

A low-angle, upward-looking shot of several tall skyscrapers with glass facades, reaching towards a clear blue sky. The perspective creates a sense of height and grandeur.

# Welcome to Aon!

Make yourself comfortable, we will start in  
a few minutes

# Contemporary drivers in Mental Health

## A challenge for the modern age

# Our special thanks to...



**Charles Alberts**  
Head of Health Management  
Aon UK



**José Soares**  
Cathedral Professor  
Porto University



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People Experience Manager  
Outsystems



**Angélica Vilas-Boas**  
HR Manager  
Super Bock Group



**Carla Pombeiro**  
Diretora de Recursos Humanos  
Sumol-Compal



**Magda Faria**  
Head of Workspace &  
Business Flow  
Axians



**Marta Costa**  
Senior Business Partner  
Borgwarner



**Miguel Portela**  
General Corporate Manager  
Bial

# 1

## **Trends in Mental Health**

What we already know about Mental Health in workplace

# 2

## **Mental Health**

Impacts and why is such an important subject for organizations nowadays

# 3

## **Portugal Situation**

The importance of reload and how companies could help their employee on the process

# 4

## **Roundtable**

How is your company addressing the Mental Health challenge? Strategies and best practices



# Trends in Mental Health

## We need **YOUR** help

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▶ **#6575**

# Trends in Mental Health Problema Geral



## Health at a Glance: Europe 2018 (OCDE)

Europe marks the start of a new State of Health in the EU cycle by the European Commission (...)

We need more protection and prevention (...)

**Mental health is critical to individual well-being, as well as for social and economic participation. Yet, according to recent estimates, more than one in six people across EU countries had a mental health issue in 2016, equivalent to about 84 million people (...)**



Health at a Glance Europe 2018  
State of Health in the EU Cycle  
© OECD/European Union 2018

## Executive summary

**H**ealth at a Glance: Europe 2018 presents comparative analyses of the health status of EU citizens and the performance of the health systems of the 28 EU Member States, 5 candidate countries and 3 EFTA countries. It is the first step in the State of Health in the EU cycle of knowledge brokering. This publication has two parts. Part I comprises two thematic chapters, the first focusing on the need for concerted efforts to promote better mental health, the second outlining possible strategies for reducing wasteful spending in health. In Part II, the most recent trends in key indicators of health status, risk factors and health spending are presented, together with a discussion of progress in improving the effectiveness, accessibility and resilience of European health systems.

### Making the case for greater priority to improving mental health

- Mental health is critical to individual well-being, as well as for social and economic participation. Yet, according to recent estimates, more than one in six people across EU countries had a mental health issue in 2016, equivalent to about 84 million people. Moreover, in 2015 the deaths of more than 84 000 people in EU countries were attributed to mental illness or suicide.
- **"The total costs of mental ill-health are estimated at more than 4% of GDP – or over EUR 600 billion – across the 28 EU countries"**
- The economic and social costs of mental illness are substantial. The total costs of mental ill-health are estimated at more than 4% of GDP – or over EUR 600 billion – across the 28 EU countries. EUR 190 billion (or 1.3% of GDP) reflects direct spending on health care, another EUR 170 billion (1.2% of GDP) is spent on social security programmes, while a further EUR 240 billion (1.6% of GDP) represents indirect costs to the labour market due to lower employment and productivity.
- The heavy individual, economic and social burdens of mental illness are not inevitable. Many European countries have in place policies and programmes to address mental illness at different ages. However, much more can be done to manage and promote mental health.

### Reducing wasteful spending to make health systems more effective and resilient

- **"Evidence from various countries suggests that up to one-fifth of health spending is wasteful and could be reallocated to better use"**
- Wasteful spending occurs when patients receive unnecessary tests or treatments or when care could have been provided with fewer and less costly resources. Evidence from various countries suggests that as much as one-fifth of health spending is wasteful and could be reduced or eliminated without undermining quality of care. Reducing wasteful

11

# Trends in Mental Health

## Dados UE

Health at a Glance: Europe 2018 (OCDE)

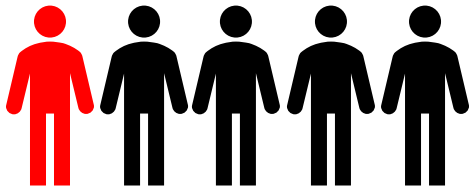




# Trends in Mental Health

## Dados Portugal

Health at a Glance: Europe 2018 (OCDE)



**7 Biliões**

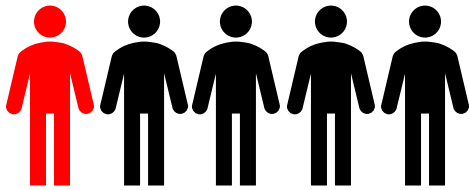
de impacto na Economia



**3x despesa da administração pública**  
**1,5x ajuda do Estado à situação do**  
**BES**

# Trends in Mental Health Dados Portugal

Health at a Glance: Europe 2018 (OCDE)



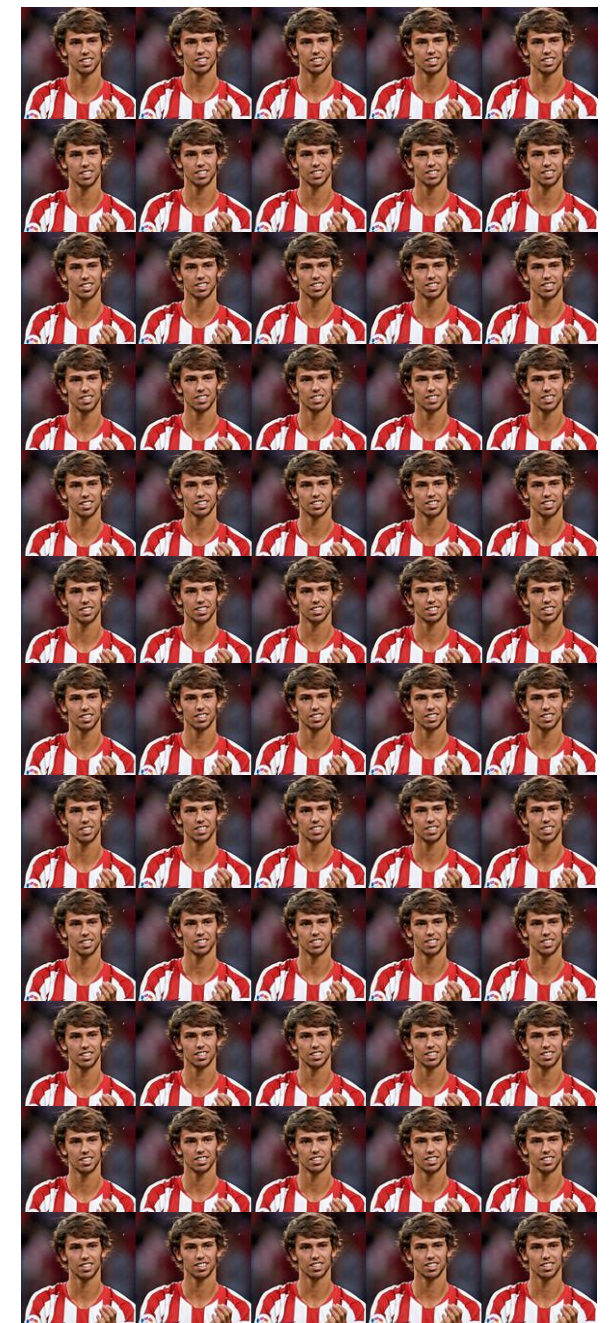
**7 Biliões**

de impacto na Economia



3x despesa da administração pública  
1,5x ajuda do Estado à situação do  
BES

Ou, o suficiente para comprar: 60x JF



# Trends in Mental Health

## Impacto no trabalho

 De acordo com a OMS | Efeitos negativos dos distúrbios mentais no trabalho:

### ABSENTISMO

- Aumento dos períodos de ausência
- Maior prevalência de condições físicas (hipertensão, doenças cardíacas, dores gerais, baixa resistência a infecções, etc)

### DESEMPENHO

- Redução da produtividade
- Aumento da taxa de erro
- Aumento do número de acidentes
- Dificuldade para tomar decisões
- Falta de planejamento e controlo do trabalho

### EQUIPA & COMPORTAMENTO

- Perda de motivação e descomprometimento
- Dias mais longos de trabalho – mas pouco produtivos
- Falta de pontualidade
- Rotatividade de mão de obra
- Mais trabalho e responsabilidades para os colegas

### RELACIONAMENTO INTREPESSOAL

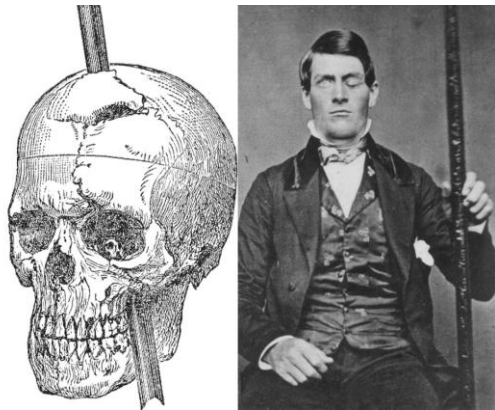
- Tensão e conflitos com colegas
- Relacionamentos ruins com clientes
- Aumento de problemas disciplinares

# Trends in Mental Health

## História

### O caso de Phineas Gage

Estudado por António Damásio



“A explosão resultante projetou a barra, de 1 metro e meio de comprimento, contra seu crânio em alta velocidade. Esta barra entrou pela bochecha esquerda destruindo seu olho, atravessando, na sequência, a parte frontal do cérebro e saindo pelo topo do crânio, do lado direito.”

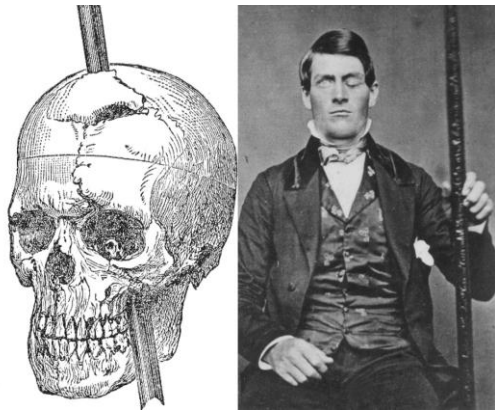
Phineas não só sobreviveu à lesão, como recuperou fisicamente.  
**Mas...**

# Trends in Mental Health

## História

### O caso de Phineas Gage

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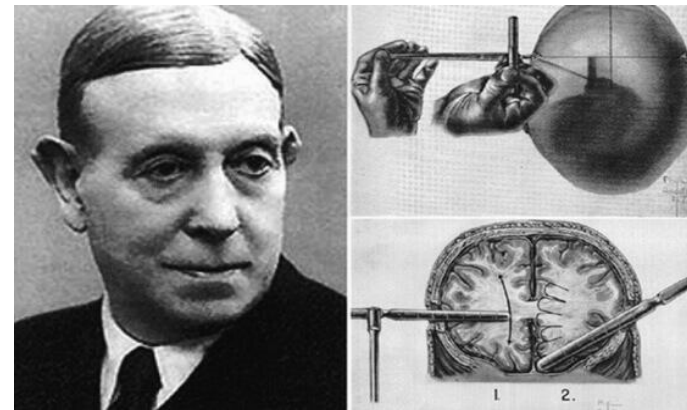


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Phineas não só sobreviveu à lesão, como recuperou fisicamente.  
**Mas...**

### A Técnica de Egas Moniz

Leucotomia Pré-Frontal



Corresponde a um **corte controlado de ligações na massa branca profunda de ambos os lados do córtex pré-frontal**, que resulta em lesões cerebrais limitadas.



# Trends in Mental Health Definição

World Health Organization (2001)

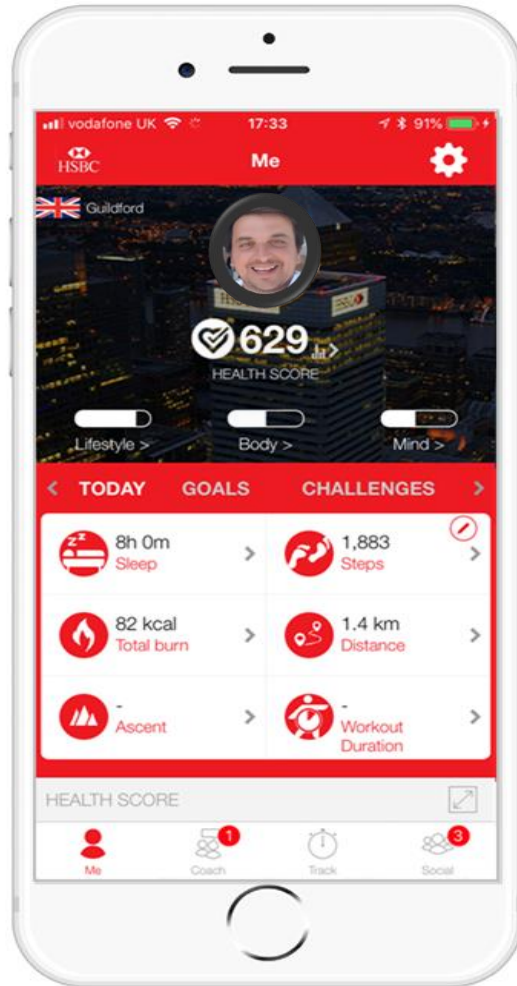
Mental health is a **state of well-being** in which **the individual realises his or her own abilities**, can **cope with the normal stresses of life**, can **work productively and fruitfully**, and is **able to make a contribution to his or her community**.



# Trends in Mental Health

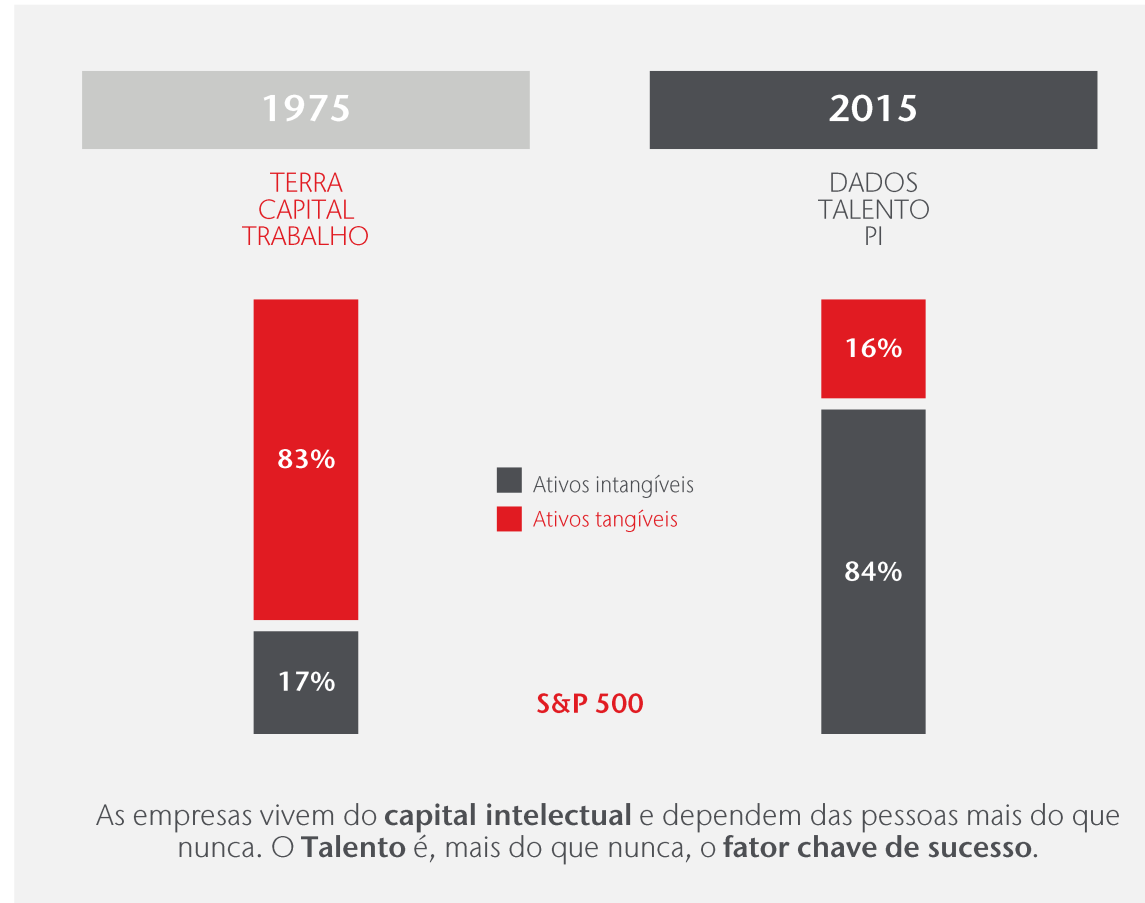
## Nuno Abreu

Well One by Aon



# Trends in Mental Health

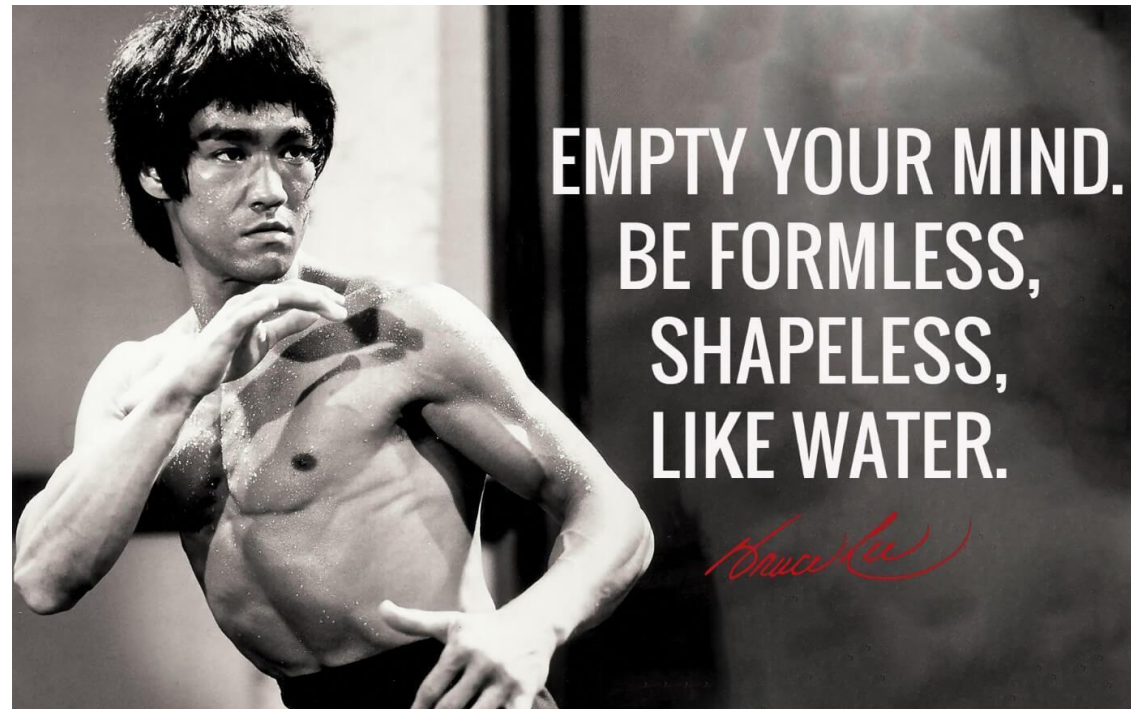
## Problema com as empresas





# Trends in Mental Health

## Rigidez = Quebra



Como conseguimos ter pessoas que sejam como água?

# Trends in Mental Health

## Metodologia de Wellbeing



# Trends in Mental Health

## Como domar o monstro

Vamos “raspar o cérebro”  
aos colaboradores?

Não nos parece ser a melhor opção...



# Trends in Mental Health

## We need **YOUR** help

▶ **www.sli.do**

▶ **#6575**



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# **Mental Health**

## Charles Alberts (UK)



## Mental Health – why is it such an important issue for employers?

17 October 2019

Prepared by Charles Alberts

## Mental health is high profile

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Mental health is everyone's concern: Joint statement by 17 European organisations calling for more action on mental health in Europe

It's time to end the workplace taboo around mental health

*António Horta-Osório*

No health without  
mental health

U. S. Surgeon General David Satcher, 1999

🏠 > News

**Ruth Davidson says she never wants to be Prime Minister because she 'values her mental health too much'**



### Prince William to launch workplace well-being website

The web portal's unveiling comes as figures show almost half of UK employees have experienced a mental health problem at work.

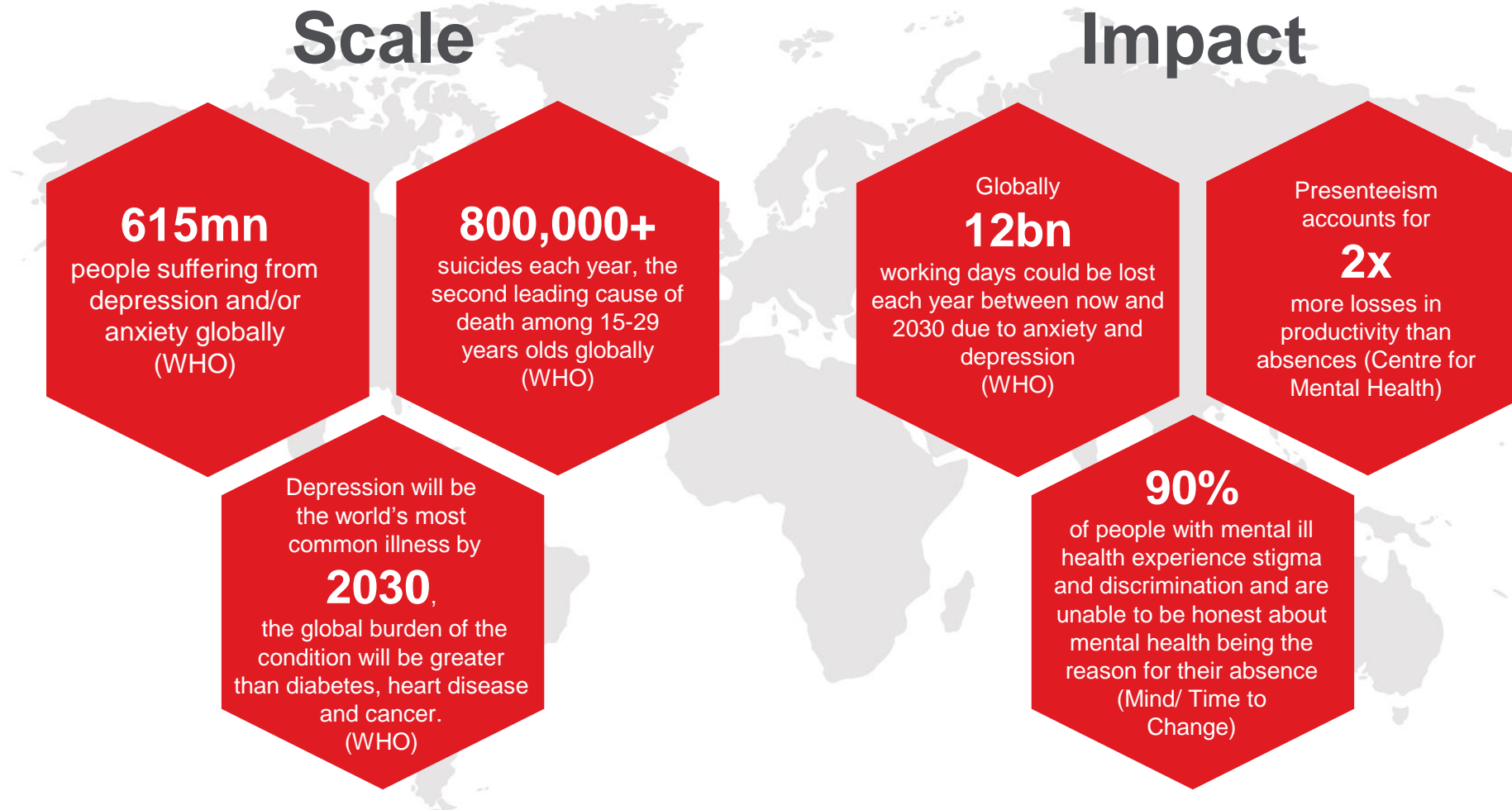
### Insurers criticised for failing people with mental health problems

There have been 400 per cent premium hikes for those who have been well for years

Kate Hughes Money Editor | @hughesthehack | Friday 24 August 2018



## This is a global issue



## Why it is important to talk about mental health

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\* Mind (2017/2018) 43,892 staff from across the 74 organisations taking part in Mind's Workplace Wellbeing Index

\*\* Thriving at Work The Stevenson / Farmer review of mental health and employers (2017)

\*\*\* Time to Change (2017) <https://www.telegraph.co.uk/men/thinking-man/mental-health-numbers-statistics-need-know/>

## The cost of poor mental health



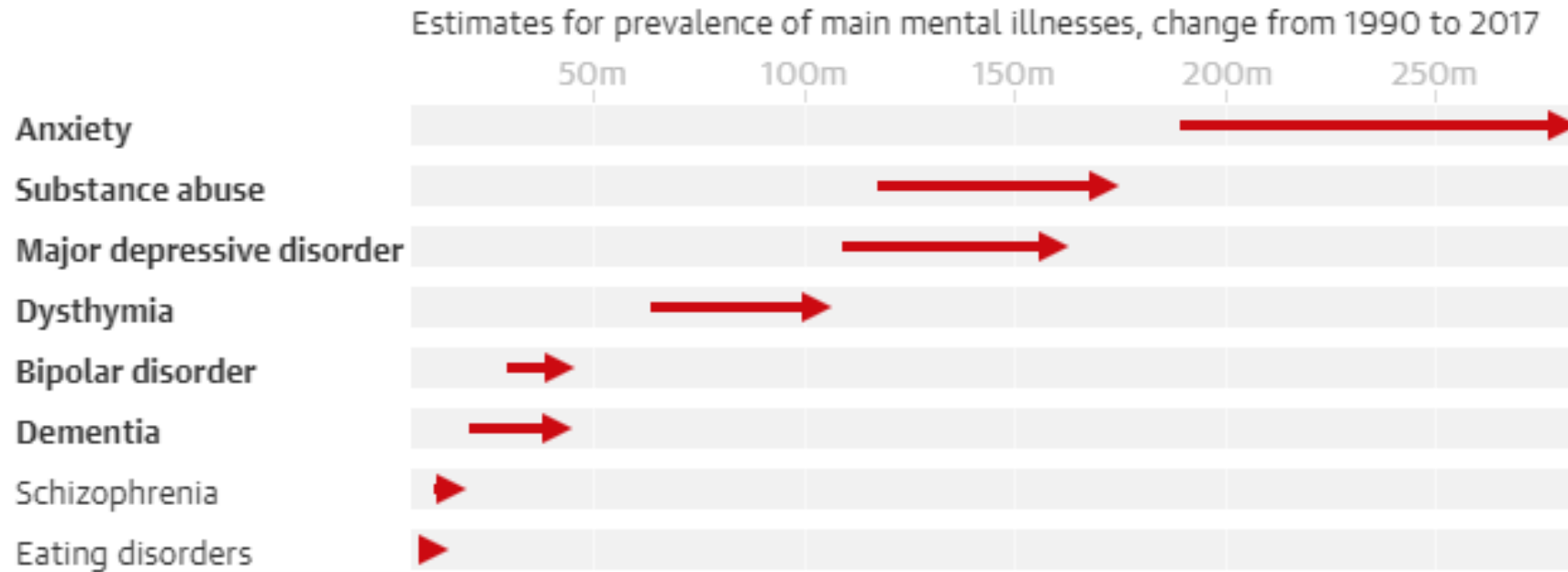
Poor mental health costs UK employers between £33 billion and £42 billion a year.  
This amounts to a cost per employee of between £1,205 and £1,560 per year. This cost is for all employees, not just those who are ill.  
Source: Thriving at Work: The Stevenson/Farmer review of mental health and employers, October 2017

**US \$1  
trillion**

A WHO-led study estimates that depression and anxiety disorders cost the global economy each year in lost productivity.

# Why it is important to talk about mental health

## Mental illnesses are on the rise



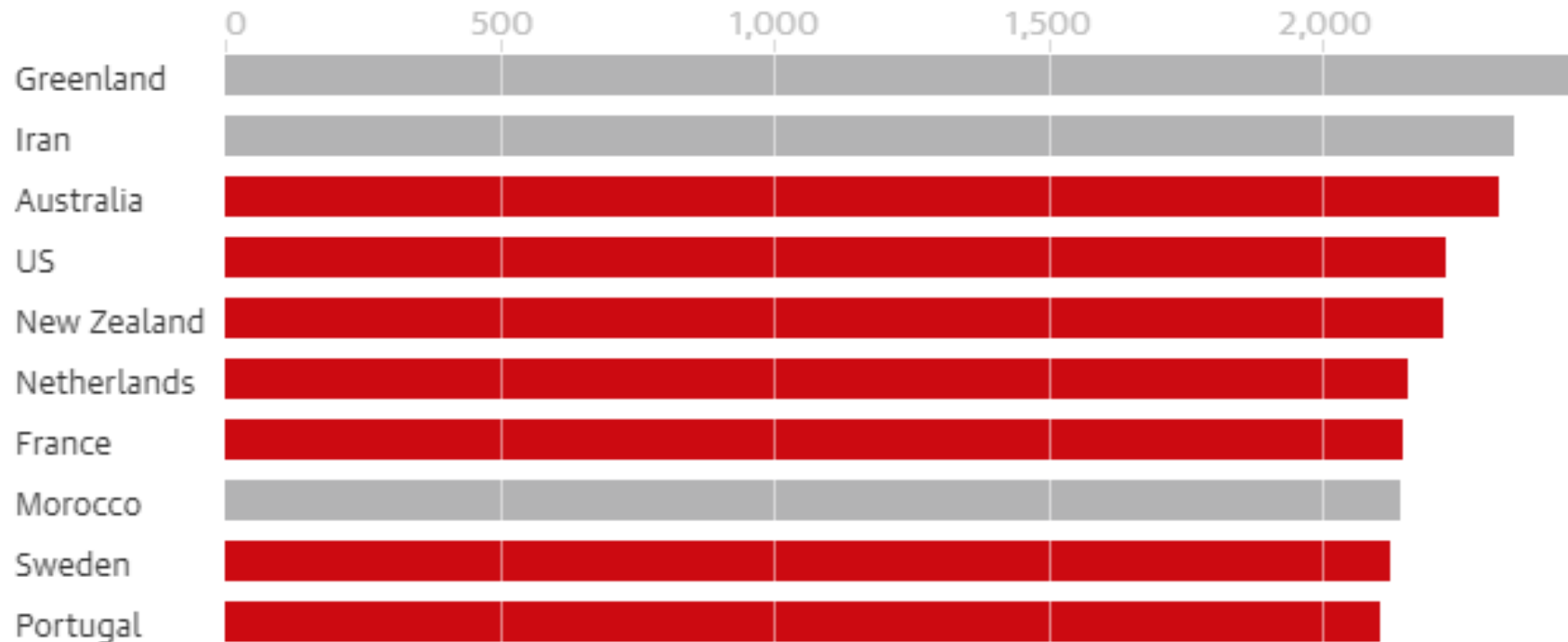
Guardian Graphic | Source: Institute for Health Metrics Evaluation, Global Burden of Disease 2017

<https://www.theguardian.com/society/2019/jun/03/mental-illness-is-there-really-a-global-epidemic>

## Why it is important to talk about mental health

### Rich nations dominate the list of countries most burdened by the full range of mental illnesses

DALYs (disability adjusted life years) per 100,000 population in 2017



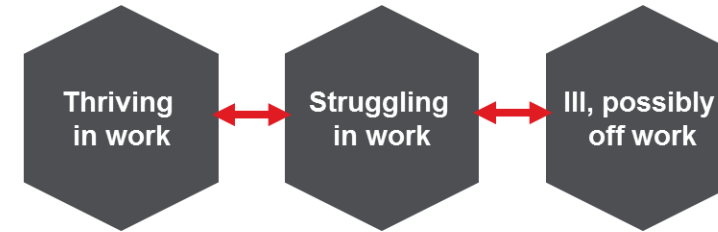
Guardian Graphic | Source: IHME, Global Burden of Disease

<https://www.theguardian.com/society/2019/jun/03/mental-illness-is-there-really-a-global-epidemic>

# Our mental health is not a fixed state

## Three phases people experience in work

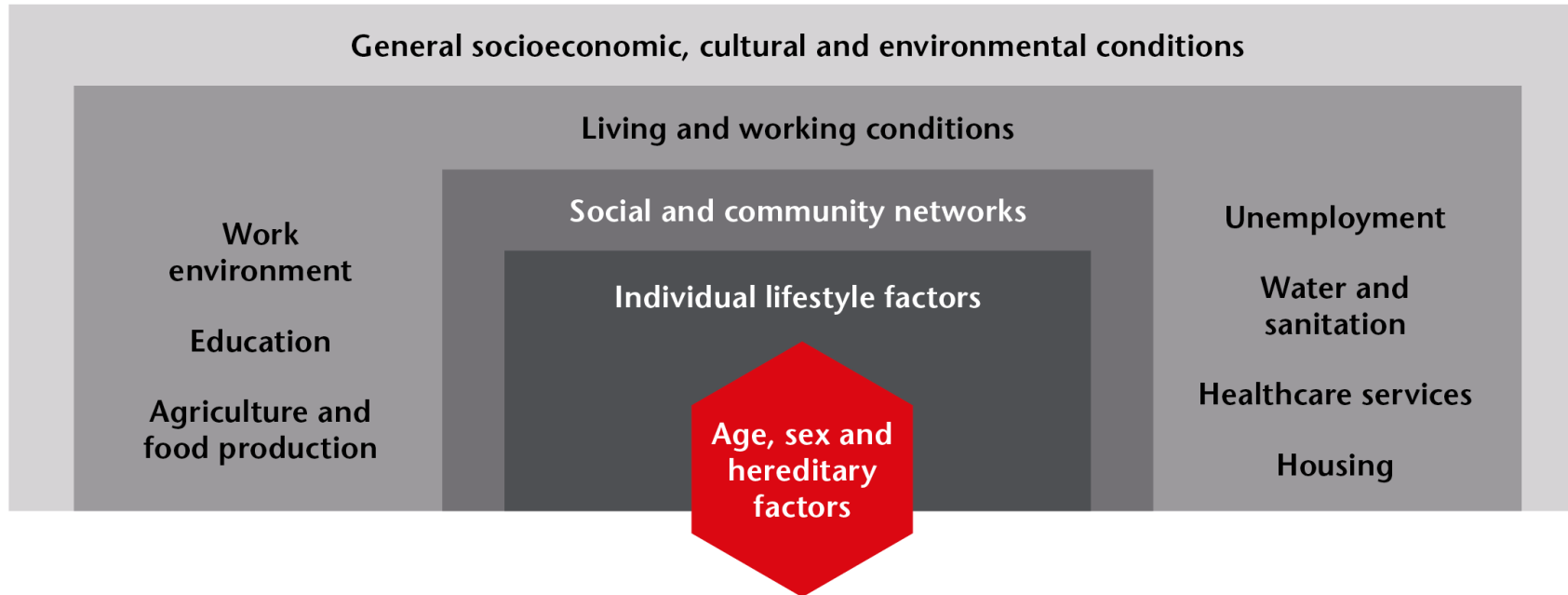
At any one time many employees will be thriving, but with frequent movement between thriving, struggling and those who are ill, possibly off work. Thriving at Work, 2017



The World Health Organisation defines mental health as: *Mental health is defined as a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community.* [http://www.who.int/features/factfiles/mental\\_health/en/](http://www.who.int/features/factfiles/mental_health/en/)

# Mental Health is impacted by a wide range of factors

## THE DETERMINANTS OF MENTAL HEALTH



Dahlgren, G., & Whitehead, M. (1993). Tackling inequalities in health: What can we learn from what has been tried? Background paper for The King's Fund International Seminar on Tackling Health Inequalities. Ditchley Park, Oxford: The King's Fund.

<https://www.mentalhealth.org.uk/publications/fundamental-facts-about-mental-health-2016>

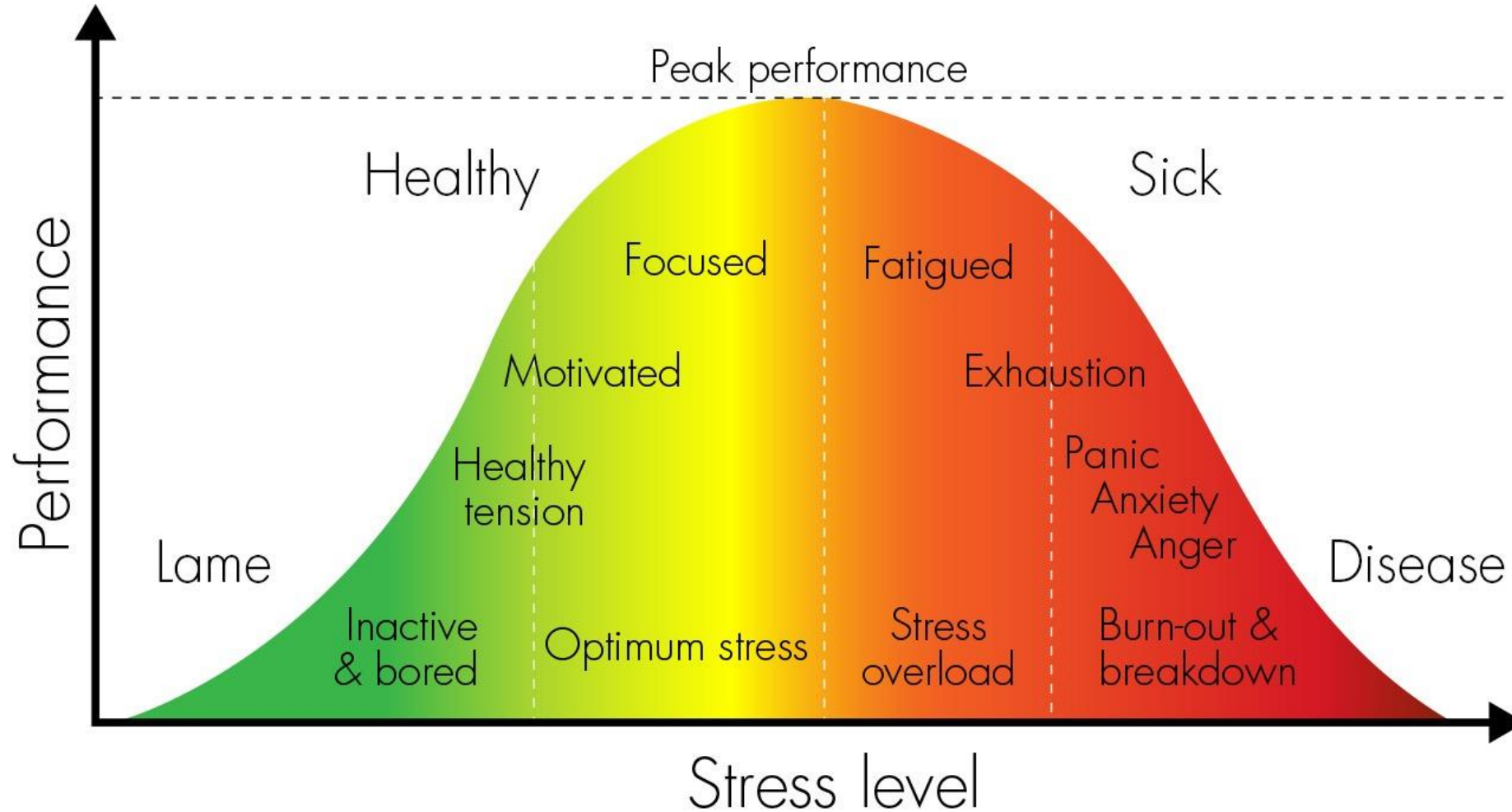
## Mental health at work: A challenge for the modern age

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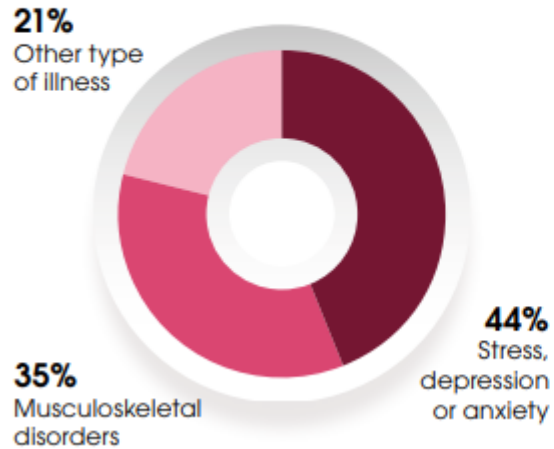


## Mental health at work: A challenge for the modern age

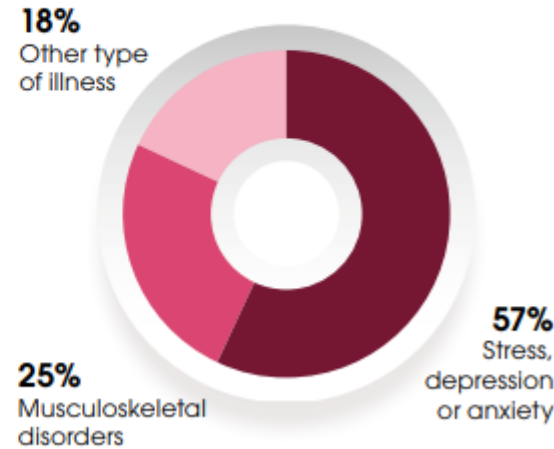


# Mental health at work: A challenge for the modern age

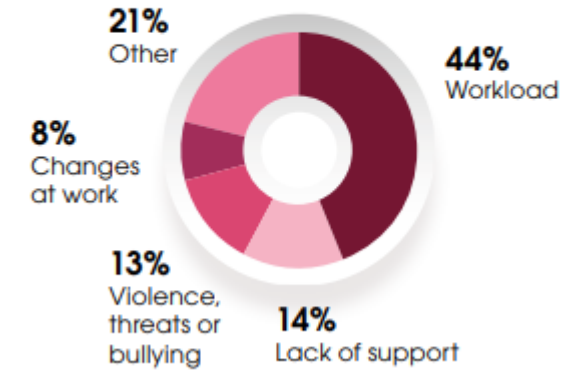
New and long-standing cases of work-related ill health by type, 2017/18



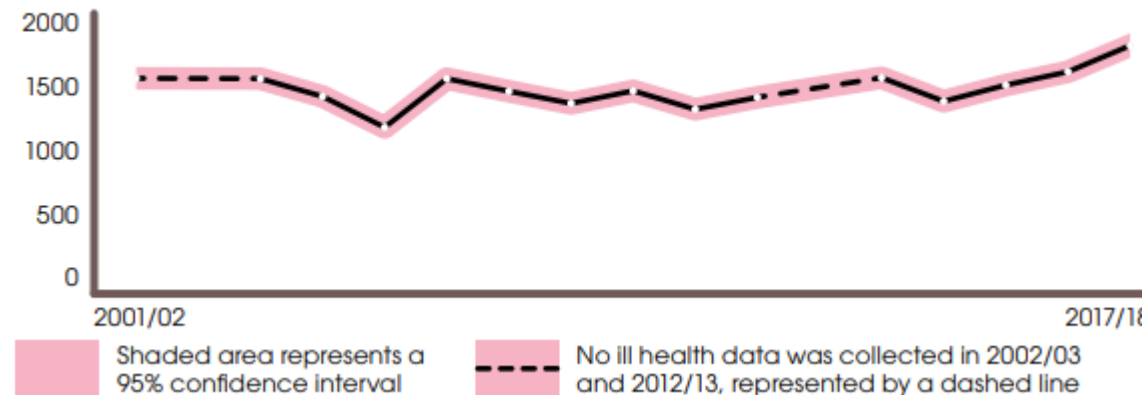
Working days lost by type of ill health, 2017/18



Stress, depression or anxiety by cause, averaged 2009/10–2011/12

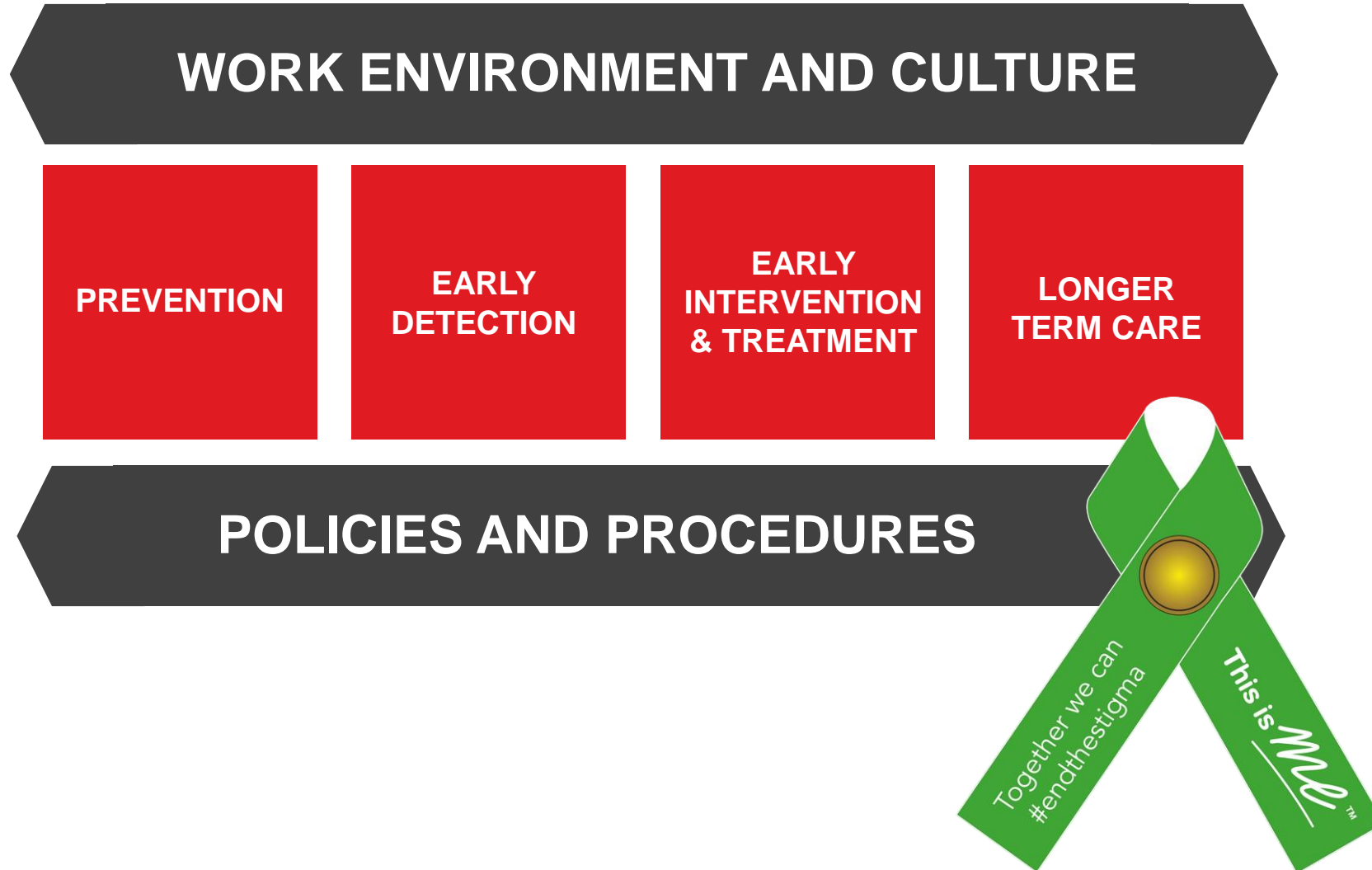


Stress, depression or anxiety per 100,000 workers: new and long-standing



## Designing a mental health strategy

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# UK Thriving at Work Standards

## Thriving at work

The Stevenson / Farmer review  
of mental health and employers

October 2017

Minister,

You asked us to undertake an review into how employers can the mental health of all people employment including those with problems or poor well-being to thrive through work.

It is out to be a very timely brief. revealed that the UK is facing a challenge at work that is much had thought. Not only is there a of poor mental health at work, knock on impacts for society, and Government. Employers are of pounds because employers are , less effective, or off sick.

Research has found green shoots . Using good practice and e it exists, this review sets out mental health core standards opted across all workplaces ost. We strongly recommend encouraged by increasing parency – not only internally yees, but also across industries re public domain. You will see at we very much hope you ay in committing the public ment these measures, and use plicy to encourage and support re effectively.

which is in our view wholly at in ten years' time the ges will have happened:

- Employees in all types of employment will have "good work", which contributes positively to their mental health, our society and our economy.
- Every one of us will have the knowledge, tools and confidence, to understand and look after our own mental health and the mental health of those around us;

Minister,

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It is out to be a very timely brief. revealed that the UK is facing a challenge at work that is much had thought. Not only is there a of poor mental health at work, knock on impacts for society, and Government. Employers are of pounds because employers are , less effective, or off sick.

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which is in our view wholly at in ten years' time the ges will have happened:



- All organisations, whatever their size, will be:
  - equipped with the awareness and tools to not only address but prevent mental ill-health caused or worsened by work;
  - equipped to support individuals with a mental health condition to thrive, from recruitment and throughout the organisation;
  - aware of how to get access to timely help to reduce sickness absence caused by mental ill health;
- We dramatically reduce the proportion of people with a long term mental health condition who leave employment each year and ensure that all, who can, benefit from the positive impacts of good work.

The UK could and should be one of the leading nations in relation to mental health. If the UK prioritises mental health at work, we can become global leaders in reducing stigma, improving the mental health of the population and support for those who need it, and in the process improve the UK's productivity.

We very much hope that Government is able to implement our recommendations, measure the results and make a long-term commitment to improving mental health at work.

Yours sincerely

*Paul Farmer* *Stevenson*



### Executive summary

The Minister announced on 9 January 2017 that she is asking us to carry out an independent review into how employers can better support all individuals currently in employment including those with mental ill health or poor mental health to remain in and thrive through work.

Employers are already creating healthy, inclusive workplaces, but more needs to be done so that employers provide the support needed for employees with mental health conditions.”

Theresa May, January 2017

## Core standards

1

Produce, implement and communicate a mental health at work plan that promotes good mental health of all employees and outlines the support available for those who may need it.

2

Develop mental health awareness among employees by making information, tools and support accessible

3

Encourage open conversations about mental health and the support available when employees are struggling, during the recruitment process and at regular intervals throughout employment, offer appropriate workplace adjustments to employees who require them.

4

Provide your employees with good working conditions and ensure they have a healthy work life balance and opportunities for development.

5

Promote effective people management to ensure all employees have a regular conversation about their health and well-being with their line manager, supervisor or organisational leader and train and support line managers and supervisors in effective management practices.

6

Routinely monitor employee mental health and wellbeing by understanding available data, talking to employees, and understanding risk factors

## Enhanced standards

1

Increase transparency and accountability through internal and external reporting to include a leadership commitment and outline of the organisation's approach to mental health

2

Demonstrate accountability by nominating a health and wellbeing lead at Board or Senior Leadership level, with clear reporting duties and responsibility

3

Improve the disclosure process to encourage openness during recruitment and throughout, ensuring employees are aware of why the information is needed and make sure the right support is in place to facilitate a good employer response following disclosure

4

Ensure provision of tailored in-house mental health support and signposting to clinical help including digital support, employer-purchased Occupational Health or Employee Assistance Programmes, or NHS services, amongst other sources of support

## Our top tips







Thank you






A thick red diagonal stripe runs from the top-left corner towards the bottom-left corner of the slide.

# Portugal Situation

Professor José Soares

4


A solid red triangle pointing downwards, located on the left side of the slide.

**Quando** é que o tema da  
Saúde Mental entrou nas vossas  
agendas e quais as **principais**  
**razões** que vos levaram a  
considerá-lo?

A thick red diagonal line or graphic element that starts from the top-left corner and extends towards the bottom-left corner, creating a triangular shape on the left side of the slide.

**Prevenção, identificação  
precoce, apoio e reabilitação.**

Que tipo de ações já estão a  
desenvolver nas vossas  
organizações em cada?

A solid red triangle pointing downwards, located on the left side of the slide.

Conseguem medir o **impacto**?  
Que **ferramentas** utilizam? E  
que **resultados** têm sido mais  
visíveis, decorrentes dessas  
ações?

A large, solid red triangle is positioned on the left side of the slide, pointing downwards and to the right.

Que **projetos**, a médio  
prazo, gostariam de colocar  
nas vossas agendas?

Q & A



# Want to know more?

We're more than happy to help!



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**Queremos o seu feedback!**  
Dê-nos a sua opinião!