

Training for line managers should focus on primary prevention of mental ill-health at work

This article focuses on the mental health of working-age adults who are not being treated by statutory mental health services. It proposes preventive approaches to mental ill-health through line manager training and support.

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Work-related mental ill-health is a significant public health concern, which has been exacerbated by the Covid-19 pandemic. In 2021–2022, the UK Labour Force Survey identified 914,000 workers suffering from work-related stress, depression, or anxiety resulting in 17 million working days lost, an average of 18.6 days per case.¹ This accounts for more than half of all work-related ill-health cases and working days lost due to ill-health (51% and 55%, respectively),¹ with a significant economic impact.²

While acknowledging the talents and strengths of multitudes of managers

across sectors, a lack of managerial support is one of the leading causes of common mental health problems in a workplace context.³ Although line managers significantly influence employees' mental health outcomes across various work contexts,^{3,4} support offered is highly variable and managing employees with mental health concerns can be perceived by their supervisors as a source of stress.⁵ It is well-established that managers play a vital role in managing psychosocial risks in the workplace,⁶ but some may lack the necessary resources or support within their organisation to enact this. At an individual level, they may lack the knowledge or skills to ensure jobs are designed and managed to prevent work-related stress, supervise an employee with mental ill-health or navigate the complexities of return-to-work to support those who have been absent.

Furthermore, mental health stigma continues to exist in the work context.⁷ Managers' behaviours towards employees with mental health issues are related to their own attitudes towards mental illness and their confidence in discussing mental health.⁸ These are modifiable factors that could be targeted through line manager

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training. However, workplace interventions targeting managers are limited and tend to be based on secondary- and tertiary-level intervention. Secondary-level interventions are all about detection and management of stress and mental health problems by increasing employees' awareness, knowledge, skills, and coping resources. Tertiary-level interventions involve minimising the effects of poor mental health at work once they have occurred through the treatment of symptoms and provision of remedial support.

In a national survey, only 8% of UK managers reported they had received training to support return-to-work.⁹ This is being addressed in the UK through the PROWORK study: PROMoting a Sustainable and Healthy Return to WORK. This involves the development and testing of toolkits for workers and line managers that aim to support sickness absence and return-to-work in mental health, through knowledge building, problem-solving, action planning, goal setting, and positive communication.¹⁰ PROWORK is one example of a return-to-work intervention which aims to improve psychological and physical capacity among workers who are already off sick. This approach is supported by a systematic review and meta-analysis showing that training managers in workplace mental health can improve their knowledge, attitudes

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