

The background image shows two men in a professional setting, likely a meeting. They are both wearing glasses and are looking down at a laptop screen. The man on the left is bald and wearing a light-colored shirt, while the man on the right has dark, curly hair and is wearing a dark shirt. The image is overlaid with a semi-transparent teal and blue gradient. The text is centered on the image.

Building your Mental Health and Wellbeing Strategy

How to unlock more Good Days at Work

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“Rooted in robust scientific research, we partner with clients to address workplace wellbeing holistically and strategically so that it sticks. Wherever your organisation is at with mental health and wellbeing, our goal is to help you navigate the right path, to draw out and enable your vision for the role it plays in working life and maximise the returns on your investment.”

BEN MOSS, MANAGING DIRECTOR, ROBERTSON COOPER

Forget quick fixes and box-ticking interventions. Robertson Cooper helps you base your strategy on the science of wellbeing – meaningfully and measurably.

What do you get if you combine over two decades of experience and some of the brightest, most pioneering minds in the field with a unique, evidence-based and integrated approach to mental health and wellbeing?
Some seriously Good Days at Work!

Built on the values, heritage and expertise of our founders, Professor Ivan Robertson and Professor Sir Cary Cooper, we've been working with clients and partners worldwide to deliver holistic, strategic wellbeing solutions with lasting impact for more than twenty years.



The relationship with Robertson Cooper has been great. Without them we would never have achieved what we have achieved so far. They have been a true partner. Understanding our needs and navigating our organisation is not easy but they have done it with real professionalism, flexibility, grace and patience.

I have no hesitation whatsoever in recommending them to you. Publicis Groupe has undoubtedly benefited from their robust evidence-based approach and we will be continuing to work with them.

PHILIP CHIN, PRESIDENT EUROPE, PUBLICIS HEALTH

The foundations of a good strategy

From our experience working across multiple sectors and industries, we know that there are **seven signs of a high quality and effective strategic approach to wellbeing** that are universal across any organisation.

A strategy not a plan. Not just a series of initiatives organised into a plan for a defined time period; a values-driven approach that drives cultural change.

Joined-up. Your approach is based on a business-wide belief that focusing on wellbeing supports the overarching business goals and values.

Mental health and wellbeing is a Board level issue. You have Board level sponsorship, buy-in and involvement.

Holistic and cross-cutting approach. Your initiatives show your commitment and efforts to build capability across individuals, managers and organisation levels.

Data driven, always. A data-driven approach where actions are informed by your own information as a starting point, collecting new data only where required.

Measurement and clear ROI is built-in. Your approach incorporates clear, measurable goals to help you navigate the journey.

On the front foot. You offer preventative as well as reactive mental health and wellbeing support.

Why invest in building a culture of workplace wellbeing?

Many of us work in competitive and demanding work environments, with advances in technology also meaning our work is always with us. These aspects of our modern work culture, and indeed modern life, are taking their toll on mental health and wellbeing.

12.8 million working days were lost due to work-related stress, depression or anxiety in 2018/2019

In 2018/19 stress, depression or anxiety accounted for **44%** of all work-related ill health cases and **54%** of all working days lost due to ill health (*Labour Force Survey, 2019*)

The research is clear – mental health and wellbeing is linked to burnout, absenteeism, intention to leave, turnover and decreased job performance. **Focusing on building a culture of workplace wellbeing can increase employee engagement, create sustainable high performance, and enhance your employer brand.**

Get strategic: the only way to deliver
sustainable impact with mental health
and wellbeing

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To deliver the benefits that are available, one thing we have learned in our twenty years of providing mental health and wellbeing solutions is that organisations who take a strategic and holistic approach are the ones who get the returns.

Standalone, siloed campaigns and initiatives don't generate long-term meaningful impact and can cost a lot of money. When thinking about the mental health and wellbeing of your employees, the way to ensure your investments deliver results is to think about the culture you want to create and the strategy that will join together the intricate, multi-stranded drivers that lead to more Good Days at Work.



A good strategy identifies and tracks the levers that will create the most impact for your organisation, uncovering all the options; **it looks long-term, creates the vision and drives purposeful action.**

As an employer with a high quality mental health and wellbeing strategy you will:



Unite. Create clarity and cohesion around what a Good Day at Work is for your organisation.



Deliver. Establish a clear and measurable view of what you achieve and how it aligns to overall business objectives.



Direct. Create a basis for real purposeful change, moving on from 'reactive mode'.



Be efficient. Create a sense of order, a clear journey and a basis for action, rather than just another set of flashpoint initiatives.



Focus. Navigate the multiple options for wellbeing initiatives and target spend in the most impactful way.

Process: how does it work in practice?

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The steps to build your strategy

At Robertson Cooper, we have a tried and tested approach to building an effective strategy:

1

Set out your vision and goals

- What wellbeing means for your business
- What is the business case and how are you going to measure success?
- The guiding principals for your approach

2

Establish the baseline

- Where are you now?
- Evaluate current activities and initiatives
- Understand the distance to travel and gaps in the culture

3

Create the plan

- Develop the plan to build capacity across the organisation – globally and nationally
- Integrate measurement into the activity to evaluate impact

4

Launch and deliver

- Generate momentum for the wellbeing strategy with the creation of Wellbeing Champions Networks and Senior Leader engagement

All underpinned with powerful data metrics

Our mental health and wellbeing strategy build incorporates a range of powerful measurement tools so you know where your organisation is at, and where you want to go. We use a portfolio of tools to gather and join up your data which drives the entire sustainable strategic approach to delivering mental health and wellbeing.



Our 'Good Day at Work' wellbeing measurement platform **gives you a full picture** of the current levels of wellbeing, and the sources of pressure that threaten it.



Our *Wellbeing Scorecard* assesses and **benchmarks your current initiatives**, rewards, benefits and processes to reveal gaps in capability.



We join together all your 'People Data' (e.g. absence, turnover, engagement) into one dashboard so you can get a clear view of your position. And keep track!



We profile your leadership teams to assess how their style may be impacting mental health and wellbeing in your organisation.



Equipping your **people** to deal healthily with the demands of their work.



Preparing your **managers** to confidently address the wellbeing of their teams.



Setting your **organisational** infrastructure up to create the right environment for well employees.

A holistic approach to mental health and wellbeing

Being strategic about wellbeing means taking in the full breadth of the ecosystem; knowing what levers to pull to make positive shifts to your culture and, ultimately, to deliver more Good Days at Work.

A good strategy looks right across your business and assesses and progresses all areas that influence the experience of a Good Day at Work, driven by valid and relevant data.

At Robertson Cooper, we use a proven and accessible guiding framework, summarised opposite, to confidently direct the activity that needs to take place to drive real cultural change.

Delivering your tactical plan

With a **data-driven strategy** in place outlining your long-term goals, milestones and KPIs, your organisation is set up to create and deliver a tactical plan that:

- Is focussed on the areas of capability build that will have the most impact
- Aligns to your overall business goals and objectives
- Includes best practice action plans, specific local plans and alignment of resources to deliver the plan

Example actions from a wellbeing strategy:

- Review of absence policy with a wellbeing lens to support the strategy
- Run leadership development to engage and role model around wellbeing, and re-establish the vision
- Revise communications strategy to align existing resources and initiatives to the health and wellbeing brand
- Creation of a network of Wellbeing Ambassadors to champion the strategy at ground level
- Review of performance and target processes to provide clear purpose for employees
- Supporting managers to be equipped to deal with wellbeing in their teams

Outcomes: tangible, measurable results

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The goal of your strategy: creating Good Days at Work

Imagine grounding your own strategy in the idea of more Good Days at Work – an accessible and universally positive idea that your employees can buy into unconditionally.

Having analysed hundreds of thousands of pieces of data, we are clear about what is happening when someone is having a Good Day at Work. **Workplace mental health and wellbeing is about creating a culture where your employees can experience these four things:**



Positive experiences: they feel 'excited' and 'motivated'

**GOOD
DAY AT
WORK**

Social relationships: they have positive connections with their colleagues



Task achievement: they can 'get their work done'

Meaningful work: the work they do makes an impact and has purpose



Get strategic, get results

With a mental health and wellbeing strategy in place, you can start to **positively influence your workplace culture** and employee experience to create more Good Days at Work. Every strategy has differing goals, but here are some examples of outcomes that organisations can influence by taking a strategic approach.

Conversations

Creating a culture of wellbeing enables trust and transparency around mental health and wellbeing conversations.

Client example

Client hit the KPI to 'improve manager conversations on mental health' in Year 1, while also reducing 'Mental Health Stigma' ratings and getting a 1.5% increase in 'action was taken in my team around wellbeing'.

Retention of talent

By addressing wellbeing culturally and with focus, organisations can ensure their best people are retained.

Client example

Client was able to identify the employees who were 'most likely to quit' in a predictive model that used numbers of 'good days'. They took proactive steps to address wellbeing issues to increase retention of their staff.

Employee productivity

Targeted activity to increase mental health and wellbeing positively influences productivity levels.

Client example

Where the client was able to improve wellbeing, they delivered a 7% increase in productivity.

We create workplace wellbeing that sticks

Wherever you are with mental health and wellbeing in your organisation, our primary aim is to ensure that our solutions will help you set a clear vision and put you on the road to making it a reality. It goes without saying that we strive to help you maximise the returns on any investment you make.

It may be that 'making some noise' is the right thing to do to move you forward, or you may be ready for a fully managed mental health and wellbeing strategy build that embeds and joins up the work you have already done.

Whatever your unique situation, our team of skilled Business Psychologists can help you navigate the best actions to unlock more Good Days at Work.

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Creating more **Good Days at Work** for everyone, everywhere.

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