



STRESS, ANXIETY AND DEPRESSION IN THE WORKPLACE

Return to work after sick-leave due to stress

Objectives of the module

- ✓ Raise awareness about stress, anxiety and depression in the workplace.
- ✓ Be aware of the factors that cause stress.
- ✓ Understand ways to manage stress at individual and organisational level.
- ✓ Recognize techniques for stress prevention.



OBJECTIVES OF THE PRESENTATION

- ✓ Raise awareness of mental health at workplace.
- ✓ Raise awareness of the process of returning back to work due to stress-related leave.
- ✓ Present guidelines how to plan the sustainable return to work.



CONSEQUENCES OF STRESS AT WORKPLACE

ABSEENTISM

&

PRESEENTISM

A N X I E T Y

ABSEENTISM

The word absenteeism means absence from work or sick leave. There are several reasons why a worker goes on sick leave, but injuries at work or outside work and various types of illness are particularly problematic for the employer.

A N X I E T Y

PRESEENTISM

Presenteeism is primarily a feeling that individual have to come to work even if they are sick, stressed, or in any way incapable of doing your job effectively.

A N X I E T Y

ATTENTION

- Common mental disorders (CMD's), such as depression and anxiety disorders, are highly prevalent and one of the leading causes of sickness absence in industrialized countries.
- Sickness absence due to CMD's has not only substantial negative effects for the employee, but also results in major costs for employers and society.
- According to the OECD mental health at the workplace is considered an upcoming priority challenge.



What is long-term sickness absence?



Long-term sickness absence is typically defined as **four weeks or more continuous absence**. Currently, the most prevalent conditions responsible for long-term absences are **stress, anxiety and depression**, back pain, coronary heart disease and cancer, with all of these predicted to increase in the years ahead.



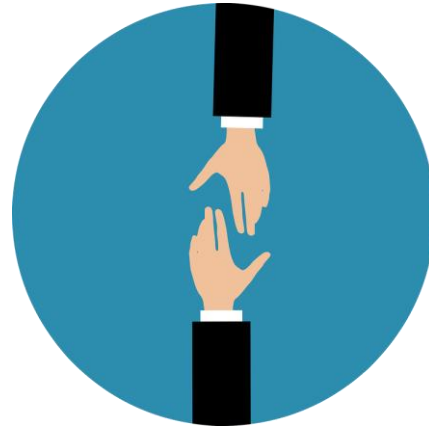
What is return to work after mental ill health?

“Resuming work tasks/work hours after a period of sick leave”. Although definitions of RTW vary according to disciplines or socio-legal contexts, most researchers use criteria such as work status (present/absent from work), number of hours worked or time until resuming contractual hours (with equal earnings). A few studies have recently paid more attention to the quality of RTW (e.g. work functioning and the sustainable RTW).



RETURN TO WORK FROM STRESS-RELATED LEAVE

Process of returning should be managed in careful manner so that person can resume her/his duties without having his/her health affected.



The management of this process should begin as soon as the employee is absent.



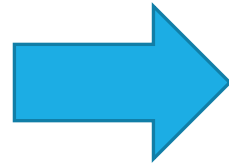
GUIDELINES FOR DEVELOPMENT OF THE PROCESS OF RETURN BACK TO WORK

1. When an employee is absent from work due to stress, it is important that organisation make early contact with employee.
2. Employer should arrange for the employee to have health assessment with an appropriate specialist (health therapist, physician).
3. The employer, health professionals and employee should agree on a rehabilitation.
4. A flexible return-to-work option should be provided, as a graded return will allow a quicker return to former performance level.
5. Where appropriate, any harmful aspects of work that might still be detrimental to the returning employee, and other employees, should be adapted or adjusted.



How should manager behave to support return to work?

WHILE THE
EMPLOYEE
IS OFF



- ✓ Regular communicates with the individual;
- ✓ Encourage work colleagues and other members of the organisation to keep in touch with individual;
- ✓ Makes it clear that individual should not rush back to work;
- ✓ Reassures the individual that their job will be there for them when they return.



How should manager behave to support return to work?

WHEN
EMPLOYEE
HAS
RETURN TO
WORK



- ✓ Incorporates a phased return to work for individual;
- ✓ explains the return-to-work process/procedures to the individual before his/hers return;
- ✓ asks the individual's permission to keep the team informed on his/hers condition.



OPEN AND SENSITIVE APPROACH

- ✓ OPEN AND CLEAR COMMUNICATION
- ✓ AN OPEN DOOR POLICY – employees can always approach with any concerns
- ✓ APPRECIATION of individual's wishes
- ✓ SUSTAIN SUPPORTIVE SUPPORT



HOW TO ENSURE SUSTAINABLE RETURN TO WORK?



4 LEVELS:

- Individual,
- Group,
- Leader,
- Organisation

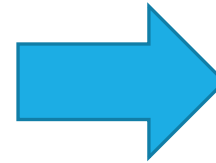
WORK	LEVEL	NON-WORK CONTEXT
self-efficacy	Individual	life style
colleague support, work group climate	Group	support from friends, family
managers` knowledge, skills, abilities	Leader	healthcare service providers
human resources management practices	Organisation	local networks, community,
country legislation	Social context	country legislation, social welfare policy





STIGMA OF MENTAL HEALTH AT WORKPLACE

Stigma can be defined as a mark of shame, disgrace or disapproval which results in an individual being rejected, discriminated against, and excluded from participating in a number of different areas of society.



PSYCHOLOGICAL SAFETY



better performance, engagement, employee retention, and overall wellbeing



VULNERABILITY, EMOTIONAL INTELEGENGE

Source: Mental Health Stigma Reduction in the Workplace
https://www.qmhc.qld.gov.au/sites/default/files/mental_health_stigma_reduction_in_the_workplace_ey_sweeney_june_2018.pdf



REFERENCES

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- IGLOO: An integrated framework for sustainable return to work in workers with common mental disorders -
<https://www.tandfonline.com/doi/full/10.1080/02678373.2018.1438536>
- Mental Health Stigma Reduction in the Workplace
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