



LEADING WELL

Returning well

Managing absent and returning staff



Overview

- Background to returning to work
- Building resources to support a return to work
- The role of the line manager
- Using the toolkit

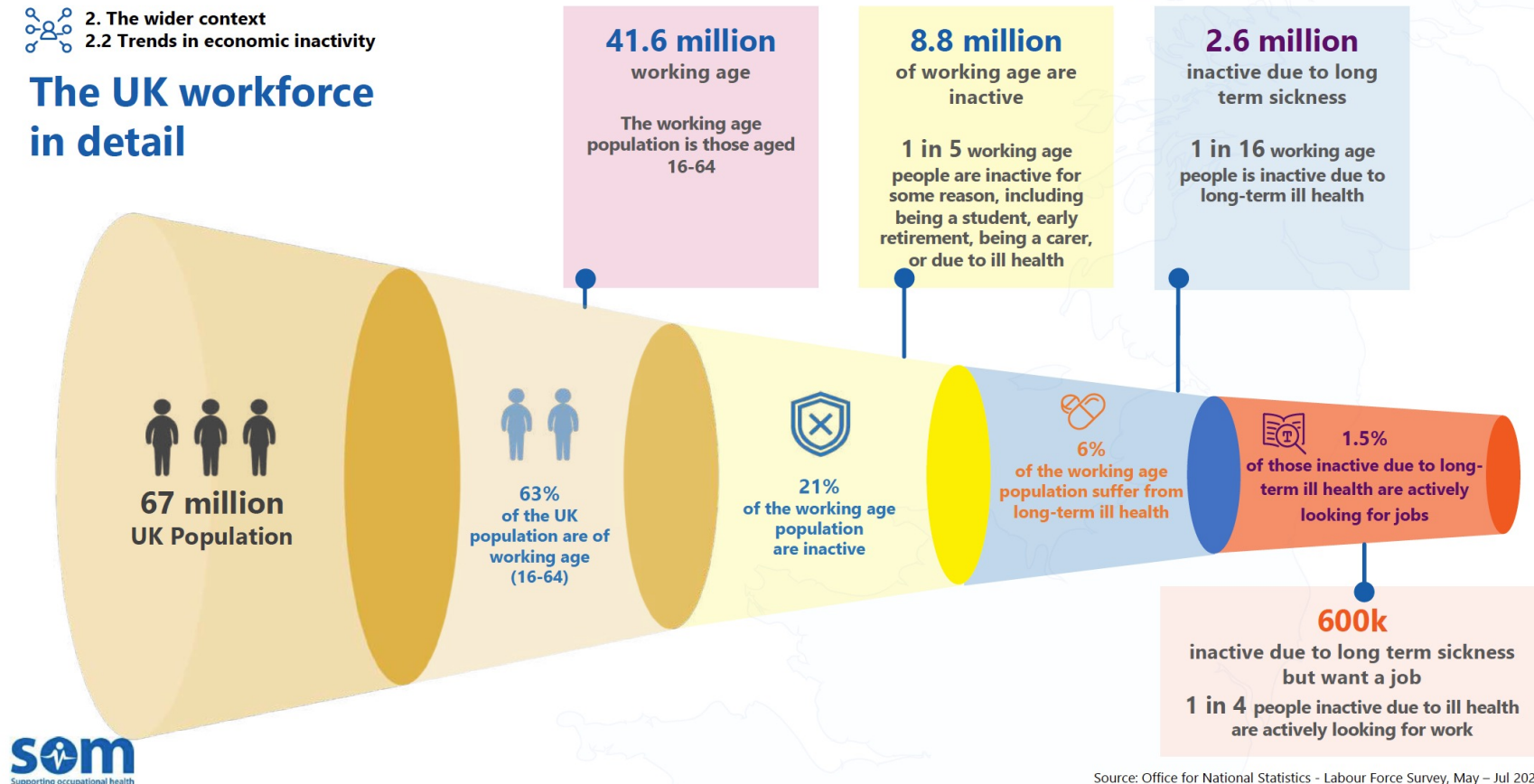


Introduction

Why supporting someone to return to work is important

2. The wider context
2.2 Trends in economic inactivity

The UK workforce in detail



Too many

- 1 in 3 'fit notes' issued for mental disorders (NHS Digital, 2017)
- 57% lost workdays due to stress, anxiety or depression, £5.2bn in Great Britain each year (HSE, 2018)

For too long

- The longer people stay off, the less likely they are to return
- Some figures suggest 20% relapse, 20% exit work (e.g. Norder et al, 2017)

With too little support

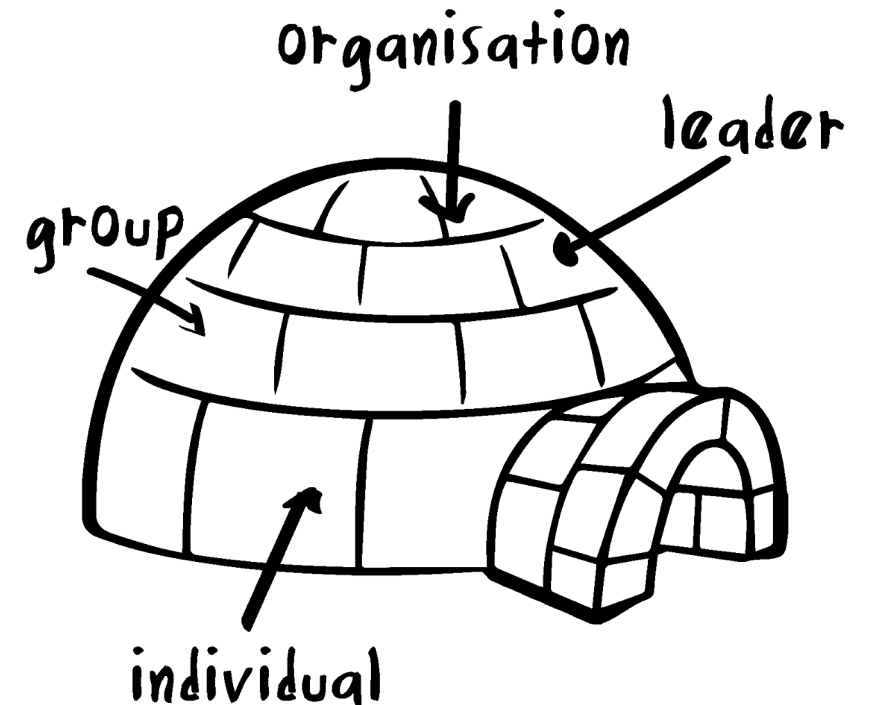
- Managers do not know how to, or cannot afford to, make adjustments
- Employees are unsure of what to say, or what to do

Building resources

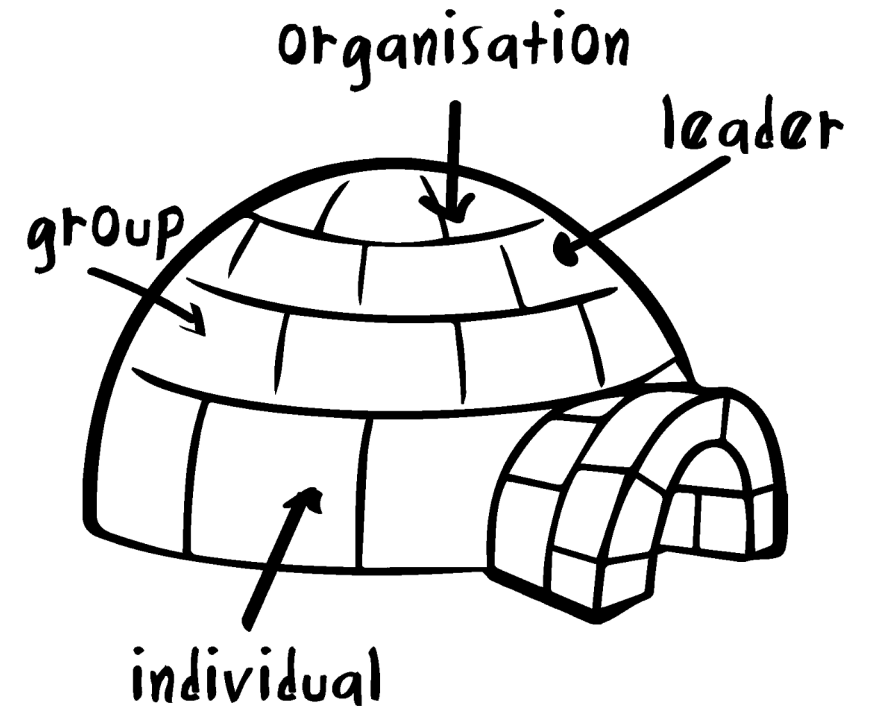
IGLOO resources to support a successful return to work

How an IGLOO approach to return to work can help your returning member of staff

- We all need Individual, Group, Leader and Organisation, resources to improve wellbeing and performance
- We need a whole systems approach to return to work
- No one can do it all on our own
- We can consciously build a protective shield to safe-guard the wellbeing of our returners (and our team)

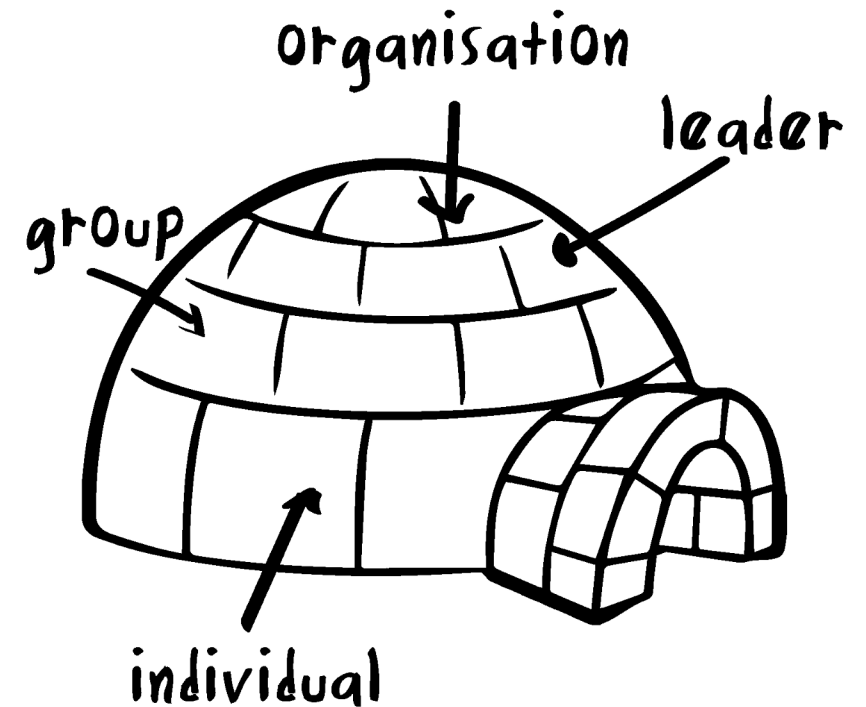


- Protect boundaries between work and home
- Create structure in your working day
- Prioritise according to importance vs urgency
- Prioritise self-care
- Use of job crafting strategies



Job crafting

- Task job crafting: creating structure in the day, identifying discrete sub-tasks, identifying and prioritizing core tasks, taking small breaks between tasks, demarcation between work and leisure
- Relational job crafting: Limit social interaction, changing work location according to task, setting colleague expectations
- Cognitive job crafting: Placing a conscious focus on life, not just work, setting realistic expectations about the job, supporting others with CMDs



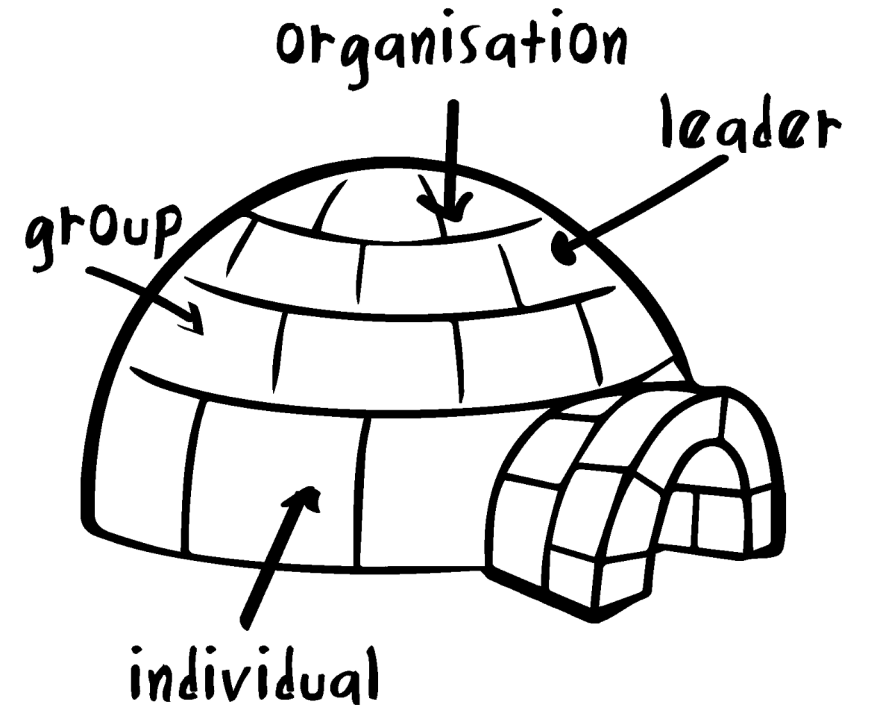
Ask for and provide feedback

Offering and receiving help when doing challenging work

Understanding of mental health and impact on work

Instrumental support: Help with getting back into things, supporting with tasks

Emotional support: Knowing colleagues are there



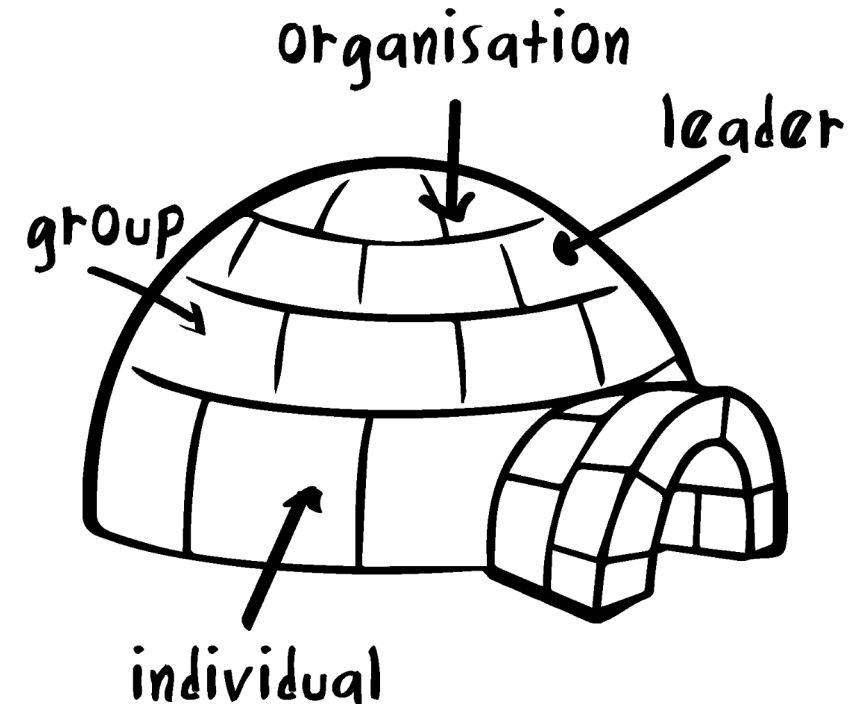
Positive attitude: seen as people, not the disease and as valuable assets to team and organisation

Demonstrating care: availability on phone and in person, mental health part of meetings

Ongoing work adjustments: Adjustments agreed up front and ongoing monitoring

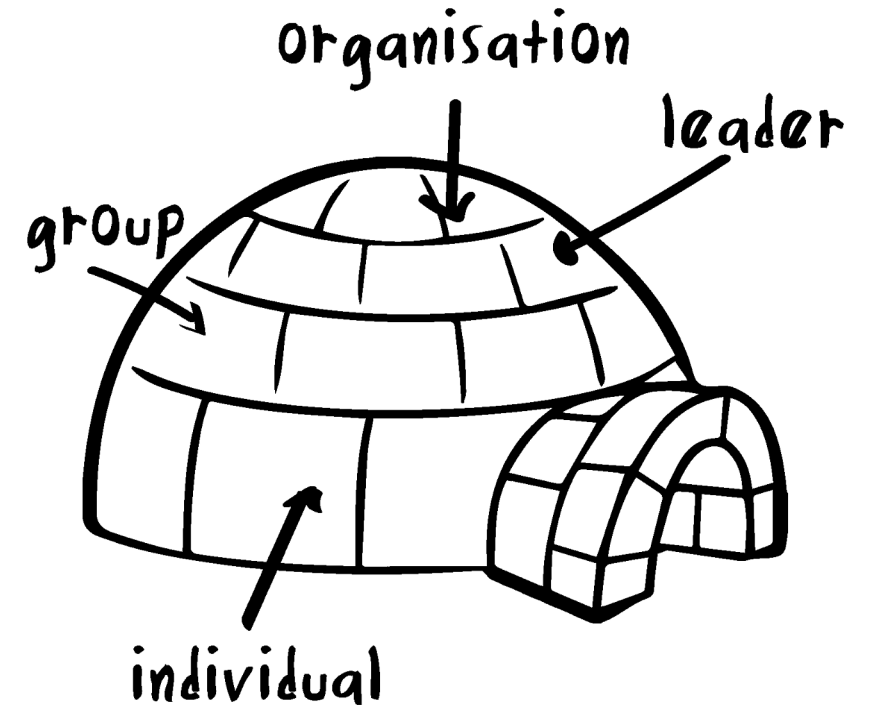
Flexibility: Holidays, days off, flexible work location and working hours and times

Navigating the Trust/ Practice policies and practices



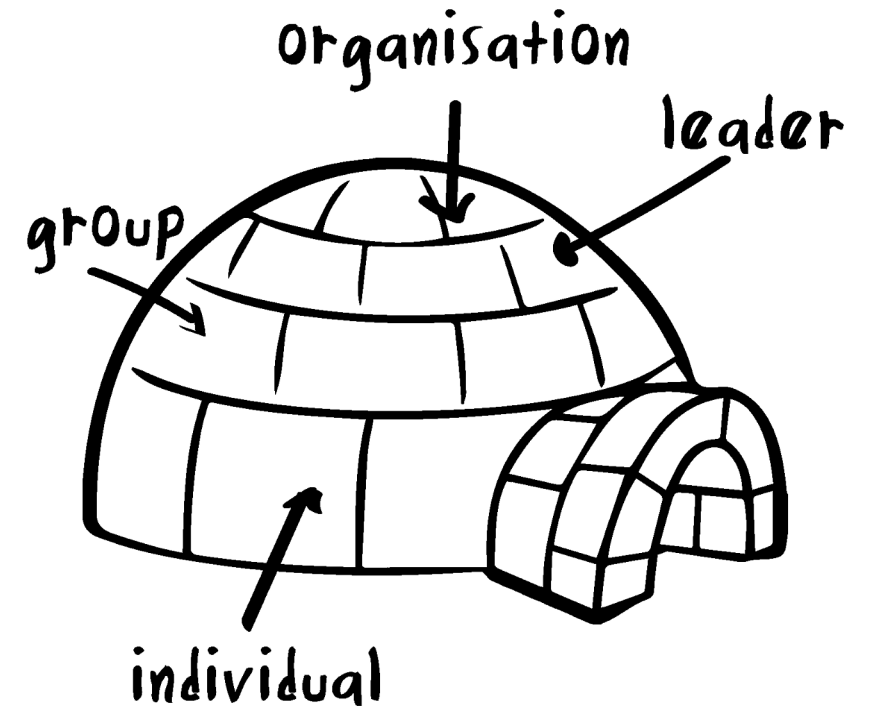
Organisational level resources

- Flexible working practices
- Supportive culture
- Sickness absence
- Return to work policies
- Mental health provisions (EAP, Counselling, Therapy)



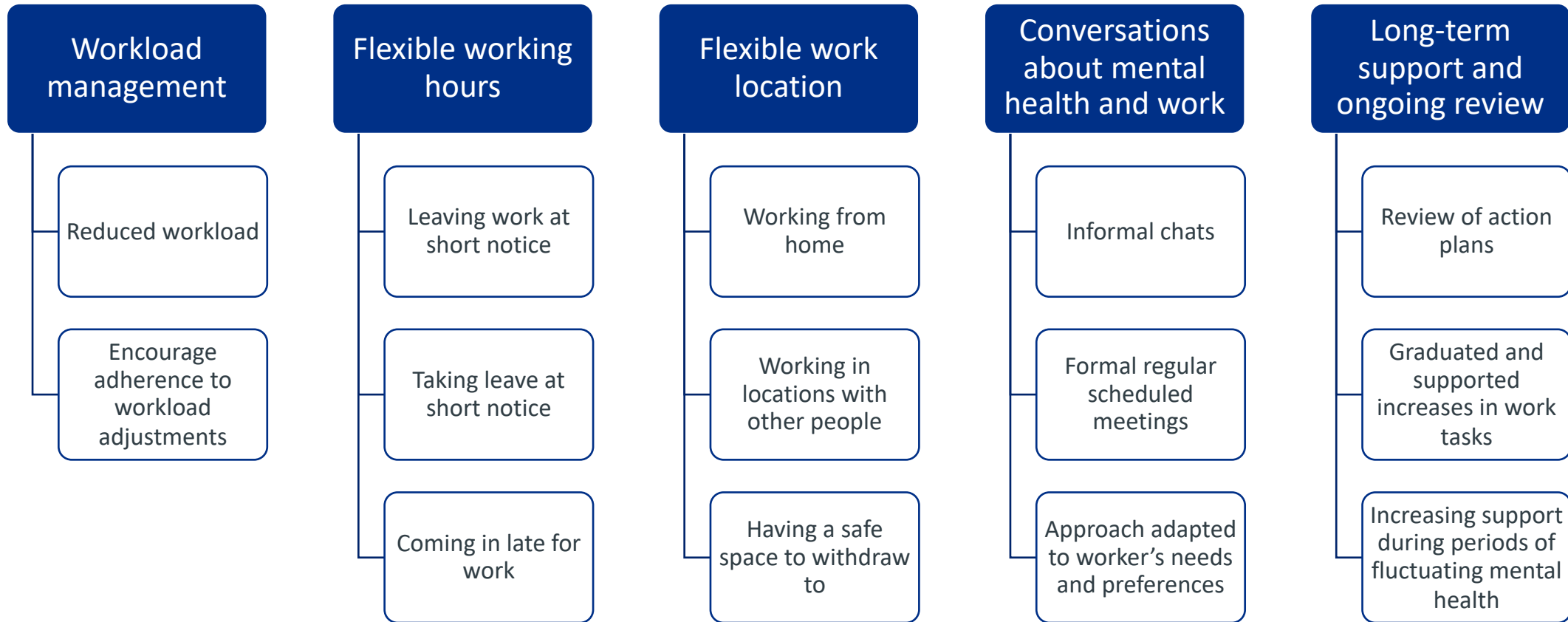
Outside resources

- Non-judgemental support from family and friends
- Support to maintain boundaries between work and home
- Access to health and social care
- Media normalization of mental health conditions



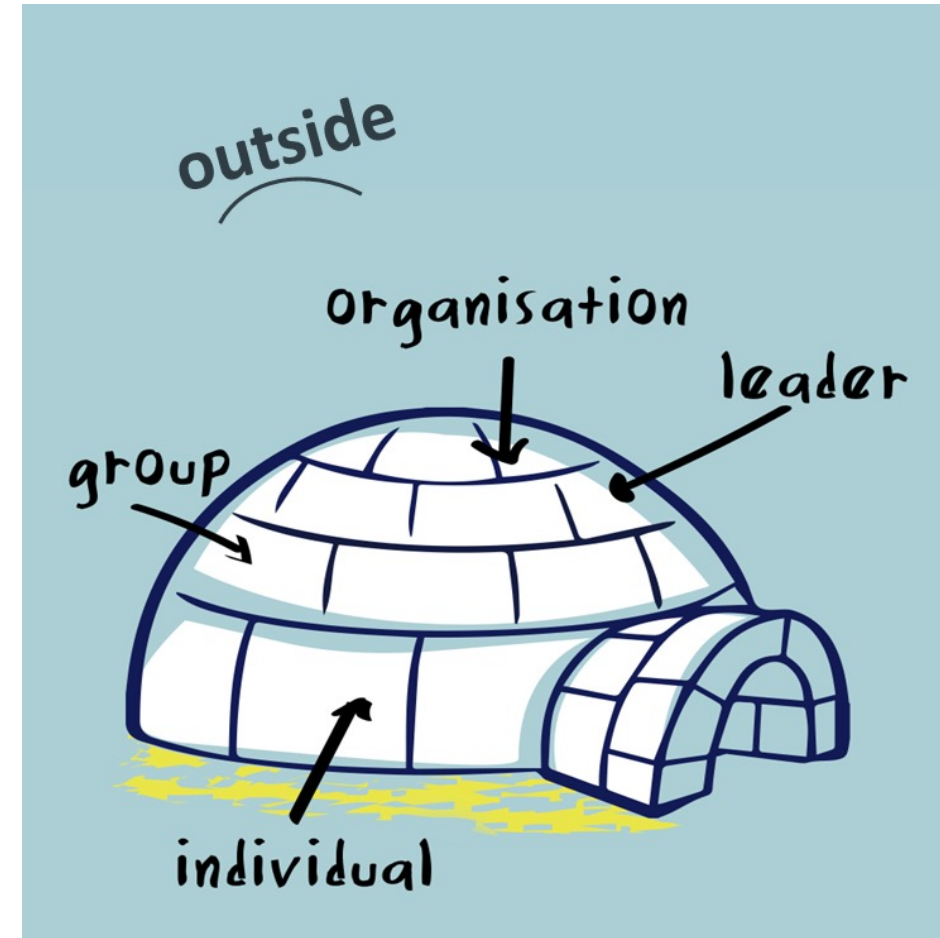
The manager's role

Supporting a sustainable return to work



Building the IGLOO

Level	Responsibility to....
Individual	<ul style="list-style-type: none"> ➤ Understand and take action to maintain health and work needs ➤ Voice and share needs appropriately to access relevant support
Group	<ul style="list-style-type: none"> ➤ Behave considerately towards others ➤ Advocate and support of colleagues
Line manager	<ul style="list-style-type: none"> ➤ Behave in a way that promotes and protects health ➤ Monitor workplace risks and take action to prevent risks ➤ Signpost support where needed
Organisation	<ul style="list-style-type: none"> ➤ Provide access to policies and monitor consistency of practices Develop employees with the knowledge and skills to fulfil their responsibilities ➤ Monitor workplace risks and take action to prevent risks, develop resources to cope with job demands and provide support services
Outside	<ul style="list-style-type: none"> ➤ Variation dependant on national culture and policy *Organisations to be aware of cultural norms and the external support available within local community



Using the toolkit

Resources available to support you

Step by step guides to help you support someone to return to work.

They should be read alongside your Trust or Practice's policy on managing absence and return to work.

Welcome

Returning to work after a period of absence can be complicated. But it doesn't have to be.

If you are a returning worker or a co-worker, a line manager or a professional working to support someone return to work, you have come to the right place.

[Get Started](#)

the IGLOO – for returning to work

Thank you

Check out the follow-up resources available.