



The Everymind Mental Health First Aid Data Report

A data-led report for people leaders

August 2024



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Introduction

With <u>over half a million certified</u> <u>Mental Health First Aiders (MHFAs)</u> <u>across the UK</u>, organisations have firmly invested in MHFA programmes.

The goal was simple on paper. Establish a group able to spot signs of mental health issues as early as possible, proactively opening conversations and signposting individuals to professional support.

The problem? Achieving these goals from a 2-day training course was a huge ask. Whether MHFAs were trained under

MHFA England or an alternative provider, organisations were led to believe a course could 'tick the box' on mental health in the workplace.

The problem isn't the training course itself; it's what happens afterwards and the limitations of the initiative. Creating a safe and effective MHFA and Champion network requires the right implementation (comms, operations and recruitment), tracking and ongoing support. Organisations who consider these areas, see real impact.



INTRODUCTION

With little research on what's happening with MHFAs in the workplace, we decided to do our own.

In this report, you'll understand how other organisations have approached MHFA and Champion networks, the effectiveness of such networks, and how MHFAs typically feel about their role. We also identify what MHFAs struggle with most and the key factors contributing to an effective and safe MHFA network.

We appreciate your time is short. So, we've broken the report into two parts.

The first part provides an overview and all key insights (and can be read within 10 minutes). The second part provides all of the data and key insights for a deeper perspective (if you love data, this is for you). Two research studies drove the findings in this report.

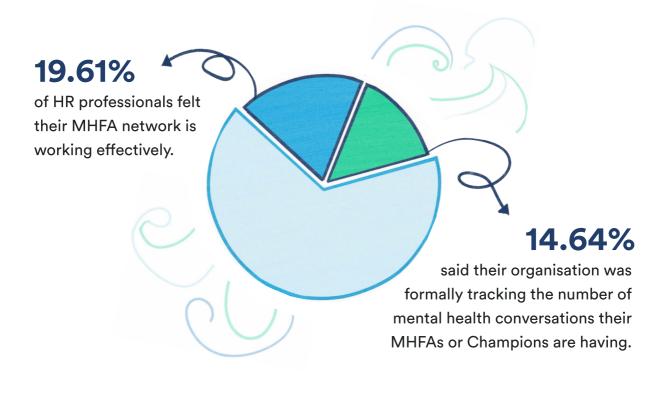
The first was a survey that captured responses from 738 HR professionals across SMEs and large organisations in the UK. The second involved data analysis from live sessions with MHFAs, gathering responses from 267 individuals.



Let's jump in...

How effective are Mental Health First Aid networks?

Here's what we found...



MHFAs aren't working in many organisations.

Contributing factors include poor implementation, lack of ongoing support and tracking along with emotional overload experienced in their role.

HOW EFFECTIVE ARE MHFA NETWORKS?



From working with hundreds of organisations, it's clear that the implementation of MHFA programmes is the biggest factor in predicting their success. It cannot start and end with a two-day training course.

What was designed to be a proactive measure, has become the ultimate 'tick-box' activity for many organisations, which is putting employees, MHFAs and organisations at risk. For these programmes to be effective, they need a robust framework that aligns with a wider wellbeing strategy to provide ongoing support, continuous education, and a well-structured support system for the MHFAs themselves.

Employers must recognise the demands of the role, which is typically voluntary and in addition to regular duties, and provide appropriate support to prevent burnout and protect the network.

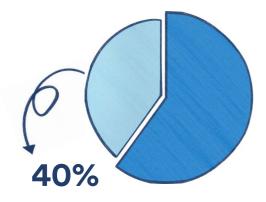
Emily Addison Senior Manager, Partner Development



HOW EFFECTIVE ARE MHFA NETWORKS?

In contrast, of the HR professionals who said their organisation was tracking MHFA and Champions conversations, 40% had stated their network was effective.

This shows a correlation between the impact of their network and those who track conversations.



With only 14.64% of HR professionals saying their organisation is formally tracking MHFA conversations, **oversight and impact are impossible to track.** Unipart have tracked conversation data since day one of our MHFAider programme.

The data is integral to understanding the nature of the conversations taking place so we can shape our interventions appropriately to meet the needs of our people, it also enables us to understand the return on our investment and ultimately feeds into the metrics we set to measure the impact of our workplace wellbeing strategy.

It also acts as a mechanism to safeguard our MHFAiders, by having visibility of the frequency and nature of conversations being held we can schedule both 121 and group check in's to reinforce boundaries and support the community.

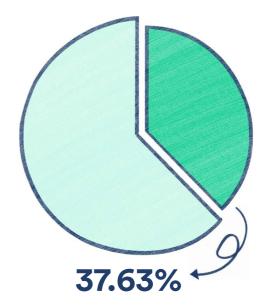
Claire Burgess Head of Health & Wellbeing Unipart

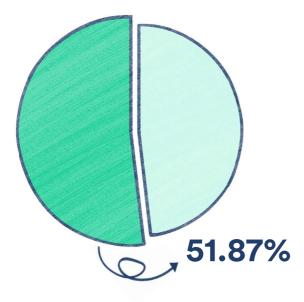


HOW EFFECTIVE ARE MHFA NETWORKS?

Following on, we found that 37.63% of MHFAs surveyed could recall a time they've prevented a colleague from taking a mental health-related absence because of an intervening conversation they had.

Preventing absences is where MHFAs and Champions have a huge impact. However, this is only clear when there's conversation tracking in place.



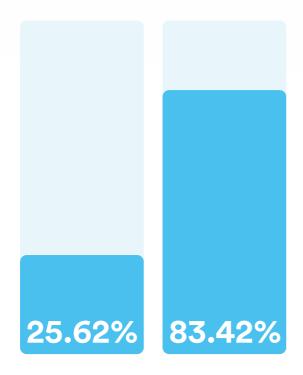


Finally, 51.87% of HR professionals said additional budget is going to their MHFA network, highlighting that it is still a key part of their strategy.

Organisations are **doubling down** on their investment in Mental Health First Aid.

The hidden struggles of MHFAs

Mental Health First Aiders are struggling, you're simply unaware



25.62% of HR professionals said their organisation's go-to support for MHFAs and Champions is their EAP.

However, when surveying MHFAs, 83.42% said they would benefit from extra support in their role.

EAPs are a popular option however they aren't designed to be used in this way. As a result, **MHFAs still feel unsupported.**

THE HIDDEN STRUGGLES OF MHFAS

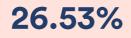
Our research found that many MHFAs and Champions are struggling and experiencing burnout.

From our MHFA check-in sessions, we found that over half of MHFAs

54.26%

surveyed have felt emotionally drained due to the demands of their role.

Despite this, only



of HR professionals say the MHFAs own mental health is a business risk they're concerned about. This gap is concerning.

66

This statistic highlights the significant emotional toll that the responsibilities of being a MHFA can have.

Burnout, a state of physical, emotional, and mental exhaustion caused by prolonged stress, can severely impact not only an individual's ability to perform effectively in their MHFA role but also in their day-to-day job responsibilities. This underscores the critical need for ongoing support and resources to ensure MHFA wellbeing while they provide crucial assistance to others. In essence, it's about allowing MHFAs to put on their own oxygen masks first before helping others, ensuring they can maintain and sustain their vital roles.

Prioritising their wellbeing and resilience is essential for the overall effectiveness and sustainability of a healthy MHFA network.

Milly Dexter Trainee Counselling Psychologist Everymind at Work



THE HIDDEN STRUGGLES OF MHFAS

There is a clear emotional burden and personal involvement that MHFAs can experience when providing support.

It refers to the challenge of managing one's own emotions, such as feeling drained, upset, or triggered by the stories and experiences shared by individuals seeking help.

MHFAs may find it difficult to detach themselves emotionally, leading to potential burnout or compassion fatigue.

MHFA burnout represents a key risk for employers and threatens to undermine their wellbeing efforts.

We find that many MHFAs and Champions are people with lived experience of mental health challenges, with passion for supporting others.

As a result, they can be more vulnerable and susceptible to poor mental health and compassion fatigue. This is backed by our findings, with

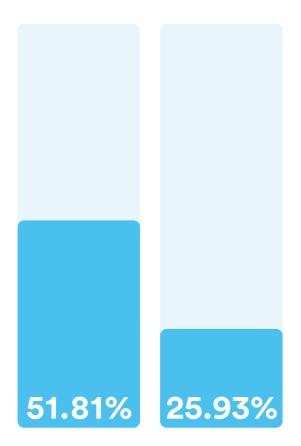


of MHFAs saying their 'why' was driven by personal experience.

Having the passion to support others is key, however, organisations need to be careful with MHFA recruitment. Not everyone is suited to the role and the demands required.



THE HIDDEN STRUGGLES OF MHFAS



51.81% of MHFAs stated they'd felt out of their depth during a conversation and 25.93% said their biggest limitation is lack of knowledge and confidence.

Recruiting individuals solely around their passion for mental health means we may overlook the correct training needed to engage in supportive conversations. 66

Having mental health first aiders in the workplace requires robust peer-to-peer support and proactive measures to screen for potential trigger events that could lead to mental health reactions.

It is the employer's duty to ensure that appropriate measures are in place to protect those acting in the role of mental health first aiders within their organisation.



Peter J Kelly ISO 45003 Advisor & previously Senior Psychologist at UK HSE

Organisations must recognise the demands of this additional role.

It's the employer's duty of care to provide a support system and check in with the network regularly.

UNTOLD STORIES OF MHFAS



Once, I noticed a colleague in the office on the verge of tears, clearly stressed and frequently retreating to the toilet. I approached and asked if they needed a chat - they agreed. In that time, they shared nearly two years' worth of experiences and struggles that had overwhelmed them. I listened and validated their feelings, watching the weight lift from their shoulders as they spoke.

Initially, I was nervous, unsure how the conversation would unfold, but by the end, I felt a deep connection and trust had been established. Empathetic towards their situation, I was also relieved they found some peace. It's remarkable how simply being there for someone can provide such significant support. Later, a teammate thanked me, acknowledging the difference I had made, which was a rewarding moment in itself.

After a moment like that, it's a reminder that we need more real support from the organisation. I think we need a better support network for MHFAs involving HR, management and each other. Regular and consistent meetings to support one another just aren't there - we don't have anyone to rely on. This isn't just my experience; other businesses also struggle with this.

This kind of support would mean a lot and be helpful to see how everyone is holding up. Sometimes, it feels as though we're forgotten about. It's important to remember that MHFAs need support too.

> Holly Cripwell MHFA and Team Leader at Talbot and Muir Ltd



The impact and ROI behind MHFAs

37.63%

One of the most crucial pieces of this research was that 37.63% of MHFAs surveyed can think of a time they have prevented a colleague from taking a mental health-related absence because of a conversation they've had.

Proactive conversations = reduced absences

For many organisations, mental healthrelated absences are rising. We believe that absences are not just an inevitable cost of doing business. The data we've found shows that MHFA conversations are helping to keep people in work. MHFAs provide their colleagues with the support they need early on and proactively address any issues before they escalate into crises. When people feel supported and heard, they're less likely to take time off due to mental health struggles. BWB Consulting, a large consulting firm, achieved remarkable success in driving a 54% reduction in sickness absence related to stress and wellbeing through a <u>partnership with</u> <u>Everymind at Work</u>.

The partnership includes a wellbeing program supporting 355+ employees across the organisation, 12 Wellbeing Ambassadors supported by the Everymind platform and 35 Everymind Champions created. You can read the full BWB case study here.

The Everymind Roadmap has provided BWB Consulting with the necessary tools, resources and support to effectively implement their wellbeing initiatives. This has resulted in improved mental health outcomes for employees, a reduction in absenteeism and the creation of a more proactive and supportive work environment.

It has been instrumental in developing a comprehensive wellbeing strategy and delivering ongoing proactive support to employees. This approach has helped minimise the risks associated with an unsupported MHFA & Champion network, while also driving a positive impact on the organisation's culture.

We've absolutely seen absenteeism in relation to mental health challenges dramatically reduce, in fact, we've seen a 54% reduction in sickness absence related to stress and wellbeing.

We're being far more proactive and able to support individuals before they have to contemplate or take time out of the workplace which is incredibly positive.



Sarah Walker HR Director at BWB

Another inspiring example can be shown in the story behind Wates Group.

Since partnering with Everymind at Work to provide a comprehensive <u>MHFA support platform</u> for their network, Kelly Osbourne, Head of Health & Wellbeing, describes how the platform has been instrumental in creating a supportive work environment across all Wates' sites, proving an invaluable resource in shaping a mentally healthy work culture.

Everymind supports 250+ MHFAs across the organisation, more than 4,000 employees were enrolled in resilience training and with the partnership, Wates achieved a score of 50 (Outstanding) in CCS, which identifies innovations in their projects. You can learn more about this case study here. The MHFA platform provides ondemand support ensuring they have the necessary guidance and reassurance following or ahead of mental health conversations. It also provides regular development sessions for the network, ensuring they are continuously upskilled and given the confidence to continue supporting their peers.

Having the MHFA support and partnership with Everymind is the difference between a score of 45 (Excellent) or 50 (Outstanding) in CCS which identifies innovations in our projects.



Kerry Barkworth Senior SHE Advisor Smartspace Wates Group The platform's conversation logging feature allows Wates to have full oversight of the MHFA network, particularly through location-specific data reporting, which helped with the various on-site locations their employees work in. This provided Wates with valuable data and insights into the nature of mental health conversations happening within the organisation, enabling strategic planning and targeted interventions.

Testimonials from Wates employees highlight the positive impact of the MHFA support platform, with an employee stating:

"Everymind's support, alongside the MHFAiders at Wates, really helped me get back to work. Without them, I don't think I would still be working here."

Further evidence of impact was achieved at **Keyloop**, the largest global automotive technology company, who has seen transformative changes in their wellbeing scores since providing their MHFAs with wellbeing support and proactively supporting the rest of the organisation.

The MHFA support platform has proven to be a key component in a proactive and preventative approach when creating a better workplace for all, showcasing the power of peer-to-peer support.

We have seen a huge increase in our eNPS wellbeing score, which now sits at 51, this is +11 point increase since January, and is 28 points above the Peakon benchmark.

> Caz Meech Head of Global Communication & Engagement at Keyloop

The big reset

In short, MHFAs need more than a 2-day course to be effective.

While the initial training gives them basic skills and knowledge, the data we've found is proving it's just not quite enough for the ongoing challenges they face.

MHFAs need continuous learning to keep up with the latest training and signposting options. They also need strong support systems, like regular check-ins and peer support, to handle the emotional strain and avoid burnout. Without these steps, the MHFA provision isn't able to provide the meaningful support employees need, nor have the positive cultural impact on their work environment.

A big reset is crucial for the success of the investment many organisations have already made into the training. One of the biggest limitations MHFAs are facing include lack of knowledge and role clarity.

25.93%

of MHFAs named lack of knowledge and confidence as a major limitation to their supporting role.

Lack of knowledge and role clarity can make it all feel more overwhelming.

Whilst MHFAs want to learn more about a variety of topics, it is important to remember they do not need to be experts.

THE BIG RESET

There can be a lot of uncertainty and self-doubt MHFAs face regarding their understanding of mental health issues and their ability to provide effective support if they are not provided with the necessary training and support in their roles.

This leads to MHFAs feeling inadequate or ill-equipped to handle certain topics or situations, resulting in a hesitancy to intervene or provide guidance. With only a small fraction of companies providing upskilling, this highlights a critical area where organisations are falling short in maintaining the effectiveness and confidence of their MHFA networks.

In particular, **crisis was the #1 topic that MHFAs stated they need further support on.**

45.52%

11.36%

Almost half (45.52%) of MHFAs think more regular training and development should be available for them to be effective in their roles, yet only 11.36% of companies are providing upskilling or refresher training to their networks. Ironically, this is a key focus of the MHFA training course.

Crisis conversations are highstake conversations.

Empowering and instilling confidence in MHFAs can help remove the fear around crisis support - ensuring better outcomes for both the supporter and the person being supported. This clearly indicates that this topic needs to be regularly refreshed and developed.

THE BIG RESET

Despite the irony, the MHFA training itself is not the issue. There is just so much potential lost when it comes to its implementation. We see it as a 'don't hate the player, hate the game' kind of scenario - the 'player' being the training, the 'game' being the approach and implementation.

To put it into perspective, it seems organisations are asking their network to provide the answers to an exam they studied for 2-3 years ago, which in itself is almost impossible but what's more is that the stakes are very high.

A MHFA network is supporting vulnerable people and inevitably, they are more vulnerable themselves because of it too.

27.59%

of MHFAs think that building a better support network for the MHFAs would help them to be effective in their roles.

The data suggests that MHFAs believe in the importance of establishing and nurturing a robust support network within their organisation.

They seek opportunities for regular interaction, check-ins and knowledge sharing with other MHFAs, HR teams, line managers and peer support groups. This also included the opportunity to debrief after conversations.

Alongside this the MHFAs highlighted the importance of mandatory timeouts after difficult conversations and encouragement of self-care planning. They expressed the need for reassurance about their actions and decisions, recognition of their role within the organisation and appreciation of the support provided by the company's mental health resources.

The data deep dive...

The moment (some of) you have been waiting for.

In the following pages, you'll find a complete breakdown of the research we've conducted, compelled into tables so you can dig into the details. You'll find key insights on what support other organisations provide to MHFAs, key challenges, topics MHFAs struggle with most, and more.

HR pulse check

What support do you currently provide MHFAs?	
EAP	25.62%
None	19.19%
Not stated	16.18%
Supervision	12.86%
Peer support sessions	11.68%
Upskilling	8.25%
Refresher training	3.11%
All of the above	0.86%
Unsure	0.64%
Coaching	0.43%
On-demand support	0.43%
Toolkit	0.32%
Everymind Champion	0.21%
HR support	0.21%

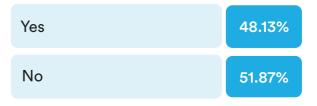
What problems do you face with your MHFA network?	
Tracking the impact they are having	30.33%
Engagement with our MHFA network	19.18%
Accurately tracking conversations	18.00%
No problems currently	14.97%
Proving ROI	10.96%
Other	6.56%

Are you concerned about any of these business risks with your MHFAs?	
Impact on MHFAs own mental health	26.53%
Time	21.02%
Boundaries	18.54%
Skillset and lack of expertise	14.51%
Confidentiality	10.63%
We are not facing any problems right now	8.77%

Are leadership aware and motivated to address the problems and risks you've highlighted with MHFAs?

Yes	31.67%
Somewhat	48.88%
No	19.45%

Do you believe additional budget will be provided to further support your MHFAs over the next few years?



MHFA pulse check

What is your 'why' for supporting others with mental health?	
Personal experience	43.25%
To support others	34.52%
Desire to make a difference	11.51%
To build awareness / reduce stigma	9.13%
Personal development	1.59%

What are your personal strengths within your MHFA & Champion role?	
Listening skills	34.51%
Empathetic	20.11%
Approachable	9.51%
Other	9.24%
Non-judgmental	8.70%
Personal experience	5.98%
Caring	3.53%
Calmness	2.99%
Trustworthy	2.17%
Taking action	1.90%
Personal resilience	1.36%

What are your personal or professional limitations?

Emotional overload and involvement	31.69%
Lack of knowledge and confidence	25.93%
Accessibility and time constraints	13.58%
Other	10.69%
Role clarity	9.47%
Setting boundaries	5.35%
Organisational support	3.29%

This data shows the emotional burden and personal involvement that MHFAs experience when providing support is the biggest struggle they face. It refers to the challenge of managing one's own emotions, such as feeling drained, upset or triggered by the stories and experiences shared by individuals seeking help.

MHFAs may find it difficult to detach themselves emotionally, leading to potential burnout or compassion fatigue.



There have been some significant challenges we've had to face as MHFAs like a colleague losing their relative to suicide and others dealing with serious health conditions.

These situations can be quite triggering. If someone approaches one of us and we don't feel we have the mental bandwidth for that specific scenario, we ask if they're okay speaking to someone else. We have a large, diverse MHFA team with different ages, specialties and personal issues, which has been essential for providing support.

Alison Campbell MHFA & Operational Partnerships Manager at Pure Retirement



THE DATA DEEP DIVE

What additional support do you think should be available in order for you to be effective in your role as a MHFA?

Training and development	45.52%
Support network	27.59%
Organisational support & communication	12.41%
More resources	5.52%
Support for personal wellbeing	4.14%
Other	2.76%
Additional MHFAs	2.07%

MHFAs expressed a desire for more sessions, refresher training and access to various training formats such as case studies, role-play exercises and structured learning opportunities.

They seek expertise in diverse mental health topics, including boundary setting, language usage and global resources. MHFAs also value understanding lived experiences to identify topic experts and receive support in areas where they may lack knowledge.



THE DATA DEEP DIVE

What topics or situations do you feel you need more training for?	
Crisis	13.59%
Bereavement	8.74%
Stress	8.74%
Understanding mental health - conditions, diagnoses, medications	8.74%
Abuse (mental, domestic)	6.80%
Other	5.83%
Addiction (alcoholism, substance abuse)	4.85%
Neurodiversity	4.85%
Boundaries	3.88%
Having conversations	3.88%
Self-harm	2.91%
Supporting parents/carers	2.91%
Children's mental health	2.91%
Protecting/looking after self as MHFA	2.91%
Safeguarding	2.91%
Disordered eating / eating disorders	1.94%
Financial wellbeing	1.94%
Trauma & PTSD	1.94%
Signposting	1.94%
Supporting LGBTQ+ communities	1.94%
Supporting colleagues remotely	0.97%
How to promote mental health in the workplace	0.97%
Anxiety	0.97%
Job loss	0.97%
Psychosis	0.97%
Understanding available resources	0.97%

Conclusion

In conclusion, the data presented in this report underscores the critical need for organisations to provide ongoing support and regular upskilling for their MHFA networks. The findings clearly demonstrate that MHFA programs are not achieving their full potential when they are limited to a 2-day training course and lack the necessary resources and support structures.

Organisations can ensure a successful and impactful MHFA program by:

Offering MHFAs access to specialised training, supervision and regular peer support check-ins.

This will not only empower the MHFAs to handle challenging situations effectively but also mitigate the risk of burnout and compassion fatigue.

Establishing formal systems to track MHFA conversations.

This data-driven approach will enable organisations to assess the impact of their MHFA programs, identify areas for improvement and demonstrate the return on investment (ROI).

3

Positioning the MHFA network as a key element of the organisation's overarching people strategy, including the wellbeing and diversity, equity, and inclusion (DEI) initiatives.

This holistic approach will ensure the MHFA program is aligned with the organisation's broader goals and receives the necessary support and resources.

The business risks...

The not-so-fun but <u>absolutely essential</u> part of the MHFA puzzle.

We've just shared a lot of information that you can't find anywhere else; which highlights there are underlying risks that organisations need to be aware of when implementing or relaunching a MHFA network.

This data can help us forge successful networks, however, ignoring it can lead to significant business risk.



Let's get straight into it:

Increased mental health risks

MHFAs are often exposed to high levels of emotional distress from their peers.

This constant exposure can lead to vicarious trauma or compassion fatigue, which can deteriorate their own mental health and wellbeing.

Reduced effectiveness

Burned-out MHFAs are less effective in their roles. They may become less empathetic and less able to provide the support their colleagues need.

This can lead to a decline in the overall mental health support within the organisation.

THE BUSINESS RISKS

High turnover rates

MHFAs may be more likely to leave their positions.

High turnover rates can lead to a loss of experienced and trained personnel, increasing the costs and time associated with training new staff.

Legal and ethical concerns

Organisations have a duty of care to all employees, including those in MHFA roles. Failure to support them adequately can lead to legal ramifications and ethical concerns, potentially damaging the organisation's reputation.

Negative impact on workplace culture

When those who are supposed to provide support are visibly struggling, it can undermine confidence in the initiative and the organisation's commitment to employee wellbeing.

Productivity loss

Burnout can lead to decreased productivity not only for the MHFAs but also for the employees they are unable to support effectively.

This can result in higher absenteeism, presenteeism and overall reduced productivity.



THE BUSINESS RISKS

Financial costs

Addressing burnout after it occurs can be costly. Organisations need to invest in additional mental health resources, provide more training or hire external consultants to rebuild the support structure.

The cost of doing nothing is higher than the cost of doing something.

Organisations can mitigate these risks by providing a comprehensive support system and overarching strategy, as discussed in this report. 66

Employers have a legal duty of care to their employees. Where employees are performing a MHFA role, this duty of care extends to their wellbeing whilst in that role. Failure to properly manage the exposure levels of MHFAs to distressing topics or conversations, or where inadequate support exists for those employees, could result in legal liability for the business.

It could result in claims for constructive dismissal, breach of contract or even discrimination, the latter carrying not only uncapped financial risk but also the risk of significant reputational damage. It is crucial to ensure that MHFAs are provided with their own wellbeing support with access to supervision on a regular basis for assistance.



Elissa Thursfield *Employment Law Specialist*

Summary

For those of you who aren't as excited by data, we've summarised all the key data points across our report into categorised sections below:

Investment in Mental Health First Aid

Organisations have invested significantly in MHFA programmes with the aim to create a group capable of identifying early signs of mental health issues, initiating conversations, and directing individuals to professional support.

Organisations were misled to believe that the course alone could address workplace mental health issues.

The real challenge lies in the implementation, ongoing support, and monitoring of MHFA networks, which are essential for creating a safe and effective system. Organisations that excel in these areas see substantial impact.

Effectiveness of MHFA networks

Only 19.61% of HR professionals believe their MHFA network is effective, and just 14.64% track mental health conversations.

Poor implementation, lack of support, and emotional overload are major contributing factors to this ineffectiveness.



Importance of tracking conversations

Tracking conversations correlates with effectiveness. HR professionals who track MHFA conversations report a 40% effectiveness rate in their networks. This underscores the necessity of formal tracking to gauge the network's impact.

Preventing mental healthrelated absences

A significant portion of MHFAs (37.63%) have prevented colleagues from taking mental health-related absences through their interventions highlighting the importance of conversation tracking in demonstrating the network's impact.

Struggles of MHFAs

A survey revealed that while 25.62% of HR professionals rely on EAPs for MHFA support, 83.42% of MHFAs feel they need additional support.

Many MHFAs experience burnout, with 54.26% feeling emotionally drained, yet only 26.53% of HR professionals view this as a significant risk.

Recruitment and training challenges

Many MHFAs are driven by personal experiences with mental health, which can make them more vulnerable to burnout. Additionally, 51.81% feel out of their depth in conversations, and 25.93% cite a lack of knowledge and confidence as limitations.

This calls for careful recruitment and comprehensive training to ensure MHFAs are well-prepared.

ROI and impact of MHFA networks

Organisations have seen improved mental health outcomes, reduced absenteeism, and enhanced employee wellbeing scores through proactive support and comprehensive MHFA programmes evidenced by the data captured in this report and case studies from BWB Consulting, Wates Group and Keyloop.

The big reset

The data shows MHFAs require more than a 2-day course to be effective. Regular training, a robust support network and formal tracking systems are essential.

Organisations must integrate MHFA programmes into their broader wellbeing and DEI strategies to ensure sustainability and effectiveness.



Our recommendations

Building a successful MHFA network starts with <u>smart recruitment</u>. It's important for organisations to clearly communicate the role and expectations, and to thoroughly vet candidates' operational and mental readiness. This applies to new networks as well as a relaunch of a network you've already trained; in this case, we recommend re-evaluating the individuals and seeing if they still fit the role profile.

Invest in specialised training, supervision and regular peer support check-ins to empower MHFAs to handle tough situations and avoid the risk of burnout and compassion fatigue. Use formal tracking systems, such as a <u>MHFA management platform</u>, to provide valuable insights into the programme's impact. These systems can identify trends, measure outcomes and guide improvements, helping to meet wellbeing goals and demonstrate the return on investment.

We recommend positioning the MHFA network as a **key part of the organisation's overall people strategy**, including wellbeing and DEI initiatives, to ensure it aligns with broader goals.

By focusing on these areas, organisations can boost engagement and impact of their MHFA networks, better support employees and create a healthier workplace.

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