that it **costs employers up to 20% of leadership time and potentially up to 370 million working days**. In order to address this, we offer a complete portfolio of corporate conflict management services, including: **conflict auditing, conflict management training and workplace mediation**. Our team of specialist mediators have extensive experience in workplace conflict management, with demonstrable success in resolving workplace disputes for a broad range of public, private and third sector customers. Our ambition is to work in partnership with our customers to build organisational conflict resilience through the implementation of a conflict management strategy - recognising the importance of early and proactive conflict assessment, building managers' confidence and skills in addressing conflict appropriately and effectively, and subsequently successful conflict resolution.

### 5. Lifestyle Assessment

It is widely accepted that being in meaningful work is good for people's health and wellbeing, but it's increasingly recognised that a healthy workforce offers significant benefits to employers too. By enabling a positive, balanced and healthy lifestyle for employees, **you can increase morale, improve your employees' work-life balance and, in turn, positively impact your business**. Our **Lifestyle Assessment Programme** employs an approach that is objective, personalised and motivational, and provides demonstrable wellbeing and performance-related benefits. The aim of our assessment is to embed positive behaviour change, aiming to shift people from simply engaging with behaviours, to taking ownership of them. The direct outcome of this is to **boost the resilience, performance and engagement of your workforce**.

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## Communication and Awareness Raising

**Effective communication is a key component of every wellbeing policy.** We will provide the information, tools and resources to help to communicate your wellbeing programme in order to raise awareness, engage teams and empower them to make positive lifestyle choices. This includes:

### Annual health and wellbeing calendar

Our calendar is seasonally themed, covering national mental health and related campaigns, as well as issues of particular relevance at certain times of year. It will help to plan ahead and align workplace initiatives and training to the most current wellbeing issues.

### Monthly e-zines

Our e-zines provide information on a range of health and wellbeing topics, and are designed to be accessible to as wide an audience as possible. They also provide direction to relevant support, as well as suggestions for further reading.

### Campaign Development

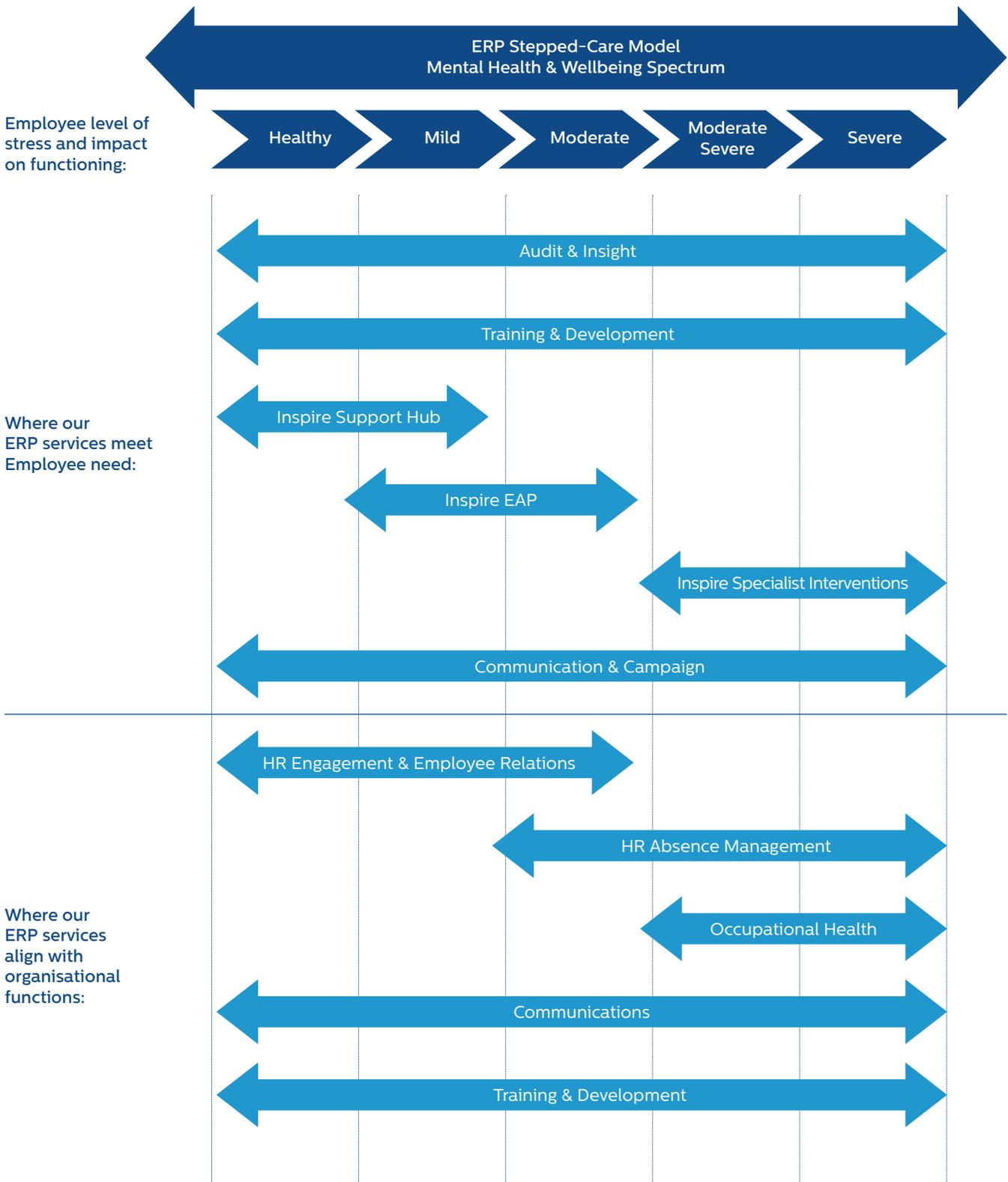
We will provide wellbeing awareness campaigns, brought to life through information, tools and resources, each supported by a range of marketing materials and a robust social media plan.

### Self-Help Library

Our comprehensive self-help library is available to you via the highly innovative **Inspire Support Hub**. As a resource to aid self-directed learning, it provides expert information and advice in areas such as: **mental health, lifestyle, wellbeing, stress, health, alcohol, family and more.** See page 10 for more information on the range of supports available via the hub.



## Where you interact with the ERP



# Inspiring change begins with understanding.

To find out more, contact us today and let's shape the future of your workplace wellbeing together.

For NI, contact:

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[inspirewellbeing.org/workplaces](https://inspirewellbeing.org/workplaces)  
[inspirewellbeing.ie/workplaces](https://inspirewellbeing.ie/workplaces)



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