



Mental Health and Work Life Balance -

LAKE NAIVASHA RESORT

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Outline



- i. What is mental health
- ii. Prevalence and burden of MH
- iii. Common mental health problems
- iv. Work and mental health
- v. Manifestation of mental health at work
- vi. Why mental health is important
- vii. stigma and mental health at work place
- viii. How does substance abuse affects performance
- ix. What can we do

QUOTE



THE SILENT TSUNAMI:

Businesses that don't take mental health seriously will not be successful.....

the capabilities that companies require now centre more on innovation, communication & emotional intelligence

....

than just the more straightforward requirements of strength, dexterity & intellect that characterized previous eras.'

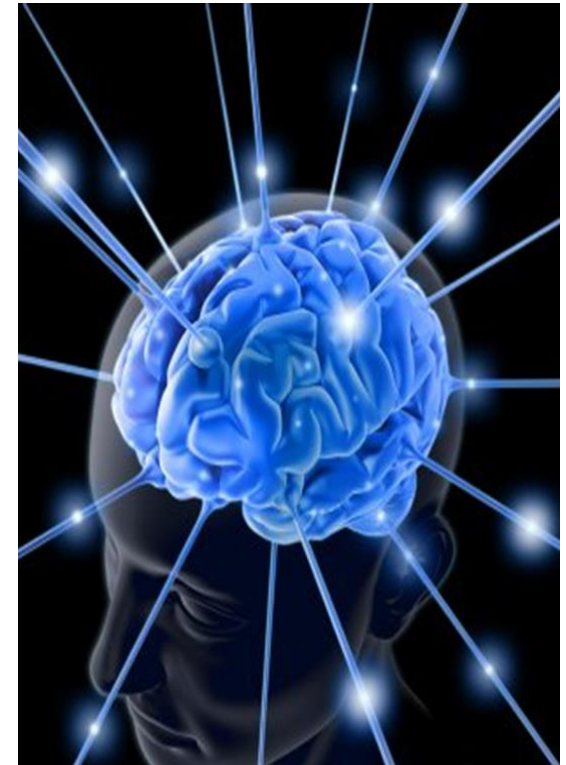
- Dr Paul Litchfield

What is Mental health



“a state of well-being whereby individuals recognize and realize their abilities, are able to cope with the normal stresses of life, work productively and fruitfully, and make a contribution to their communities”
(WHO: 2003).

Positive mental health includes emotion, cognition, social functioning and coherence.
(WHO: 2009).



Prevalence and burden Worldwide



- 450 M people suffering from some form of mental or brain disorder
- 121 M people suffer from depression,
- 70M from alcohol-related problems,
- 50 M from epilepsy,
- 37 M from Alzheimer disease
- 24M from schizophrenia (World Health Organization, 2001).

10- 20 M have attempted suicide

Est. 815 000 people commit suicide each year (World Health Organization, 2002). 16.4%, developing countries are greatly affected and are likely to see a disproportionately large increase in the **burden** attributable to mental disorders in the coming decades because of **aging populations, social problems and civil unrest**

Work and mental health 1/2



- ☐ Work - essential feature of most people's adult life, and has personal, economic and social value
- ☐ Substantially contributes to a person's identity;
- ☐ Provides income for an individual and his or her family,
- ☐ Makes a person feel that he or she is playing a useful role in society.
- ☐ Important source of social support.

Work and mental health 2/2



- ❑ Work is important for MH- the right to work in just and favorable conditions and with protection from unemployment is enshrined in the UN Universal Declaration of Human Rights (Article 23)
- ❑ It produces personal and health benefits,
- ❑ Absence or loss of work can potentially damage a **person's mental health** (Huxley, 2001)
- ❑ **Work affects a person's mental health, while in turn an employee's mental health affects the workplace**



The nature of work is changing rapidly....

- ❑ Factors such as the globalization of markets, urbanization and migration, and advances in information technology have an impact on the nature of work and on the health – including mental health – of employees.
- ❑ **Most working people are found in low- and middle-income countries, where workplaces are often smaller, working conditions more stressful and occupational health protection weaker than in high-income countries**

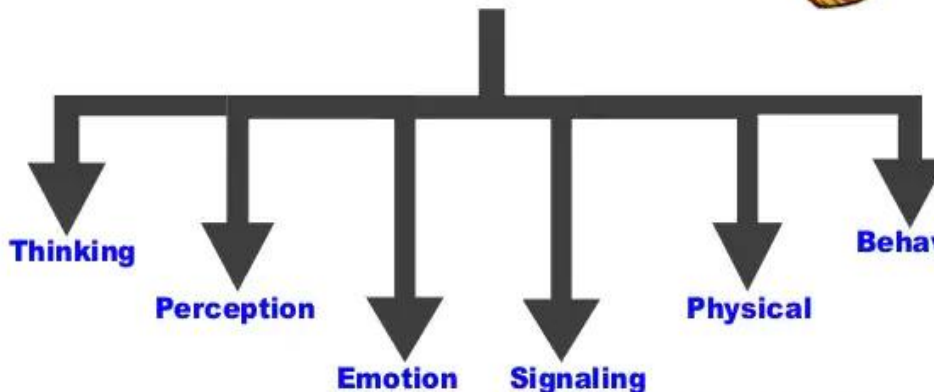
Manifestation of MH issues at workplace



Mental Health Issues in the Workplace

MENTAL HEALTH IN THE WORKPLACE

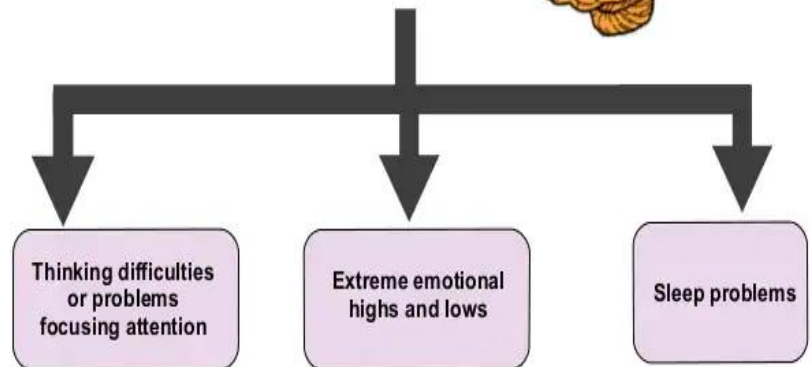
When the brain is **not working properly**, one or more of its **6 functions** will be disrupted



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MENTAL HEALTH IN THE WORKPLACE

Symptoms can include:



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Stigma and MH at workplace



- ❑ Hidden burden of stigma, discrimination and human rights violations
- ❑ Many people have misconceptions about MH problems; e.g. no treatment for MH problems, MH problems are caused by personal weaknesses, people with mental disorders are incapable of making decisions for themselves and of running their own lives
- ❑ These causes discrimination in the workplace, eg unfair denial of employment opportunities, restricted access to services, e.g health insurance or housing.

Employers Mental health problems



Have an impact on employers and **businesses directly and indirectly through**

- ☐ Increased absenteeism,
- ☐ Reduced production,
- ☐ Increased costs, and reduced profits.
- ☐ Reduced morale of staff.
- ☐ In many developed countries, 35–45% of absenteeism from work is due to mental health problems (WHO, 2003)
- A study in the USA found that an average of 6 working days per month per 100 workers were lost as result of mental disorders (Kessler & Frank, 1997).

Common mental health conditions



People with mental disorders seen in primary care settings; almost $\frac{1}{4}$ of them have a mental disorder (WHO, 2001)

The most common mental disorders

- Depression,
- Anxiety
- Substance abuse, either alone or in combination with a physical disorder
- Suicide,
- Homicides and violence at household level
- PTSD

Factors associated with the development of mental health problems in the workplace



- ☐ Excessive workload ,Insufficient work
- ☐ Inability to choose how to complete work
- ☐ Monotonous, Unpleasant tasks ,Aversive tasks
- ☐ Role conflict ,Role ambiguity
- ☐ Lack of recognition of work (e.g. through salary)
- ☐ Inadequate social support in the workplace
- ☐ Poor management of organizational change (e.g. downsizing)
- ☐ Bullying, harassment or violence Isolated or solitary work
- ☐ Inadequate physical environment (e.g. noise, pollution, light, danger) Irregular working hours (e.g. shift work or excessive working hours)
- ☐ Conflicting demands at home and at work

Risk and protective factors for mental health problems



Risk factors increase the likelihood that a mental disorder will develop or that an existing disorder will become worse.

In contrast, protective factors reduce the risk of mental health problems or reduce the effect of risk factors (Commonwealth Department of Health and Aged Care, 2000). While protective factors are associated with better mental health, there is not always clear evidence of a causal relationship.

Examples of protective factors for mental health are:

- Secure and stable family life,
- Good social skills
- Supportive relationship with another adult,
- Sense of belonging,
- Positive work climate,
- opportunities for success and recognition of achievement,
- economic security,
- good physical health,

Depressive disorders



- Depression most common mental disorders found in the general community and in the workplace
- In its most serious forms, can lead to suicidal thoughts and eventually to suicide
- Can be difficult to diagnose and can manifest as physical symptoms, such as headache, back pain, stomach problems, or angina

Depression



- ❑ A mood disorder that is typically characterized by a lowered mood and a loss of interest or pleasure in usually enjoyable activities
- ❑ While occasionally lowered mood is normal, depression is distinguished by its severity, persistence, duration and the presence of particular symptoms,
- ❑ such as sleep disturbances, loss of interest and enjoyment, reduced self-esteem, ideas or acts of self-harm or suicide, disturbed sleep, disturbed appetite, decreased libido, reduced energy, reduced concentration and attention

Substance use



- A major problem for the workplace
- Include alcohol, heroin, marijuana, cocaine, tobacco and volatile solvents
- Leads to intoxication, dependence and psychosis (WHO, 2001)
- Alcohol most commonly used substance in most regions of the world, although prevalence varies
- Major contributor to disease burden, accounting for 1.5% of all deaths and 3.5% of the total disability-adjusted life years
- **Vision:** A world class Professional Accountancy Institute.

It is estimated that 5.8% of men and 9.5% of women will have a depressive episode in any 12-month period (WHO, 2001)

Inappropriate Substance use is manifested by :

- ☐ Increased absenteeism,
- ☐ Decreased productivity,
- ☐ A marked increase in accidents,
- ☐ Thefts,
- ☐ An increased propensity towards aggressive behavior , including violence at work and at home

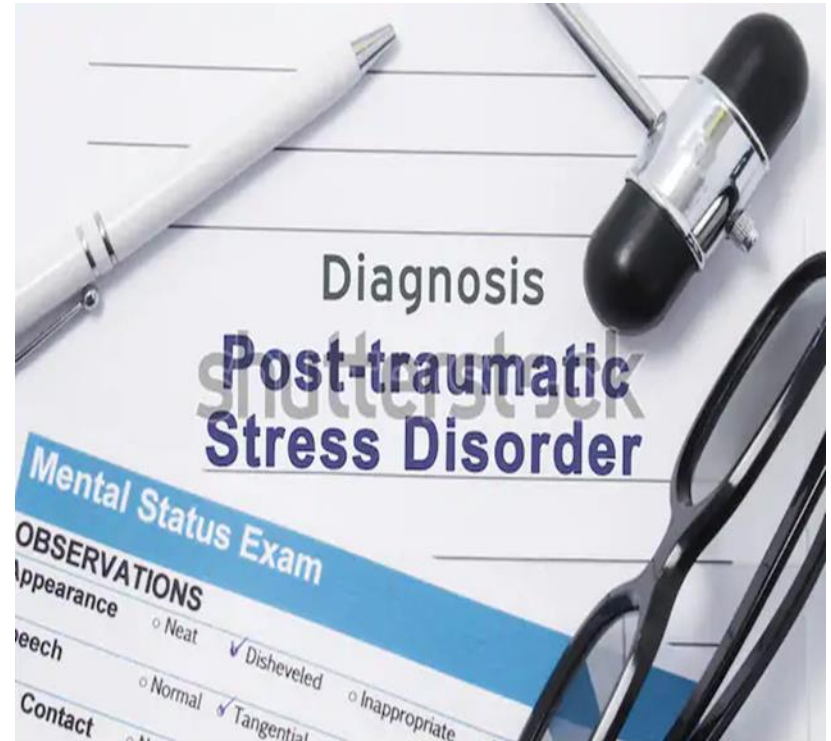
Stress



The “wear and tear” our minds and bodies experience as we attempt to cope with our continually changing environment



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Work-related stress



□ Is a pattern of emotional (e.g. anxiety, depression), cognitive (e.g. poor concentration), behavioral (e.g. increased alcohol use) and physical (e.g. increased blood pressure, headaches)

reactions to adverse conditions and is characterized by high levels of arousal, distress and feelings of not coping

(Stress is not usually classified as a mental disorder, although it can precipitate both physical and emotional problems.

Eustress (good)and distress (bad)



- ☐ Affects each of us differently
- ☐ Some thrive under stress and others wilt
- ☐ 40% of turnover is due to stress
- ☐ 60% of accidents on the job are stress related
- ☐ Employees working 11 hours a day or more were 67% more likely to have a heart attack



source of stress for employees



One major cause is exposure to critical incidents such as ;

- ☐ Assaults,
- ☐ Sexual or psychological harassment,
- ☐ Accidents.
- ☐ Acute stress disorders and post-traumatic stress disorder are potential consequences of critical incidents that need to be managed
- ☐ Post-traumatic stress disorder, in particular, can lead to personal distress, significant disability and reduced work performance.

Identifying sources of stress



■ At work

- ☐ Amount of work and deadlines
- ☐ Relationships with others
- ☐ Office politics
- ☐ Ongoing change

■ Outside of work

- ☐ Relationships/marriage/children
- ☐ Financial
- ☐ Too many commitments



Bullying or psychological harassment in workplace



Includes ;

- ☐ Daily humiliations,
- ☐ Subtle criticisms,
- ☐ Inappropriate remarks concerning a person's physical or psychological attributes
- ☐ Sexual advances,
- ☐ Inappropriate and unrealistic demands that undermine a person's dignity

Burnout



Burnout -describes the result of a long-term exposure to a work situation that is beyond the person's capacity to cope

- ❑ Is characterized by feelings of intense fatigue, a sense of isolation and loss of control, as well as a feeling of accomplishing nothing at work
- ❑ It is often accompanied by insomnia, headaches, gastrointestinal symptoms, a variety of muscular and joint pains, and lapses in memory

Job conditions that may lead to stress



Design of Tasks

- **Heavy workload, infrequent rest breaks, long work hours and shiftwork**
- **Hectic and routine tasks that have little inherent meaning**
- **Do not utilize workers' skills**

Management Style

- Lack of participation by workers in decision- making
- Poor communication in the organization
- Lack of family-friendly policies

Career Concerns

- Job insecurity and lack of opportunity for growth, advancement, or promotion
- Rapid changes for which workers are unprepared

Work Roles

- Conflicting or uncertain job expectations
- Too much responsibility
- Too many "hats to wear"

Interpersonal Relationships

- Poor social environment
- Lack of support or help from coworkers and supervisors

Environment Conditions

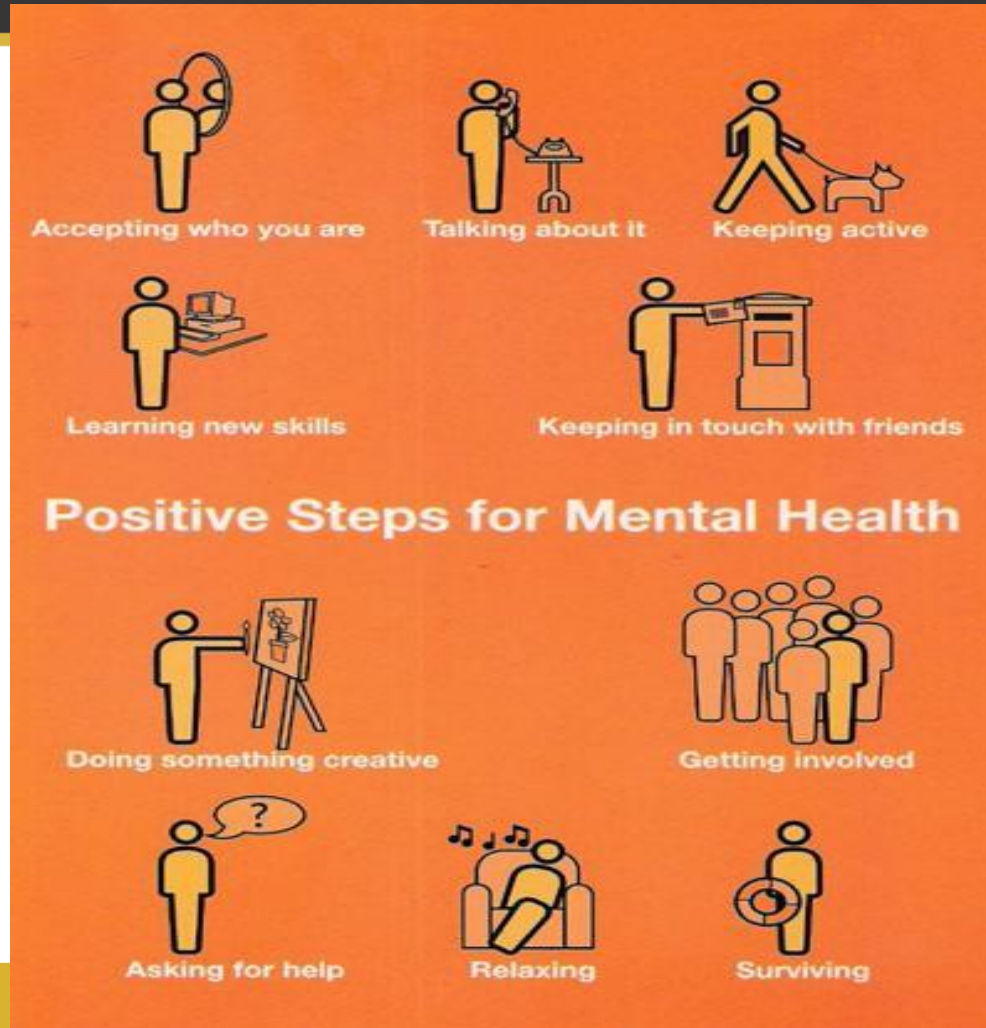
- Unpleasant or dangerous physical conditions such as crowding, noise, air pollution, or ergonomic problems

What can we do



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Promote Resilience & Recovery



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WHY MENTAL HEALTH MATTERS IN THE WORKPLACE



- Almost 15% of those suffering from severe depression will commit suicide.

• PROMOTING MENTAL HEALTH IN THE WORKPLACE

- ☐ Encourage active employee participation and decision making
- ☐ Clearly define employees' duties and responsibilities
- ☐ Promote work-life balance
- ☐ Encourage respectful and non-derogatory behaviors
- ☐ Have conflict resolution practices in place
- ☐ Anger management and building self-esteem workshops

WORK LIFE BALANCING



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How to improve work-life balance



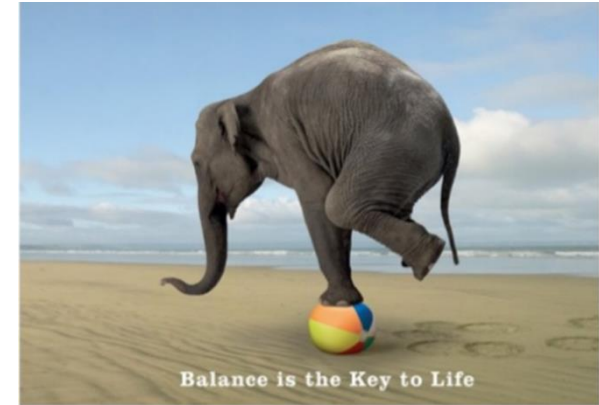
■ 5 areas of focus

- ❑ Manage your time, set limits and learn to say “No”
- ❑ Unplug when you leave work
- ❑ Take ALL of your vacation time
- ❑ Talk to others about your stress level and lean on your support system when you are especially stressed
- ❑ Resolve to take better care of yourself; get physical activity, eat well and get an adequate amount of sleep

The key word is balance



- Stop doing the things that aren't working
- Find the right balance that works for you
- Focus on your small successes



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MOTIVATING EMPLOYEES



Motivation is critical to employee performance

☐ When motivation is **high**, we perform better, When motivation is low, performance suffers.

☐ Incentives

☐ Recognition

☐ Listening

☐ Appreciation Opportunities for Professional Development

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Stressed?

- Holmes and Rahe stress scale - How many apply to you in the last year?

EVENT	VALUE	EVENT	VALUE
Death of a spouse or partner	100	Son or daughter leaving home	29
Divorce	73	Trouble with in-laws	29
Marital separation	65	Outstanding personal achievement	28
Jail term	63	Spouse begins or stops work	26
Personal injury	53	Starting or finishing school	26
Marriage	50	Change in living conditions	25
Fired from work	47	Revision of personal habits	24
Marital reconciliation	45	Trouble with boss	23
Retirement	45	Change in work hours, conditions	20
Changes in family member's health	44	Change in residence	20
Pregnancy	40	Change in schools	20
Sex difficulties	39	Change in recreational habits	19
Addition to family	39	Change in religious activities	19
Business readjustment	39	Change in social activities	18
Change in financial status	38	Mortgage or loan under \$10,000	17
Death of a close friend	37	Change in sleeping habits	16
Change to different line of work	36	Change in # of family gatherings	15
Change in # of marital arguments	35	Change in eating habits	15
Mortgage or loan over \$10,000	31	Vacation	13
Foreclosure or mortgage or loan	30	Christmas season	12
Change in work responsibilities	29	Minor violation of the law	11

Source: Reprinted from *Journal of Psychosomatic Research*, 11 (2), T.H. Holmes and R.H. Rahe, "The Social Readjustment Rating Scale," 1967, with permission from Elsevier.

SCORING

Score of 300+: At risk of illness.

Score of 150-299: Risk of illness is moderate (reduced by 30% from the above risk).

Score <150: Only have a slight risk of illness.

Stress Management Techniques



ABC STRATEGY

A = AWARENESS-What causes you stress? How do you react?

B = BALANCE

There is a fine line between positive / negative stress, How much can you cope with before it becomes negative ?

C = CONTROL What can you do to help yourself combat the negative effects of stress ?

Change your thinking-Re-framing-
Positive thinking

Change your behaviour-Be assertive -Get organised –Ventilation –Humour -
Diversion and distraction

Change your lifestyle-Diet -Smoking & Alcohol –Exercise –Sleep – Leisure -
Relaxation

New value system- Work/life balance is now... Work/life integration



- LIVE to work
- INDIVIDUAL achievement
- CORNER office
- PRESTIGE

NEW



- Work to **LIVE**
- **GROUP** oriented
- **FLEXIBLE** schedules/social media
- **GIVING BACK**

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A lush green Japanese garden with large trees and manicured bushes. The scene is filled with vibrant green foliage, including large trees with dense canopies and several well-manicured, rounded bushes in the foreground. The ground is covered in light-colored gravel. The overall atmosphere is peaceful and serene.

Thank you

THANK YOU FOR LISTENING
QUESTIONS

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