

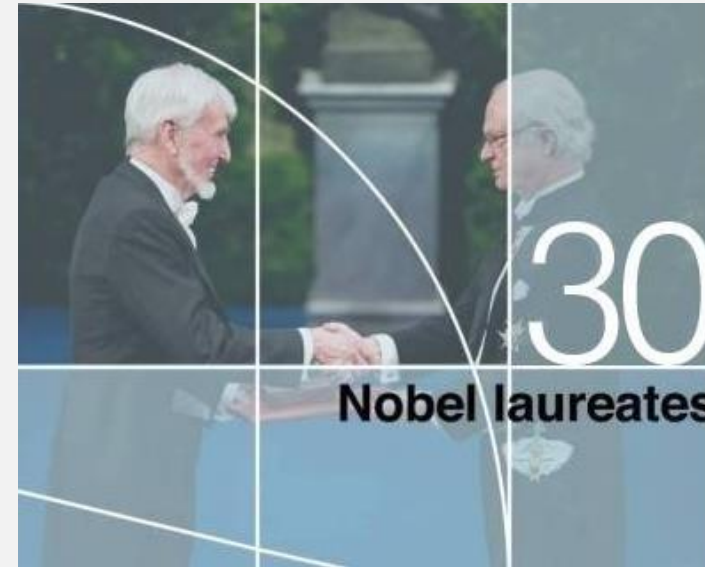
The background of the slide is a black and white photograph of a classical building with a series of tall, fluted columns supporting a pediment. The image is partially obscured by a blue rectangular box containing text.

Case study: Avoiding burnout

Karen Smith, Head of Workplace Wellbeing
UCL Workplace Health

University College London (UCL)

- Over 13,000 staff
- Over 42,000 students from 150 different countries
- The first university in England to welcome students of any religion
- UCL was the first university in England to welcome women to university education



Survey findings

- 33% report frequently feeling isolated
- 29% would not say their boss is good at keeping in touch
- 64% reported loss of sleep due to worry
- On average, people WFH are now clocking up 28 hours of overtime per month
- 25% feel pressured to respond more quickly than they normally would
- 12% are signing in before 7am and 18% still working after 7pm



Impact on University Staff

- Increased workload – redesign of courses, adoptions to estate
- No downtime – summer used to prepare for academic year
- Overextending self – to respond to the pandemic and give students the best experience
- Uncertainty – responding to students in local and national lockdowns
- Social disconnection from colleagues – remote working, lack of informal opportunities
- Anxiety to return to campus

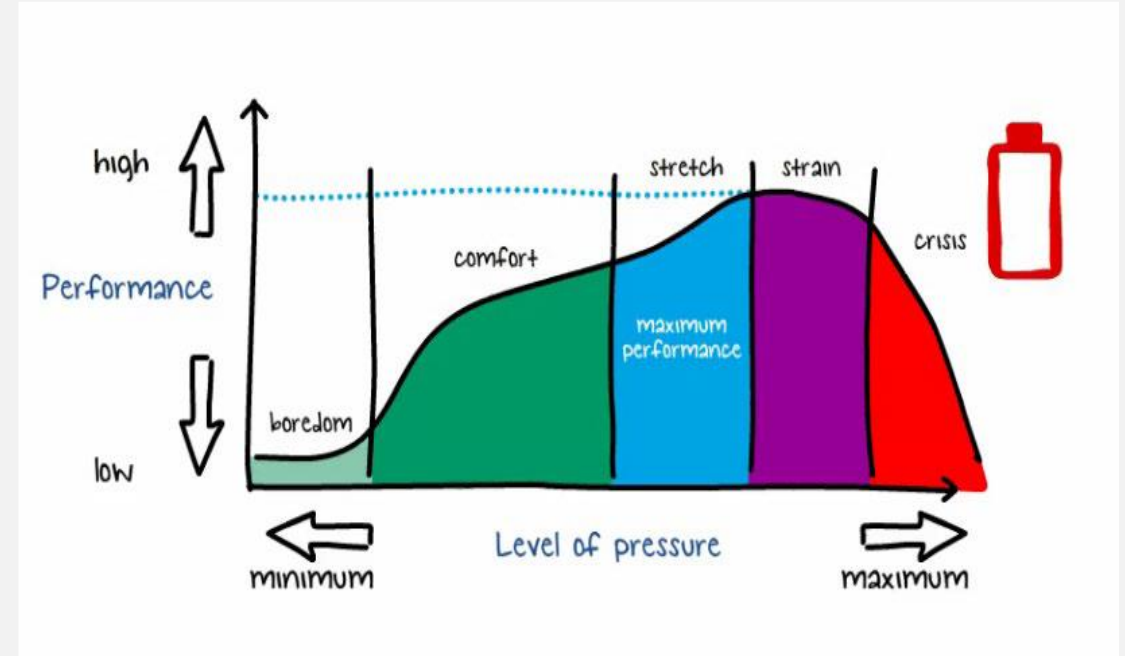


Burnout

Burnout is a state of emotional, physical and mental exhaustion caused by excessive and prolonged stress. It occurs when an individual feels overwhelmed, emotionally drained and unable to meet constant demands.

Our aim is to provide physical and psychological safe environments with appropriate support and resources for our people.

Mitigating the risk of burnout – being both proactive and reactive in our approach.



Initial response for our people

- Remote, not distant at UCL – a resource of tools and information to support individuals and teams
 - Environment
 - Community
 - Self-care
 - Leading our people
 - Dealing with difficult situations
 - The learning hub
- Daily communication to all staff



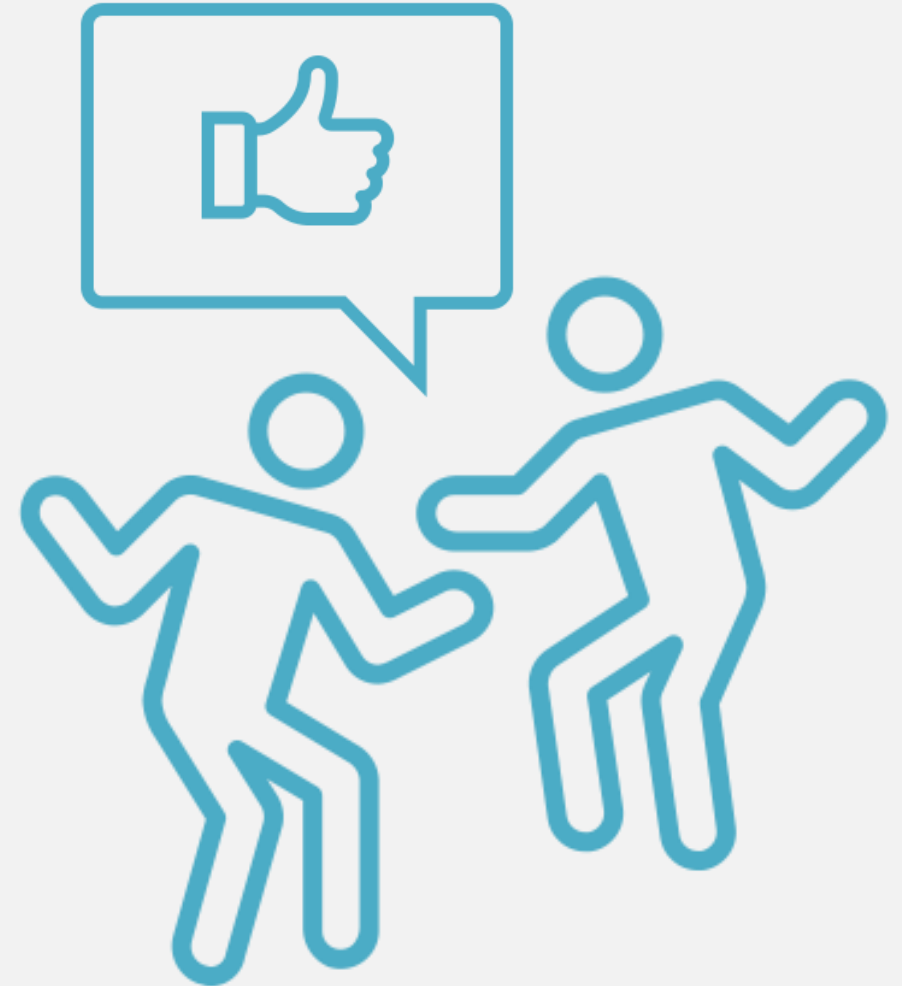
Working Smarter initiatives

- Working Smarter by Protecting Time for Work
 - Protected Time for Thinking and Doing
 - Core Business in Core Hours
 - The UCL Hour
 - Making Meetings Matter
 - Big news can wait
 - Connecting, catching up and checking in
- Think Outside the Inbox



Developing and supporting our people

- **All staff**
 - Mental Resilience in Uncertain times
 - Financial Wellbeing
- **Managers**
 - Managing and Promoting Positive Mental Health and Wellbeing
 - Leadership programmes
- **Staff supporting students**
 - Mental Health First Aid
 - Do you support students?



Listening to our people

Main causes of perceived stress:

- Workload
- Resources
- Remote Working
- Leadership and management

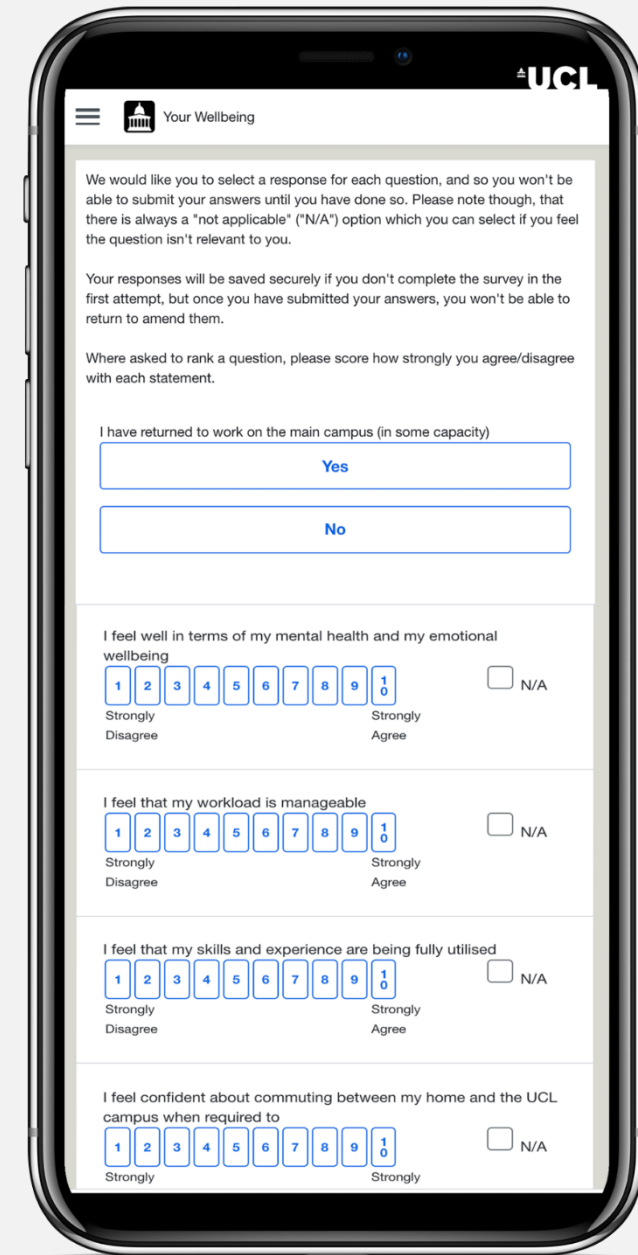
Proposed solutions

- Removing the recruitment freeze
- Showing employees are valued
- Support for line managers
- Organisational support for work-life balance
- Streamlined communications



Your Wellbeing Pulse Survey

- Question set of 24 questions,
 - 4 asked every week
 - 5 out of 20 asked in four weekly cycle
- Takes 60 seconds to complete each week
- We ask fewer questions, more often
 - 1 yes/no question
 - 10 score questions
- Ability to quickly test the impact of decisions
- Track progress over time



UCL

Your Wellbeing

We would like you to select a response for each question, and so you won't be able to submit your answers until you have done so. Please note though, that there is always a "not applicable" ("N/A") option which you can select if you feel the question isn't relevant to you.

Your responses will be saved securely if you don't complete the survey in the first attempt, but once you have submitted your answers, you won't be able to return to amend them.

Where asked to rank a question, please score how strongly you agree/disagree with each statement.

I have returned to work on the main campus (in some capacity)

I feel well in terms of my mental health and my emotional wellbeing

☐ N/A

Strongly Disagree Strongly Agree

I feel that my workload is manageable

☐ N/A

Strongly Disagree Strongly Agree

I feel that my skills and experience are being fully utilised

☐ N/A

Strongly Disagree Strongly Agree

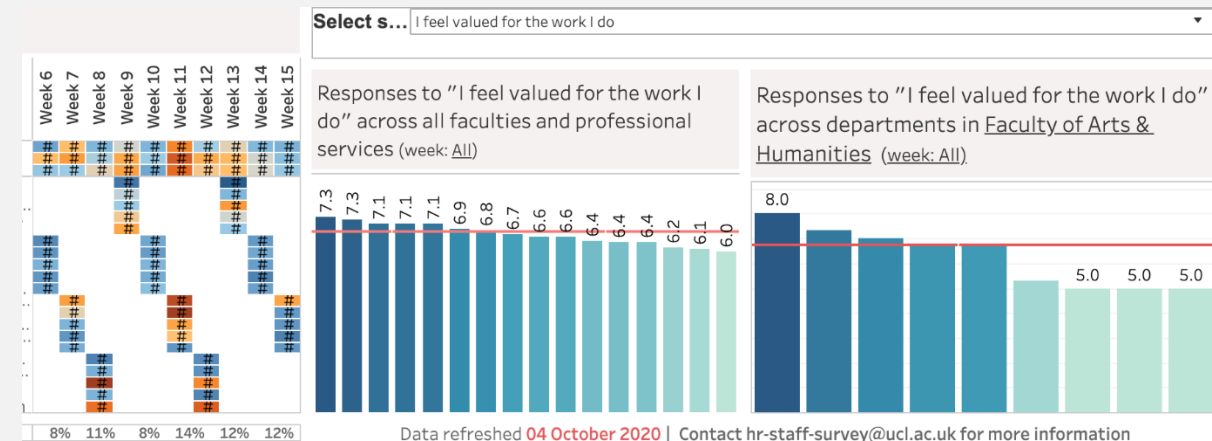
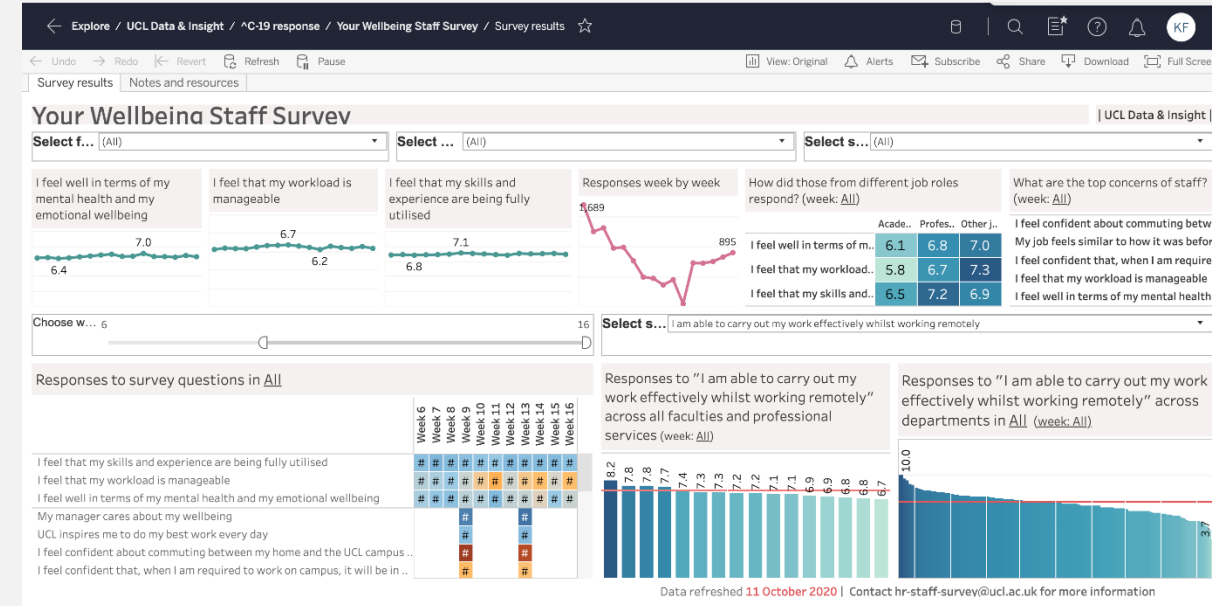
I feel confident about commuting between my home and the UCL campus when required to

☐ N/A

Strongly Disagree Strongly Agree

Pulse Survey insights

- Tableau dashboard updated weekly
- Shared with Senior Management Team
- Filter at faculty level and departmental level
- Results accessible to all staff with Tableau access
- Recommend that results reviewed locally
- Enable us to
 - Assess need
 - Run the pilots
 - Measure impact



Staff Mental Health and Wellbeing Plan

Four objectives socialised through three themes.
The four objectives:

1. Establish a whole-university approach to staff mental health and wellbeing through creating safe healthy environments to work and learn.
2. Design and deliver a stigma reducing campaign. Developing new tools and resources where needed, signposting to existing resources and creating simplified pathways to support
3. Promote tools and design interventions to encourage awareness of health and wellbeing through working towards / maintaining a healthy body in an individual context.
4. Establish a healthy behaviour culture across UCL



Being Well at UCL

■ Healthy mind

- Employee Assistance Programme
- Mental Health and Wellbeing Champions
- Psychoeducational programmes (SilverCloud)

■ Healthy body

- Annual step challenge
- Flu vaccination vouchers

■ Healthy work

- L&D Academy/Lead at UCL
- Equality Networks
- DSE Assessments



You are not alone – focus on loneliness

- An initiative by one of the Wellbeing Champions
- A week-long campaign based on 5 Ways of Wellbeing
- Open to all staff and students
- Activities included
 - Art classes
 - ‘Conversation starters’ session with focus on mental health
 - Online exercise classes
 - Mindfulness
 - Virtual Tea Room

Activities continued after the week to offer support in lockdown

A large white speech bubble with a tail pointing towards the bottom right, set against a light blue background.

**YOU ARE NOT
ALONE**

#YANAUCL

Moving forward

- Launch and deliver the Staff Mental Health and Wellbeing Plan – *Being well at UCL*
- Learn from employees through listening and responding with action
- Evaluate You Are Not Alone
- Lead our Health and Wellbeing Champions
- Keep Mental Health and Wellbeing on the agenda
- Be kind and compassionate to ourselves and others



Thank you

Follow us @UCL_Wellbeing



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<https://www.ucl.ac.uk/human-resources/health-wellbeing/staff-wellbeing>

