



Services for Employers

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Figure 1. Key components of an effective Occupational Mental Health framework

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Grespi provides a range of occupational mental health services for organisations and their employees. These are both remedial (typically clinically-based) and pre-emptive (typically screening and individual optimisation) services.

Grespi also provides consultancy services to organisations to enable them to adopt a comprehensive framework for occupational mental health. This framework is expressed in two core documents: the Mental Health & Well-being Plan and the Occupational Mental Health & Well-being Policy. Grespi's overall approach to Mental Health and Well-being is represented graphically in Figure 1.

Grespi is medically-led. Key figures are the Medical Director and the Deputy Medical Director, who are both senior consultant psychiatrists. The medical directors have an overarching duty to ensure that all services delivered by Grespi meet the requirements prescribed by the General Medical Council, which are the 'gold standard' for health-related interventions. By relying on services provided by Grespi, employers are able to demonstrate that they have fulfilled their duty of care for their employees' occupational mental health in accordance with best practice.

Grespi's fees are set out in our latest **Service levels and fees** sheet.

Diagnostic services

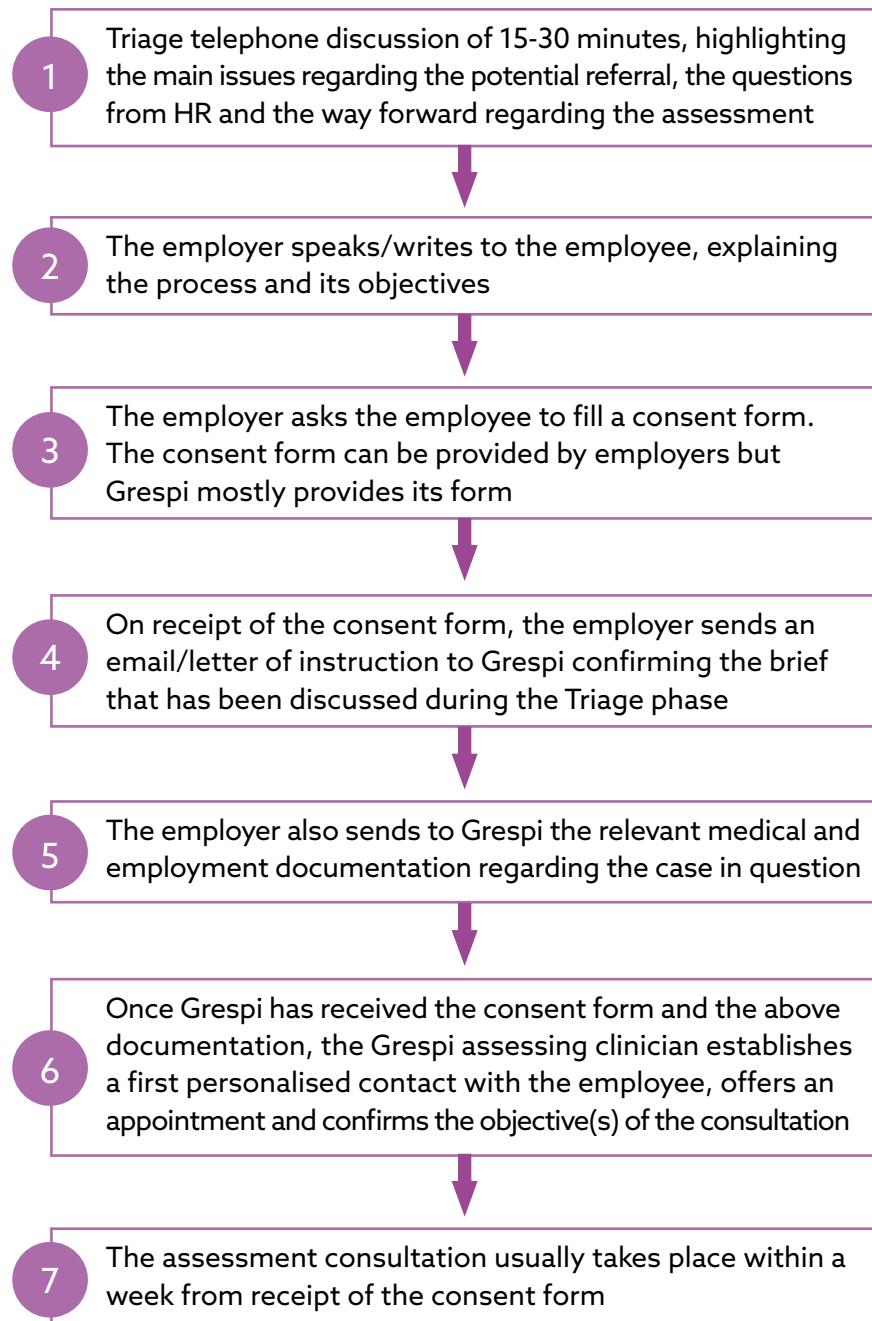
Few problems can be resolved if they are inaccurately understood. Grespi therefore places the highest priority on the triage, assessment and diagnosis of presenting problems. The triage and assessment process takes place at the outset of any assignment and is carried out by one of our senior consultants. It always starts with a telephone consultation with HR, which may be followed as appropriate by a face to face assessment and a report that includes a diagnostic formulation of the problem(s) and recommendations as to any action required.

Triage

Grespi recognises that HR needs the confidence to act on concerns appropriately and quickly. Grespi provides an initial telephone consultation service for HR and relevant managers so that they can raise their concerns with a senior Grespi consultant and discuss what steps, if any, should be taken, including who is best placed in the organisation to discuss the process with the employee concerned and the approach that should be adopted when doing so. Grespi guarantees that a consultant, when not immediately available, will call back within three hours of the first HR contact.

Grespi conducts this initial discussion free of charge. Typically these calls are not expected to last more than 20 minutes, but they can run longer if necessary. If it is determined that an employee should be referred for an assessment consultation, Grespi will offer a first appointment with a mental health specialist within seven working days.

The pathway operates as follows:



Occupational mental health assessment

Employers often find themselves facing the question of whether employees are fit to work in relation to their psychological difficulties. In particular:

- Whether a GP's sick note for 'stress' is sufficient to determine how mentally unwell and unfit for work an employee is
- If, when and how an employee may become fit again to return to work
- If, when and how a return to work process could take place
- Who in the organisation should take the lead in facilitating a return to work process
- Whether the employee is psychologically fit to attend employment-related meetings
- How to address a request for reasonable adjustments in the workplace on mental health grounds
- How to support an employee who has been through difficult life experiences, such as the death of a child/spouse or their involvement in a serious accident
- How to manage an employee with difficult personality traits
- Whether an under-performing employee has the capacity to benefit from a performance improvement programme
- Whether a performance improvement or disciplinary process may risk descending into an employee signing off sick with 'stress' and/or bringing a claim
- How to address a claim of disability on mental health grounds

However experienced and well-trained, HR professionals and managers at times struggle to address such questions, while at the same time being aware that effective and legally watertight strategy and responses often depend on appropriate answers on these matters.

Grespi offers specialist occupational mental health assessments that provide a clinically and medico-legally sound picture of the situation, clarify the likely nature, sources and dynamics of the presenting problems, and make well thought-out and commercially appropriate recommendations as to how to address them.

The occupational mental health assessment comprises a detailed face-to-face consultation by a Grespi consultant psychiatrist. This normally takes place within five working days and lasts between 90 minutes and two hours. The assessment consultation is conducted off-site at one of Grespi's consulting rooms, selected for the employee and consultant's mutual convenience.

The assessment consultation is followed by a report, which is completed within a week following the assessment consultation. However, when clinical documentation is required from third parties (for example, the employee's treating clinician and/or GP), a delay may occur, as at times third party clinicians take a while to send their documentation.

Once the report is completed, it is sent to the employee for factual accuracy check. When the employee consents to the release of the report to the employer, we send the final version of the report at the same time to the employee and the employer.

Following receipt of the report by the employer, it is normal practice for Grespi consultants to have a telephone conversation with the employer to clarify the content of the report and provide further advice as required.

Which type of report?

Our initial consultation can lead to one of three types of report:

Occupational Mental Health Report (25-30 pages)

For significant clinical complexity; or differing views on diagnosis; or tortuous employment-related dynamics; and/or a high potential for litigation.

General Psychiatric Report (5-7 pages)

For addressing more general questions, for example regarding diagnosis, prognosis, fitness to work/to attend employment-related meetings, reasonable adjustments, and treatment recommendations. Not appropriate for cases that raise the type of medico-legal concerns mentioned in occupational mental health report.

Brief Psychiatric Report (1-2 pages)

Suitable when an employer would like to provide the employee with the opportunity to discuss with a psychiatric specialist diagnosis, prognosis and recommendations for medical and psychological treatment. Not appropriate when there are serious concerns about the employee's fitness for work, return to work process, reasonable adjustments and other factors listed under the other two types of report.

Following a face-to-face consultation with the employee we let the employer know about our recommendation regarding the type of report and ask them to confirm their funding authorisation.

In the small minority of cases requiring significantly more work than usual for the psychiatric assessment and either type of report, the additional charge is priced at an hourly rate.

Telephone consultation on complex situations

Grespi offers to HR and relevant managers a telephone or Skype consultation service for complex work-related situations. These typically involve discussions between a Grespi consultant and senior HR and/or departmental directors on the management of individuals, or groups of employees, or dysfunctional organisational issues. These consultations are normally pre-booked. Grespi guarantees that consultations of 60 to 90 minutes will be available within 48 hours.

Treatment

Employees may require general psychiatric or psychological assessments to gain a clearer understanding of their mental health difficulties and **advice on treatment recommendations**. Employees may wish to contact Grespi directly or with the assistance of their manager or HR.

Identifying the correct treatment

As a first step, the employee concerned will briefly discuss on the telephone the nature of their difficulties with Grespi's Clinical Coordinator, who will respond to the first telephone or email contact within three hours during working days between 08:00 and 18:00. If required, the Clinical Coordinator will then arrange a face-to-face assessment consultation with the appropriate Grespi clinical specialist. The consultation will be offered no later than three working days from first contact. The assessment consultation will last 90 minutes to two hours and will be followed by a brief report that will include recommendations on remedial steps.

A GP referral is not necessary, although in keeping with General Medical Council (GMC) guidelines it is advisable that the Grespi clinicians should inform the employee's GP about their clinical findings, with the employee's written consent. When appropriate - and with the written consent of the employee concerned - a brief feedback can be provided to the employer, which will include recommendations that are specifically related to the diagnosed condition and its workplace implications.

Grespi's approach is needs-led and objective-driven. It aims at identifying and providing the appropriate remedy to presenting problems from a wide range of in-house services – specialist psychiatric and psychological treatment, to role consultation and coaching.

Grespi does not offer a 24-hour Employee Assistance Programme (EAP) helpline for employees, as it believes that this approach can create the illusion of immediate access to mental health specialists when in fact EAPs are almost exclusively staffed by basic grade counsellors. Furthermore, in case of real emergencies a 24-hour helpline approach staffed by practitioners who are not trained to diagnose and deal with mental health emergencies can delay the process of seeking essential, urgent help from A&E.

Psychiatry

In cases where an initial mental health consultation with one of our consultant psychiatrists has identified a mental health condition, we provide psychiatric treatment in the form of pharmacological and psychological input. In complex cases, we provide follow-up consultations to monitor treatment and progress.

Clinical psychology

An initial consultation may identify the need for clinical psychology. Clinical psychologists use a psychological formulation (or way of understanding difficulties) to address symptoms and suffering or promote personal development. They may use a range of psychotherapeutic techniques and support in order to help the individual put themselves on firmer psychological footing and work towards achieving personal goals. Where there is a specific need, they may also carry out psychometric testing. Grespi psychologists are accredited with the Health and Care Professions Council (HCPC) and are skilled in working in tandem with our psychiatrists.

Occupational therapy in mental health

An initial consultation may lead to a recommendation for occupational therapy. Occupational therapists (OTs) in mental health help individuals to optimise their engagement in meaningful and productive roles. The individual is helped to identify their goals, translate these into realistic objectives and to stay on task in working towards these objectives within an agreed timeframe. Such help is particularly important for those individuals who may need to make a significant recalibration in their lives or reintegrate in work following a period of illness. Grespi OTs are registered with the Health and Care Professions Council (HCPC) and are skilled in working in tandem with our psychiatrists.

Psychotherapy

An initial consultation may identify a need for psychotherapy. This is an introspective type of talking treatment, which is mindful of the individual's strengths and which seeks to link the individual's difficulties in the present situation with their origins in childhood. By using the treatment relationship with the psychotherapist to understand and resolve these difficulties, the individual can move from a somewhat stuck psychological position into a freer one, and apply their strengths to more adaptive ways of dealing with problems and relationships. Grespi's psychotherapists are recognised by the main umbrella organisations for psychotherapy in the UK (The BPC, the UKCP and BACP) and are skilled in working in tandem with our psychiatrists.

Cognitive behavioural therapy (CBT)

An initial consultation may identify a need for CBT. This is a type of talking treatment that helps the individual identify their typical ways of thinking and behaving, and link this with their feelings and symptoms. By strengthening helpful cognitive and behavioural strategies, while challenging unhelpful ones, the individual and their therapist work towards goals by setting exercises which the individual then carries out in a supported way. Grespi's CBT therapists are recognised by the BABCP, the main accreditation body for CBT in the UK, and are skilled in working in tandem with our psychiatrists.

Counselling

An initial occupational mental health consultation may lead to a course of counselling. Counselling aims at helping individuals to broaden their awareness of their psychological difficulties, and how these affect their everyday life. It is however important to differentiate counselling from psychotherapy, in that psychotherapy aims at fostering significant psychological changes and help individuals settle on a healthier and permanent mental health plateau. It should also be noted that Employee Assistance Programmes (EAPs) typically offer 'generic counselling' as an opportunity to 'talk things through'. In contrast, counsellors with NHS experience and additional training in occupational mental health are better placed to provide effective help to employees experiencing psychological difficulties also in relation to their employment role and duties. All Grespi counsellors have accumulated years of NHS experience and obtained additional training in occupational mental health. They hold registrations with the professional bodies for counselling and psychotherapy in the UK, such as the BACP, the BPC and the UKCP. Grespi counsellors are skilled in working in parallel with our psychiatrists and other mental health clinicians.

Grespi's clinical practitioners are approved by all major private healthcare insurers. Therefore, clinical assessments and treatments may be funded by the employee's private healthcare insurer, such as BUPA, AxaPPP, CIGNA, etc. The level of funding cover is specified in the Terms and Conditions of the relevant private healthcare policy.

Screening and individual optimisation

An effective business demands a good fit between individual employees and their roles. When those individual employees can thrive in their roles, the business thrives. Grespi helps employers consider the psychological factors relevant to appointing personnel to key roles, and provides specialist coaching and support to individuals wanting to excel. Our advice is clinically informed and individually tailored, rather than relying on psychometric tests.

Role screening

The recruitment process presents employers, and in particular HR, with a number of challenges, including:

- Spotting hidden psychological problems when reading application forms or CVs, or meeting with applicants face-to-face;
- Ensuring that lateral hires, particularly to senior or executive positions, are mentally able to cope with high levels of responsibility and pressure; and
- Identifying candidates with adequate people-management and leadership skills for core roles in the organisation.

Grespi provides recruitment screening assistance:

- Training workshops for recruiters/HR on the screening of psychological health variables in –
 - written applications
 - face-to-face interviews

- Consultation service on the recruitment and/or promotion of specific individuals or positions at higher mental health risk

Grespi's fees are set out in our latest **Service levels and fees** sheet.

Assignment to new or challenging locations

Being a global business may pose particular challenges to your employees. Some may have to operate in environments and geographical locations that could affect their well-being and mental health – whether it is a permanent relocation or a fixed-term assignment overseas.

Grespi offers pre-assignment psychological health screening assessments for employees to endorse their suitability for the proposed role. Screening assessments are delivered by Grespi's consultants at various locations in London or via Skype. Screening consultations take approximately 60 to 90 minutes and can be provided to the employee or their family. The Grespi consultant will provide a report with the written consent of the employee concerned (and his/her family), who will also receive a copy of the report.

Grespi also provides pre-assignment seminars on mental health and well-being for employees (and their families), focusing on how to address the challenge of living in foreign environments.

During the assignment overseas, Grespi provides remote specialist mental health assistance via Skype to employees (and their families). Grespi's capability for providing international support is underscored by its selection as an approved partner of International SOS, a medical organisation providing worldwide medical services to 80 per cent of FTSE 100 companies.

Grespi also offers follow-up in-location screening consultations via Skype, typically on an annual or bi-annual basis, which include a brief mental health report for employers with the written consent of employees.

Mental health MOT for employees

We offer a 90-minute consultation followed by a personalised report on an employee's strengths and areas for development. The report is based on a tailored understanding of who they are, their psychological makeup and their strengths and vulnerabilities. This can help place them onto a firmer psychological footing by identifying areas to tend to in their emotional life.

Executive coaching

Some employees need independent support to help them identify and/or tackle weaknesses that are holding them back at work, be they confidence issues, poor interpersonal skills or managing their time, tasks or emotions. They see others doing well but can accelerate their own development with the help of a coach. Grespi's executive coaches have the depth of psychological insight allied to commercial acumen which they acquired over many years of coaching training and business experience, to maximise the professional, interpersonal and leadership potential of their clients.

HR Support

HR professionals dealing with heated or complex mental health-related situations have to be able to think clearly. This involves staying on top of business, legal and clinical situations and at times conflicting agendas. Grespi provides tailored support to help you hone your skills and remain in the driving seat when managing mental health-related issues at work.

Case-based consultation

HR professionals are at the frontline of some challenging personal situations, and it is therefore important that they can access help that is specifically designed to support them in their role.

Grespi offers a consultant-facilitated case discussion service for HR professionals which enables them to receive support and share insights with each other. The service is typically provided in a 60 to 90-minute Balint group format, held on site. Balint Groups are conducted by consultants specifically trained in this well-established approach, which aims at helping group members to work more effectively in their professional roles.

Telephone consultation service

Grespi offers to HR and relevant managers a telephone or Skype consultation service for complex work-related situations. These typically involve discussions between a Grespi consultant and

senior HR and/or departmental directors on the management of individuals, or groups of employees, or dysfunctional organisational issues. These consultations are normally pre-booked. Grespi guarantees that consultations of 60 to 90 minutes will be available within 48 hours.

Organisational support

In order to function effectively regarding the business objectives, promote good mental health at work and handle mental health-related situations, companies require a robust framework and management of any dysfunctional dynamics.

Organisational and management consultancy

At times dysfunctional dynamics arise from organisational restructuring and change; organisational culture; the interplay of different personalities in particular roles; or the impact on the organisation of external circumstances. In these and similar scenarios Grespi's organisational consultants have the professional experience, qualification and training to identify the nature of the impasse and recommend how to resolve it. This process typically involves one or more detailed consultations with key people lasting 60 to 90 minutes. It's followed by a detailed report that includes the description of core dynamics, perpetuating factors, problem(s) formulation, remedial options and process, and framework for review.

Mental Health Plan and Policy – set-up and MOT

A framework is essential for ensuring that mental health-related initiatives, processes and interventions work effectively. Such a framework consists of a Mental Health & Well-being Plan and a Mental Health & Well-being Policy.

The Plan is a strategic document which identifies priorities and appropriate actions to ensure good mental health is promoted and that mental ill-health is addressed. Its strategy is coherent, consists of clear objectives with identified steps for its implementation and review, and is owned by the organisation's key managers.

The Policy is a document which sets out how the Plan translates into operational delivery. It should stipulate which of the organisation's other procedures and policies are linked to or affected by the Plan. These might include health and safety, recruitment, disciplinary, anti-bullying and harassment policies.

The Plan and Policy are dynamic documents forming the foundation of the employers' approach to mental health.

Following the initial process of establishing the framework, the Plan and Policy need to be reviewed periodically. This ensures that they remain in tune with the business organisation's needs and responsive to changes in national policy, cultural shifts and regulatory requirements.

Grespi provides assistance with an MOT at each stage and we work with our employment law partners to deliver a sound medico-legal approach.

Training and education

The cornerstones of our training offer for employers are the Mental Health Responder Plus and Mental Health Responder packages which enable organisations to put a coherent framework in place for managing mental health in the workplace. Grespi also provides bespoke training on a range of topics to support organisations in promoting mental health at work and dealing effectively with identified problems.

Mental Health Responder Plus (MHR+)

MHR+ is a training course for HR professionals and senior managers focussing on the effective management of mental health-related situations at work. It prepares delegates to:

- communicate effectively with employees experiencing psychological difficulties and mental health conditions;
- develop skills in applying a systematic and consistent approach to managing mental health-related situations;
- observe, collect information and make initial formulations;
- deal appropriately with psychological aspects of performance management;
- provide guidance on the initial response to mental health emergencies;

- remain in the driving seat on legal implications;
- become a reference point for mental health awareness in the workplace; and
- provide up-to-date information on how to access mental health help in the private, public and voluntary sectors.

A core feature of the training is to set out a framework for a proactive approach to mental health in the workplace. We clarify the framework's components in detail - what they consist of and how they should work together cohesively. Our training is provided in partnership with employment lawyers, offering a unique clinical-legal approach.

Mental Health Responder (MHR)

We train selected members of staff, to become MHR, who are able to:

- identify signs and symptoms of distress in colleagues
- become trusted first points of reference for psychological health in the workforce
- provide up-to-date information on how to access psychological help
- support colleagues-in-need to find the appropriate help

Grespi's MHR training is an integrated feature of its full range of medically-led, specialist mental health services. Trained MHRs have direct free access to expert advice via Grespi's helpline, to back up their work. This is in contrast to stand-alone mental health awareness training programmes, including Mental Health First Aid courses that equip individuals with a basic understanding of mental health conditions but do not provide a support system for participants to use that information safely thereafter.

Bespoke mental health training packages

Grespi provides training to managers and employees on a range of topics. Courses are tailored to meet the specific priority needs of the organisation. Formats can be lecture-based, case study-based and experiential discussions - delivered as required to small groups (typically eight to ten members) or large groups.

Identified needs may include:

- Healthy lifestyle.
- Managing psychological difficulties outside work - such as bringing up children, supporting unwell family members or ageing parents, coping with bereavement.
- Managing difficulties at work - such as concerns about quality or quantity of work; calibrating self-criticism and criticism of others; anxieties about relationships with colleagues; 'impostor syndrome'; motivating/managing difficult groups or individuals; handling difficult conversations; providing meaningful appraisals; managing effectively relationships with clients; making complex career choices; strengthening leadership skills, etc.
- Skilling-up HR, managers and key employees to provide a higher level of emotional intelligence and knowledge, as well as awareness of well-being and mental health-related factors in the workplace and outside work.
- Overseas pre-assignment training for employees and their families.
- Facing culturally new or challenging environments.
- Dealing with traumatic events.

Key people

Dr Lorenzo Grespi FRCPsych

Dr Grespi is a consultant psychiatrist and the Medical Director of Grespi.

Dr Grespi is a General Medical Council (GMC) registered specialist in general psychiatry, psychotherapy and child & adolescent psychiatry.

In addition to working in the private sector, until recently Dr Grespi worked as an NHS consultant psychiatrist in psychotherapy in Westminster and was Deputy Head for Psychotherapy in a Central London NHS Trust.

Dr Grespi has specialist expertise in working with employers and insurers in the clinical and organisational management of mental health problems in the workplace. He is an insurance psychiatric assessor.

Dr Grespi has published several papers and lectures in the UK and abroad on the management of mental health problems in specialist NHS units, corporate organisations, the armed forces and multilingual and multi-ethnic groups.

Dr Grespi speaks English and Italian.

His email address is l.grespi@grespi.com

Dr William Badenhorst FRCPsych

Dr Badenhorst is a consultant psychiatrist, psychoanalyst and Deputy Medical Director of Grespi.

Dr Badenhorst is a General Medical Council (GMC) registered specialist in general psychiatry and psychotherapy and a member of the British Psychoanalytical Society.

Alongside his work in the private sector, Dr Badenhorst holds an NHS consultant psychiatrist post where he is Clinical Lead for Psychotherapy in Westminster.

Dr Badenhorst has several years' experience of clinical leadership in NHS clinical services and senior management teams. His expertise includes clinical governance and the promotion of high-quality care and the clinical needs of people with disabilities and ethnic minorities. He is an insurance psychiatric assessor and has acted as psychiatric expert for Employment Tribunals.

Dr Badenhorst also has a special interest in mental healthcare education and is a Fellow of the Higher Education Academy.

Dr Badenhorst speaks English and Afrikaans.

His email address is w.badenhorst@grespi.com

Ms Jan McKenzie

Ms McKenzie is the Clinical Coordinator of Grespi.

Ms McKenzie is a qualified psychotherapist, registered with the British Association for Counselling & Psychotherapy and the British Psychoanalytic Council. She has significant experience in the provision of mental health services in the public and voluntary sectors with special interests in triaging, counselling and psychotherapy.

Ms McKenzie has an established private practice treating patients for a wide range of mental health issues including depression, anxiety, trauma and loss including bereavement.

Her special interest in private practice is the treatment of patients with cross cultural concerns, in particular people from the BAME community who identify as LGBTQ+. Ms McKenzie also has considerable experience as a trainer, in particular training mental health service users in the third sector to support their fellow service users as part of their recovery programmes.

Ms McKenzie's email address is j.mckenzie@grespi.com

Mr Mark Eaton

Mr Eaton is a director of Grespi and its Head of Business Development. He is responsible for managing relationships with Grespi's key clients.

Mr Eaton has over 25 years' experience of managing multi-disciplinary publishing and business development teams across a range of business sectors, with a particular focus on professional services.

A key factor in the success of his commercial operations has been the ability to combine a strategic approach to developing markets and business opportunities with a commitment to coaching and developing individuals within his teams in order to unlock their potential.


Mr Eaton's email address is m.eaton@grespi.com

Grespi is a specialist provider of a comprehensive range of mental health services including occupational mental health, organisational consultancy and return to work services. Our medically-led clinical team works in partnership with employers, insurers and employment lawyers.

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