

Information Guide on Mental Health & Well-being in the Workplace

Seirbhís Chúnaimh
d'Fhostaithe na Státseirbhíse



Civil Service Employee
Assistance Service

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“Promoting Mental Health, Building a Resilient Workforce”

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This information guide has been prepared by representatives from the:

- Civil Service Employee Assistance Service
- Civil Service HR¹ Policy Unit
- Office of the Chief Medical Officer
- Disability Liaison Officers' Network
- Personnel Officers' Network

The information contained herein is intended as a guide only.

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¹ HR means Human Resources

Section 1 Introduction

The term 'mental health' describes a type of emotional resilience which enables us to enjoy life and cope with the challenges that life brings. A lot of factors can influence and impact on our mental health and well-being. Examples of these factors can include bereavement, financial difficulties, physical ill health and any major life change. This list is not exhaustive. Individual responses to these factors vary. Our response can determine our self-esteem, self-confidence and sense of self-worth and dictate how we interact with our family, work colleagues, others in our wider circle and the world around us generally. We should look after our mental health in the same way as our physical health. This means investing sufficient time and effort in maintaining it on an on-going basis.

The focus of this document is on the workplace benefits of maintaining positive mental health.

The aim of this information guide is to:

- Promote positive mental health and well-being in the workplace
- Increase awareness and understanding of the different types of mental health issues that can arise and the degrees to which they can affect people
- Provide assistance and advice to line managers, HR personnel and work colleagues in understanding and actively supporting those in the workplace with a mental health issue
- Be a source of information, guidance and practical help
- Act as a useful resource and a means of signposting to other relevant services

The Civil Service recognises its staff² as a valued resource

² Reference within this document to staff/staff member(s) and employee(s) mean(s) civil servant(s)

Who is this information guide for?

- All civil servants: everyone needs to work together to facilitate openness on mental health issues and contribute to fostering an ethos of positive mental health
- Individual staff members who experience mental health issues
- Line managers and HR personnel as they have a particularly important function in managing staff, underperformance and absenteeism due to sick leave
- Colleagues who may work closely with individuals who experience mental health issues and may form a very important source of support

Benefits to the individual may include:

- A sense of being understood, supported and valued in the workplace
- Improved performance and increased productivity
- A more satisfying experience in the workplace
- Reduced sick leave

Benefits to the organisation may include:

- An increased awareness of mental health issues
- The breaking down of potential fear, barriers and stigma
- Promoting and contributing to a positive working environment by encouraging a culture of understanding, respect and dignity
- Assistance and guidance for line managers in addressing mental health issues competently
- Ease of disclosure for employees by creating opportunities for open discussion around mental health issues
- Facilitating early intervention where mental health issues are impacting on an employee in the workplace
- The workplace will reap the benefit of making an investment in the key resource available to the organisation, that is, its employees

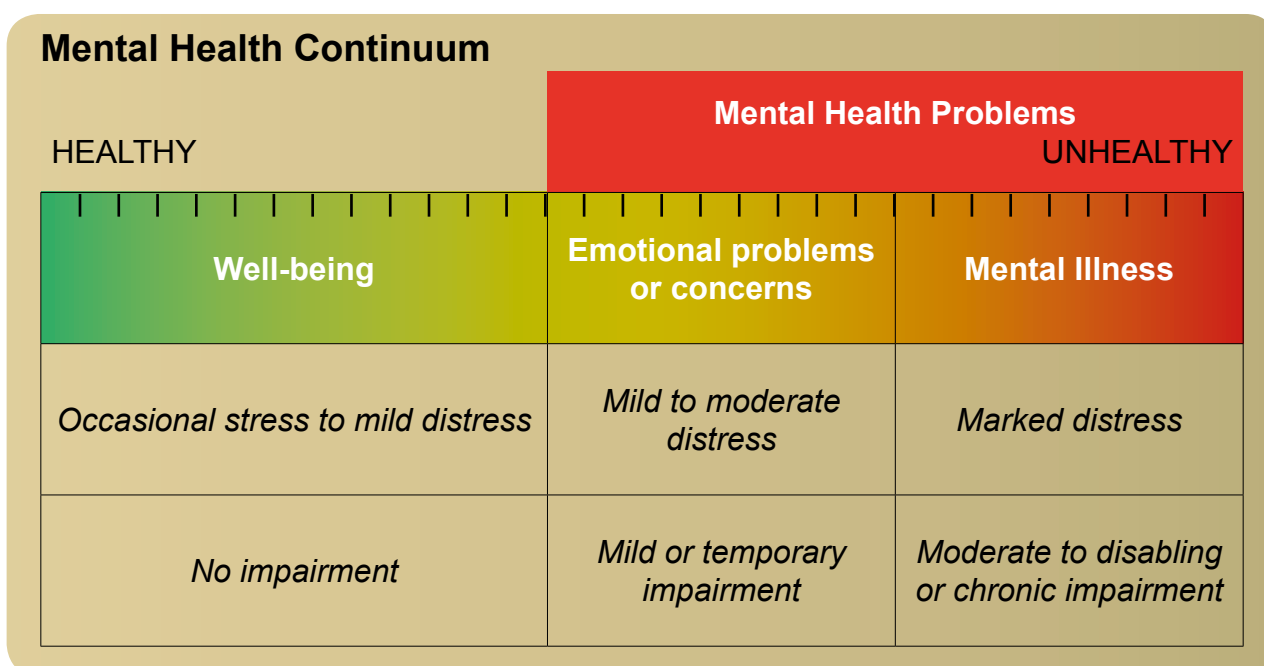
Section 2 Promotion of Mental Health & Well-being in the Workplace

Good mental health and well-being is something we all strive for. It allows us to live a balanced life, enjoy meaningful relationships, pursue interests and hobbies, engage with society and work in a constructive manner. It is our responsibility to mind our mental health in the same way as we do our physical health.

Just as happens with our physical health, our mental health can fluctuate depending on what is going on in our lives at any particular time. It is important to note that mental health issues are a common occurrence. Everyone is susceptible to experiencing a mental health problem of some description or to some degree at times in their lives. It is impossible to predict who will experience a mental health issue to the extent that it has a significant, adverse impact on their lives including the impact on their ability to be effective and efficient at work³.

Mental Health - Mental Illness Continuum

Your individual circumstances will determine where your mental health is located along the mental health - mental illness continuum at any given time. We all need to be vigilant in minding our mental health. Recognising the potential signs and symptoms of mental ill health in ourselves will help us to lead a healthy and fulfilled life⁴.



Source: npinternal.org

In the workplace, good mental health is promoted through the use of positive measures that foster and encourage a healthy working environment. Such measures are conducive to mental health and well-being. A supportive working environment reaps rewards at both an individual and organisational level. The diagram overleaf demonstrates the resources at the disposal of the Civil Service to create such an environment.

³ The 2011 'Review of Sick Leave Referrals' report produced by the Office of the Chief Medical Officer in the Civil Service, states that 30.2% of all referrals to his office for the period 2008-2010 related to mental health issues

⁴ See **Appendix 1- Possible Signs & Symptoms of Mental Ill Health**

Civil Service Organisational Resources contributing to the creation of a Healthy Working Environment



Organisational Resources

1. HR Policies

The Civil Service has many comprehensive policies which cover a wide variety of topics. Among them, and of particular note here, are policies relating to:

- A positive working environment
- Alcohol and drug misuse
- Management of sick leave
- Management of underperformance
- Diversity and equality
- Work-life balance arrangements

Details of all of the above can be found at <http://hr.per.gov.ie/>

2. Workplace Supports

a. Civil Service Employee Assistance Service (CSEAS)

The CSEAS, under central management in the Department of Public Expenditure and Reform, is an important shared service element of the Human Resource (HR) structure in the Civil Service. It plays a key part in an ethos of promoting employee wellness and organisational effectiveness. Provision of a service of this nature arises from a recognition that staff are a valued resource, whose continued well-being contributes to the overall efficiency and effectiveness of the Civil Service. The CSEAS provides a wide range of free and confidential⁵ supports to staff and management designed to assist employees to manage work and life difficulties, which, if left unattended, could adversely affect work performance and/or attendance and quality of life. Employee Assistance Officers (EAOs) operate on a regional basis. For further information and contact details for the CSEAS please see www.cseas.per.gov.ie

b. Office of the Chief Medical Officer (CMO)

It is the mission of the CMO's Office to deliver an efficient and cost effective occupational health service as well as policy advice on occupational health matters to the Civil Service. The involvement of the CMO's Office in workplace mental health issues is twofold. Firstly, where an individual is absent from work on certified sick leave with a mental health issue, the individual is automatically referred to the CMO's Office after a four week absence to facilitate his/her workplace rehabilitation. Secondly, where an individual is at work and there are concerns about a workplace mental health issue, he/she may be referred to the CMO by his/her HR Division for occupational medical advice.

⁵ See CSEAS website www.cseas.per.gov.ie for details of confidentiality and exceptions to this

c. HR Divisions

HR Divisions have a vital role to play in supporting employees with a mental health problem – whether they are in work, off work or returning to work. They support employees and managers by implementing robust HR policies and providing advice and guidance on a range of workplace issues and procedures. HR Divisions can facilitate communications between employees and line managers but they may also intervene where necessary to support employees and colleagues.

d. HR Health Promotion/Health Screening Initiatives

These programmes vary across Departments/Offices.

e. Line Managers

Line managers play an important role in promoting and fostering positive attitudes to mental health and well-being in the workplace. They have a core function in areas such as leading their team, managing underperformance and attendance, staff development, coaching and mentoring, on-the-job training and addressing interpersonal issues. Where an issue arises in relation to mental health, the line manager has a responsibility to address and manage this both for the sake of the individual concerned and for staff colleagues. For further information see **Section 4** on Information for Line Managers.

f. Disability Liaison Officers

The role of the Disability Liaison Officer (DLO) is as follows:

- To act as the point of contact for staff with disabilities, their managers and HR Divisions
- To assist and support staff with disabilities and their line managers by the provision of necessary information, appropriate contacts, guidance, suggestions and advice
- To assist in the implementation of best HR practice in line with equality legislation
- To facilitate increased awareness of disability throughout the organisation

The DLO can support both managers and employees to ensure that reasonable accommodations, where possible, are made available where required.

g. Public Service Friendly Society

The Public Service Friendly Society (PSFS) is a non-profit organisation which operates within the Civil Service. Using the contributions made by members, it adopts an altruistic approach by providing financial advice and assistance to members and their dependants in times of need. For further information see www.psfs.ie

3. Learning & Development

Learning and development opportunities sometimes arise and are available through Departments/Offices. Such opportunities can take the form of on-the-job training, coaching and mentoring, formal training and workshops, and lunch and learn sessions, etc. Engaging with these activities may assist in furthering self-development and competence.

4. Effective Communication

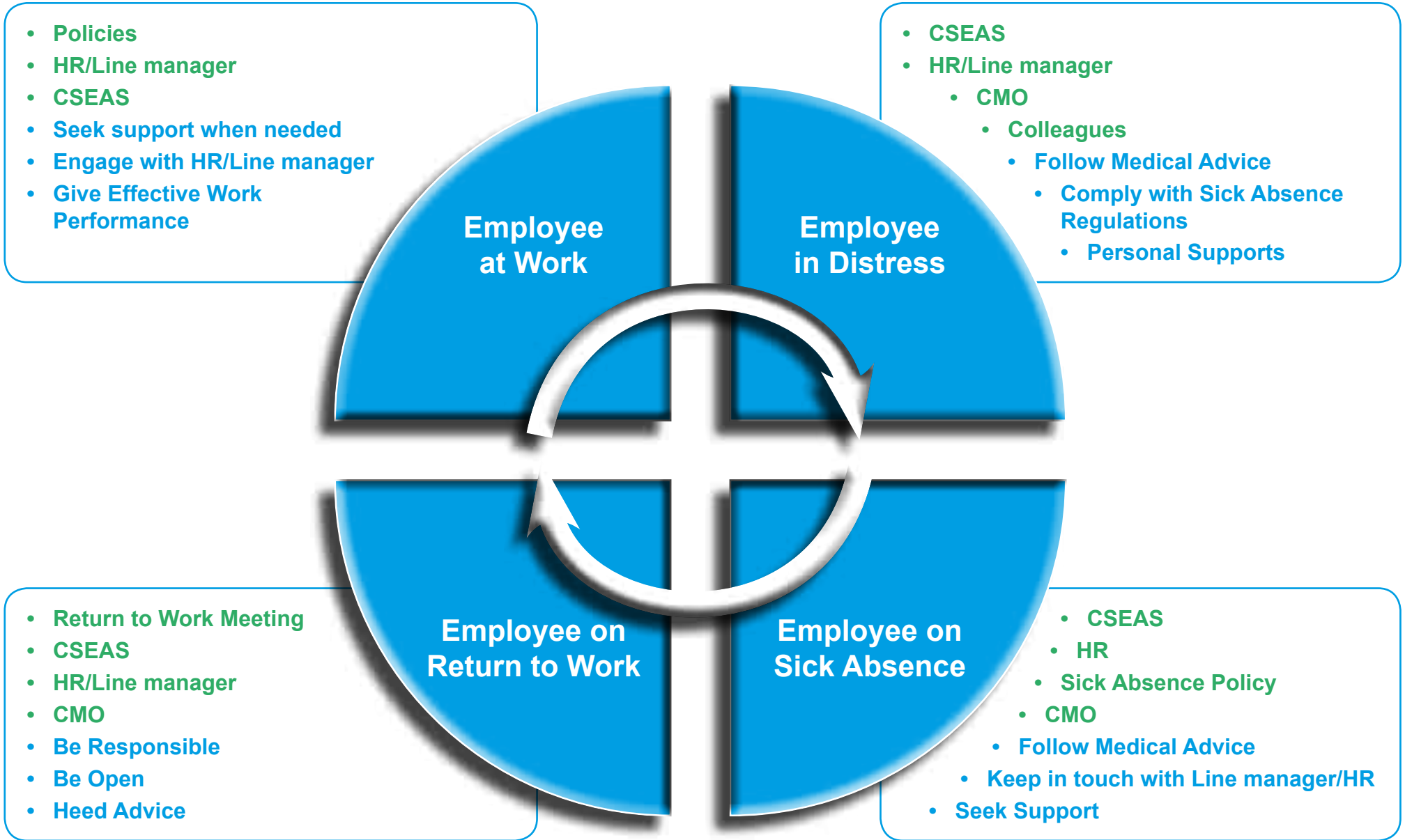
Open communication within the workplace encourages an environment for discussion of all issues including mental health issues. Supportive dialogue around these topics encourages staff to disclose issues in a timely fashion so that early intervention is possible.

5. Employee Representation

Employee representation is provided across different fora including partnership committees and trade unions. All civil servants have the option to join a trade union which can provide staff with information, advice and if required, personal representation in times of difficulty.

Interaction between the Organisation and the Employee

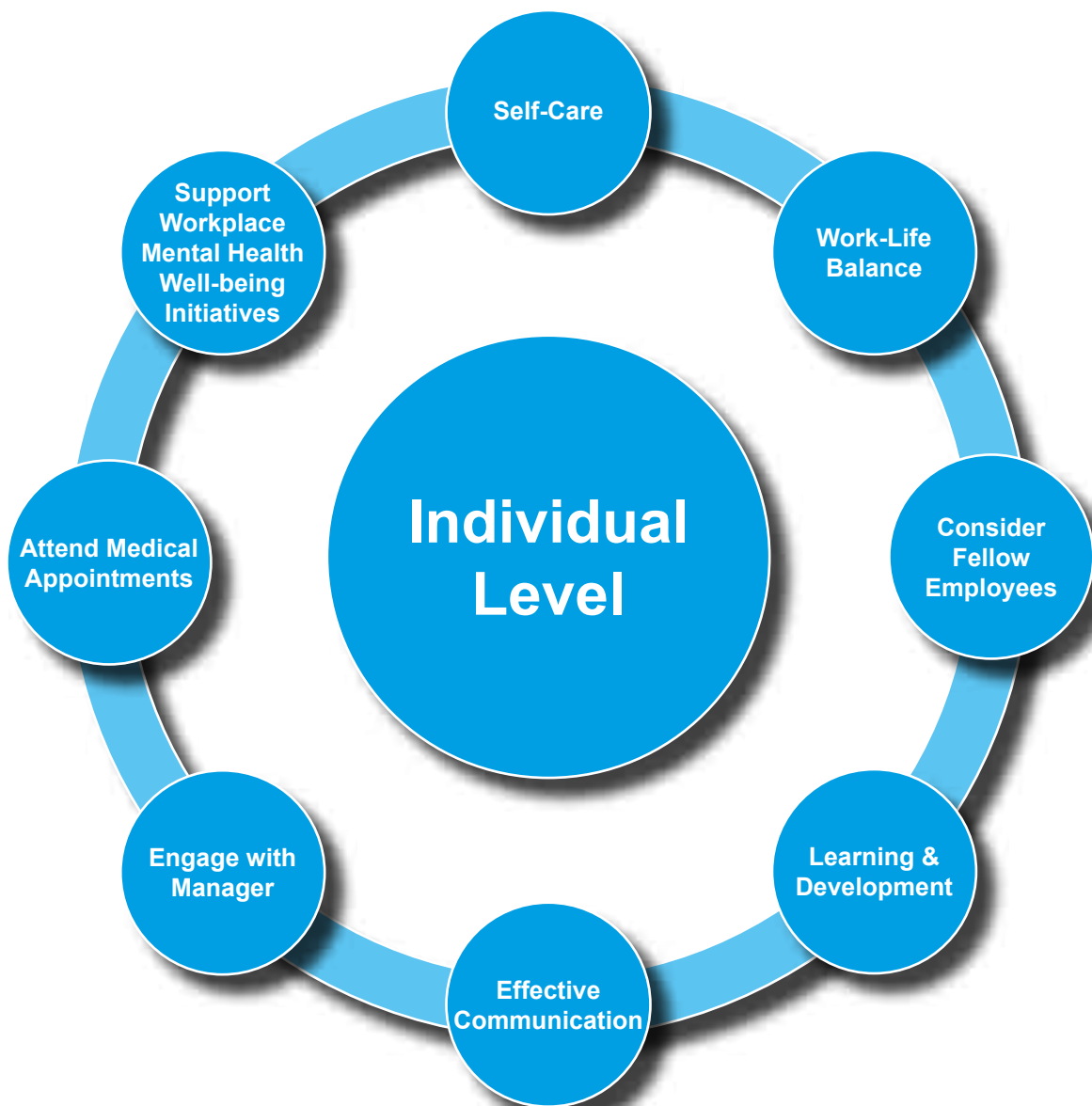
The most valuable asset in the workplace is its workforce. Without its workforce, the organisation could not function. What follows is a diagram to show the interaction between the individual and the organisation. This demonstrates the interconnection between organisational resources and responsibilities and the responsibility of the individual employee in the creation and maintenance of a healthy working environment.



Section 3 Individual Responsibility for Mental Health

Individual employees play a key role in caring for their own mental health and have a responsibility to contribute to a positive ethos of mental health in the workplace.

Individual Responsibilities and Resources



In addition to the actions taken by the organisation to protect employee mental health, employees need to take responsibility for their own mental health.

Look after your mental health

- recognise that you have a responsibility to promote your own mental health and well-being
- build your personal resources and individual resilience - take action to protect against mental health problems
- take care of your general health through exercise, eating a healthy diet, engaging in relaxing activities and not smoking or abusing alcohol, prescription medicine or illegal drugs
- maintain a healthy balance between work and other aspects of your life by engaging in self-care initiatives (See the '**Self-Care**' Hints and Tips box on page 24) and social engagement with family and friends
- ask for help with your workload if you perceive it to be excessive or very difficult
- avail of learning and development opportunities designed to enhance your ability to undertake your role more effectively
- take an active part in any discussion or stress risk assessments and complete any questionnaires when asked to do so
- attend any mental health and/or stress management presentations/workshops arranged by the employer

Be respectful to fellow employees

- be considerate in your dealings with colleagues as well as with clients, customers and the public
- do not disclose personal information that has been shared by a work colleague unless you are concerned that the work colleague is a threat to him/herself or could harm others
- provide support to work colleagues, where possible, to help them cope with stress and mental health issues when they arise
- be mindful when talking about mental health problems and don't use denigrating terms



Understanding Stress

Stress is a natural phenomenon experienced at the threat of danger and perceived ability to cope in the situation. It is the 'fight or flight' response to take action. Stress is neither good nor bad and cannot be completely eliminated from life. Work, social occasions and interpersonal relationships are all part of life balance and a source of joy or stress depending on interpretation. Positive stress motivates, usually with good outcomes. Negative stress causes anxiety, worry, a sense of being overwhelmed and immobility. Stress affects different people in different ways. Work life imbalance, financial problems, lack of self-esteem, lack of competency, physical illness, family/social situations, etc. can all be causes of stress.

Take action on interpersonal problems

If an employee is having problems with a supervisor or fellow employee he/she could:

- try talking to the individual concerned
- seek support from other available sources of support (e.g. line manager, HR Division, CSEAS)

Take action on mental health concerns

If an employee thinks he/she may have any kind of mental health problem or feels under stress, the employee should identify and understand causes of stress, accepting what he/she cannot change and proactively address problems by:

- seeking professional help, e.g. GP
- seeking support from the CSEAS
- where it is impacting on work performance, speaking to his/her manager, HR representative, union representative or other appropriate workplace person about these concerns
- facilitating linkages with next-of-kin should it be considered that this would be helpful



Understanding Personality Disorders

Personality is a set of behaviours and mental traits that distinguish human beings. Personality Disorder therefore is behaviours and mental traits that differ markedly from normal social expectations. These are often associated with significant personal and social disruption. Personality disorders usually become apparent in teenage years or during early adulthood.

Indicators of Good Mental Health



Using Personal Resources

In addition to the supports a civil servant may avail of in the workplace, personal supports should also play a key role for employees to maintain their mental health and well-being. Such resources can include family, friends, GP, etc.

Where a civil servant has mental health problems, disclosure is to be encouraged. Fostering an environment of openness and acceptance is essential. It is good practice that the line manager and HR Divisions have contact details for next-of-kin. This is helpful in the event of an individual needing to be supported while at work and displaying symptoms of being unwell. The intention here is that all relevant persons can work together to help the individual concerned.

Where can an individual get professional help?

1) General Practitioner (GP)

The **GP** plays a key role when employees are unwell. GPs are trained to deal holistically (taking into consideration the whole body and environment when offering treatment) with the range of problems a person might have. GPs are skilled in diagnosis especially at an early stage of a condition. They also know when and where to refer a patient requiring further investigations or treatment. The GP should be a first point-of-contact if a person is feeling unwell.

2) Psychiatrist

A **psychiatrist** is a medical doctor with specialist training in psychiatry. Psychiatrists specialise in the assessment, diagnosis and treatment of mental illness. They can prescribe medication and view mental health difficulties as having a biological cause. They take a history of events and use talk therapy to plan a way forward for recovery in conjunction with medication as necessary.

3) Psychologist

A **psychologist** will assess, diagnose, treat and advise on strategies to prevent mental health disorders through collaboration and talk therapy. Psychologists help people identify problems, adjust to life's difficulties and change behaviour for the better using researched psychotherapeutic strategies to help overcome difficulties and improve well-being. An individual tailored plan is devised to improve and empower coping skills and recovery. A holistic approach is used based on increasing coping ability, improving relationships and ways of controlling mood. This is done by building on previous strengths and an understanding of how past events may affect the present and developing ways to move forward. Psychologists do not prescribe medication.



Understanding Schizophrenia

Schizophrenia is associated with disturbed thought process, poor emotional responses and social dysfunction. It usually occurs for the first time in teenage years. Symptoms include delusions, paranoia and auditory hallucinations. Diagnosis is made on the reported experiences of the patient and observed behaviours. Schizophrenia is also associated with depression and anxiety.

4) Counsellor/Psychotherapist

Counselling and psychotherapy are umbrella terms that cover a range of talk therapies. They are delivered by trained practitioners who work with people over a short or long term to help them bring about effective change or enhance their well-being.

When choosing a counsellor or psychotherapist it is important to check out professional credentials, training and accreditation.

5) Hospital

A medical practitioner may advise hospitalisation.

6) Accident & Emergency (A&E)

A&E is available 24/7 for emergency situations. **For information on other resources see Appendix 2**



Understanding Anxiety Disorders

Anxiety disorder is a term used to cover many different forms of psychiatric disorders. Environment, upbringing and genetics are factors in anxiety disorders. Anxiety is a normal reaction to life events. It becomes a disorder when it continues or occurs with no obvious trigger. Anxiety includes feelings of apprehension, tension, various physical symptoms and dissociative anxiety such as reaction to a stressful, traumatic event. Emotions range from nervousness to bouts of terror and include worry, rumination, fear, etc. The disorder can become all-consuming, resulting in lethargy, fatigue and poor quality of life. There are various types of anxiety disorders such as panic, obsessive compulsive disorder, post traumatic disorder, social anxiety disorder, specific phobias disorder and generalised anxiety disorder.



Panic disorder can strike suddenly with no warning. Symptoms may include a feeling of terror, sweating, chest pain, palpitations, fear of heart attack or feeling of 'going crazy'.

Obsessive compulsive disorder includes thoughts or fears causing constant rituals and routines such as

constant cleaning and hand washing.

Post-traumatic stress disorder can develop following a traumatic event like a road traffic accident or physical assault resulting in regular flash backs or recall of the event.

Social anxiety disorder can be described as an overwhelming worry and self-consciousness about daily activities and fear of negative judgment or ridicule by others.

Specific phobias disorder includes fear of spiders, heights, flying, etc. and often results in avoidance of these situations.

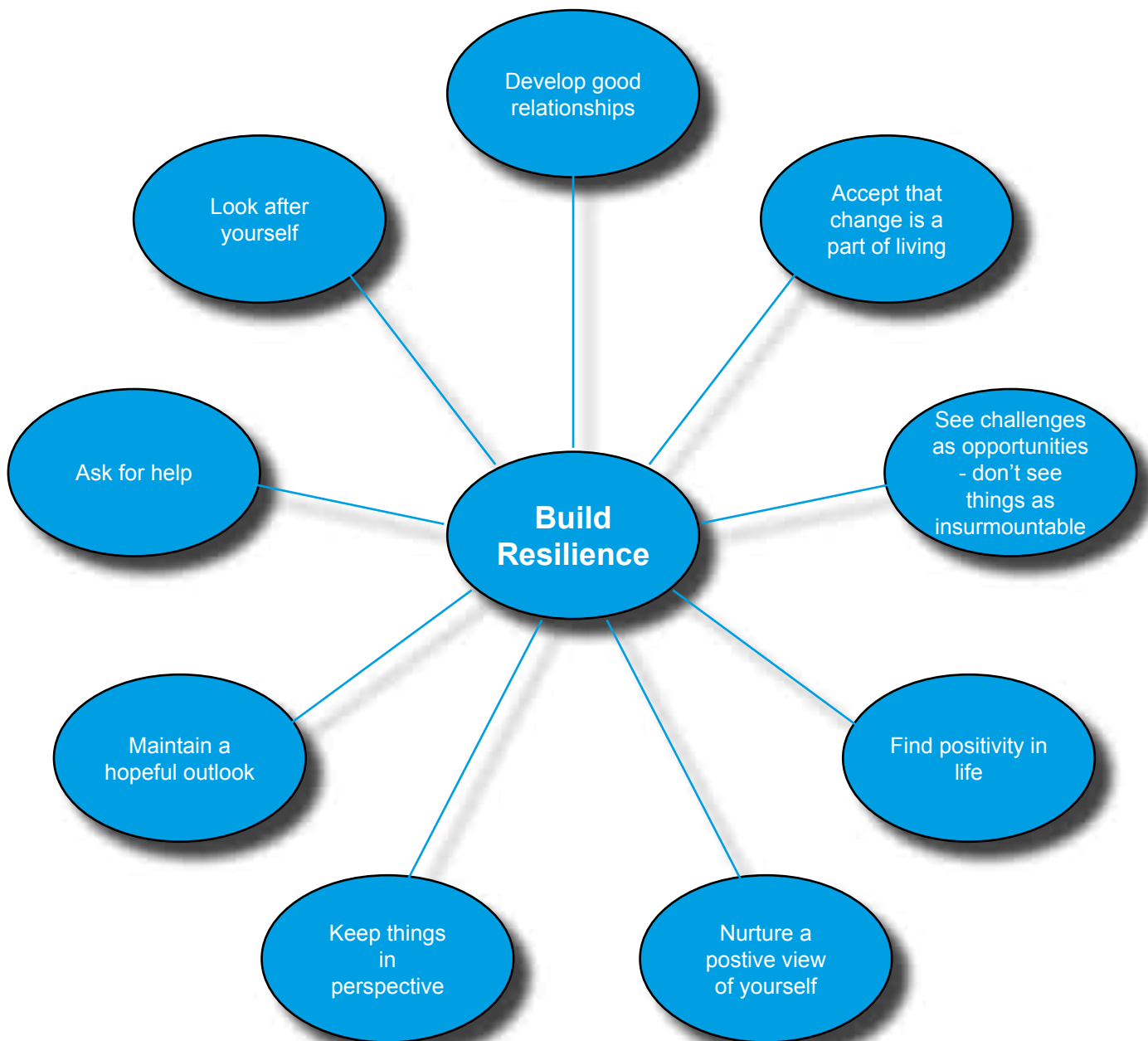
Generalised anxiety disorder involves unrealistic worry and fear with no obvious reason.

Building Resilience

Building resilience does not prevent difficult or stressful events occurring. It helps us to respond to life events and recover more quickly from the impact they can have on us.

Resilience is the process of adapting well in the face of adversity, trauma, tragedy, threats or significant sources of stress – such as family and relationship problems, serious health problems, or workplace and financial stressors. Resilience is not a trait that people either have or do not have. It involves behaviours, thoughts and actions that anyone can learn and develop.

I CAN DO IT!



Resilience can be learned and developed by anyone because it involves learning how to behave, think and act differently.

- Resilience levels may fluctuate depending on what else is happening in your life. Learning how to build your resilience may influence how you respond to events that could have the potential to cause mental ill health
- Resilient people are able to utilise their skills and strengths to cope and recover from problems and challenges, which may include job loss, financial problems, illness, natural disasters, medical emergencies, divorce or death of a loved one
- People with lower levels of resilience may become overwhelmed by such experiences and may dwell on problems. Generally, they are slower to recover from setbacks and may experience more psychological and emotional distress

Strategies for Building Resilience

- **Social connections** – develop relationships with people. Belonging to a group or a community can give us a sense of identity and purpose
- **Coping with crisis** – you can't change the fact that stressful events happen but you can change how you interpret and respond to these events
- **Accept** that change is part of living and focus on the circumstances that you can alter over those you cannot
- **Set goals** – develop some realistic goals and do little things to help you achieve those goals
- **Nurture** a positive view of yourself – remind yourself of your strengths and accomplishments. Becoming more confident about your own ability to respond and deal with crises is a solid and practical way to build resilience for the future
- **Maintain a hopeful outlook** – positive thinking does not mean ignoring the problem in order to focus on positive outcomes – it means understanding that setbacks are transient and that you have the skills and abilities to combat the challenges you face
- **Take decisive actions** – start working on the problem immediately, this way you can take steps toward making your situation better and less stressful. Focus on the progress that you have made rather than becoming distracted by the amount of work still needing to be accomplished
- **Develop problem solving skills** – whenever you encounter a new challenge, make a quick list of some of the potential ways you could solve that problem and experiment with different approaches



Understanding Depression

Depression is a common mental disorder which alters mood. It can impair thinking, concentration, sleep pattern and reduce energy. It is different from feeling sad. Depression can happen to anyone at any time in life. It may occur once or it may be reoccurring and last for varying lengths of time. Depression can be difficult for the sufferers, their family, friends and work colleagues. It can be difficult for the sufferer to recognise the illness as depression.

Causes

There are many causes of depression. Circumstances such as bereavement, relationship break up, illness, financial difficulties, past experiences, etc. can leave a person vulnerable to developing depression.

Types of Depression

Mild Depression has limited negative effect such as poor concentration and low motivation. Most people can identify with mild depression which is limited and recovery takes place without intervention.

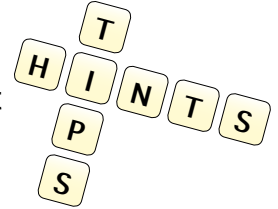
Major Depression includes the above plus major interruption of daily life, e.g. insomnia, anxiety, loss of interest in self, work, household chores, thoughts of self-harm and/or suicide. A person with major depression may need to seek medical assistance.

Self-Care

By taking care of your own needs you can boost your overall health and resilience and be fully ready to take on life's challenges.

Self-Care Hints & Tips

- **Healthy diet** - this is important for both physical and mental health
Be balanced in what you eat and drink
- **Regular exercise** - being active can help reduce stress. Any amount of physical activity will have a positive effect on your mood and boost your energy levels
- **Stress** - being aware of the signs and symptoms of stress in your body and mind is the first step to finding ways to manage it
- **Sleep** - a good night's rest enables the body and mind to refresh and renew itself. Try to develop good sleeping habits and engage in techniques to aid relaxation
- **Relaxation** - give yourself permission to unwind. Listening to music, practicing yoga and/or meditation, massage and particular breathing techniques can all be beneficial
- **Have fun** – it is important, at least every once in a while, to do something that you enjoy and that is just for fun and for no other reason
- **Time management** - endeavour to strike a balance between the time you invest in your job, family, friends, hobbies, yourself, etc. Allow time for your individual needs
- **Positive thinking** - this can be easier said than done, but try not dwell on the negatives of a situation. You have coped with difficulties before and will do so again
- **Change** - in so far as is possible, embrace change. If you can be open to it, change is a lot less likely to provoke stress and anxiety and it can bring many benefits
- **Ask for help** - to avoid feeling overwhelmed, enlist the help of others. Seek out resources and potential sources of support



Mindfulness

Mindfulness is a state of active, open attention on the present. When you're mindful, you observe your thoughts and feelings without judging them good or bad. Instead of letting your life pass you by, mindfulness means living in the moment and awakening to experience and includes an ability to make time to develop resilience in the face of unexpected events. Practicing mindfulness allows you to let go of anxious and worrisome thoughts that prevent you from experiencing the here and now.

Mindfulness exercises are ways of paying attention to the present moment, using techniques like meditation, breathing and yoga. Mindfulness training helps you to become more aware of your thoughts and feelings so that instead of being overwhelmed by them, you are better able to manage them. Some benefits of mindfulness exercises are:

- Enhanced attention and productivity
- More level-headedness and resilience to stress
- Less tension, anger, fatigue, anxiety and depression
- Increased self-awareness/emotion regulation
- Improved insight and innovation
- Better relationships
- More vitality, compassion and *'joie de vivre'*

Becoming more mindful of your own emotional responses and actions can help alter them. Adopting a mindful approach may lead you to intentionally choose more hopeful, optimistic and resilient ways of dealing with workplace stress and resistance to change. Mindfulness is about accepting what is happening now. Mindfulness can be learned through formal and informal practice and training.

Mindfulness is a powerful technique in stress management. It is based on the concept of living in the moment and attending not to the past or future but only to the here and now.



Section 4 Information for Line Managers

Employees at some stage in their career may be affected by challenges to their mental well-being. The extent to which employees are affected may differ greatly. It may occur following a change in personal circumstances or it may be triggered by another health issue.

An effective line manager is best placed to identify changes in an employee's behaviour which might be indicative of an emerging problem. Line managers can encourage disclosure through engagement and fostering a supportive culture in the workplace. This can be achieved by:

- Being available
- Listening
- Promoting the diversity and equality policies of the Department/Office
- Promoting the role of the Disability Liaison Officer (DLO)
- Maintaining contact with employees who are absent
- Respecting confidentiality
- Promoting the CSEAS

A line manager or colleague may be the first to notice changes in behaviour or attitude indicating that an employee is unwell. Early intervention is critical in ensuring that the appropriate supports are put in place to assist an employee who is in difficulty. Managers need to be aware of;

- Erratic or uncharacteristic behaviour
- Changes in performance
- Tiredness
- Increase in frequency or levels of absence
- Deterioration in punctuality

These issues can be addressed early. Line managers should not wait until the next PMDS review meeting to raise these issues.

What the Line Manager can do

Where line managers suspect that mental ill health has become an issue for an employee they should discuss this with the employee immediately. Line managers should:

- Engage with the employee as soon as is practicable
- Provide reassurance and offer practical information where available
- Listen without making judgements/diagnoses



Understanding Bi-polar Disorder

Bi-polar Disorder is diagnosed when there are swings of mood from very low, e.g. incapable of taking care of self and thoughts of self-harm and suicide to very high such as elated mood, happy and unrealistic or grandiose ideas. Bi-polar disorder has four different moods – mania, hypomania (lower mood), depression and mixed mood. Bi-polar disorder may be caused by a combination of factors including genetic and environmental influences.

- Ask how he/she can be helped
- Avoid confrontation even if he/she becomes agitated or aggressive
- Ask if he/she would like contact to be made with anyone on his/her behalf
- Consult DLO
- Consult HR Division
- Ask if he/she would like to avail of the Civil Service Employee Assistance Service (CSEAS)
- Advise that he/she seeks professional help

Where an employee is absent on long term sick leave (in excess of four weeks) and/or has submitted medical certificates citing stress, HR Division will refer the employee to the CMO for the Civil Service. The line manager or HR Division has the option of formally referring the individual to the CSEAS for support.

When a Line Manager considers that an employee may require Medical Assistance

Where a line manager forms the opinion that an employee requires medical assistance the employee should not be permitted to remain at work. Where necessary the advice and support of the CSEAS, HR, CMO and/or a more senior manager should be sought.

When informing an employee that he/she should seek medical advice line managers should:

- Consult with HR Division and a more senior line manager and where deemed necessary the CSEAS and/or DLO
- Obtain emergency contact details for the employee
- Meet with the employee
- Ask for permission to contact a family member
- Discuss the person's current state of health
- Advise the employee of the opinion formed that he/she is not medically fit
- Inform the employee of the requirement to seek medical attention in accordance with appropriate circular and provide a copy of the circular⁶



Understanding Suicidal Ideation

Suicidal ideation

involves thoughts and preoccupation with suicide and varies from fleeting thoughts to detailed planning. Most people with suicidal ideation do not follow up on thoughts and plans. Where someone speaks of suicidal ideation however, this needs to be taken seriously and the appropriate supports put in place. It is generally associated with depression but can be associated with life events.

⁶ Refer to DPER Circular 6/2014 Arrangements for Paid Sick Leave

- Inform the employee that he/she is being referred to the CMO
- Inform the person of the availability of the CSEAS
- Where the employee refuses to accept the line manager's decision, arrange a meeting to include the employee and a more senior manager/HR Division
- Allow the employee to respond – the response may be an angry one. It is unhelpful to get into an argument
- Inform the employee that medical advice is being sought from the CMO

If the line manager has more immediate concerns regarding possible self-harm by the staff member he/she must immediately contact the employee's emergency contact, the CSEAS, HR and Senior Management. It is imperative that where any indicator of self-harm arises, it is taken seriously. See the '**It's Good to Talk**' Hints & Tips Box on page 33.

Where the Staff Member does not agree

It can occur that an individual staff member behaves in a way at work that may cause alarm for a line manager. In exercising duty of care both to the individual concerned and to colleagues, it is essential that the line manager addresses this situation. Where the individual does not agree with the view of the line manager, the line manager can consult with his/her senior manager, HR Division, the CMO and/or the CSEAS for guidance on how to proceed. These situations are rare and it is difficult to be prescriptive on a definite way forward.

The need to contact other parties may arise, e.g. individual's next-of-kin, GP or other sources of support. The line manager or HR Divisions are likely to have the relevant details and will need to take the necessary action. It may be necessary to send the individual home, in accordance with the relevant sick leave circular, for help and medical advice. It is usual that a referral of the individual to the CMO may be required in advance of the individual returning to the workplace. This is to establish his/her fitness to return to work.

Referral to the CSEAS

Self-referrals A civil servant can self-refer to the CSEAS by contacting the CSEAS directly.

Suggested referrals can arise where a staff member discloses to HR/line management that he/she is experiencing challenges or difficulties. HR/line management can suggest that contact with the CSEAS may be helpful and leave it to the staff member to make contact. In these types of referrals, there will not be feedback to HR/line management.

Formal referrals can arise when HR or line management becomes aware that something is impacting on a staff member and/or his/her performance in the workplace and may refer the staff member to the CSEAS for support. It is in the staff member's interest to avail of the support of the CSEAS as it provides an opportunity to discuss matters confidentially, which might have a bearing on the circumstances.

Where a referral has been made by HR, line management or the CMO, confirmation of attendance/engagement will be given to the referring party and any proposed feedback or progress reports will be agreed.

If the staff member chooses not to avail of the support of the CSEAS, this will be communicated to the referring party.

Managing Absence

When a civil servant is absent on sick leave, the line manager is required by Civil Service policies to maintain regular and proactive contact with the employee. This is no different whether the staff member is absent due to physical or mental health illness. A line manager contacting an employee is normal procedure, and should not in any way be perceived as inappropriate or insensitive. This is normal and accepted practice in any modern workplace and conveys support for the valued staff member.

When a civil servant is unable to attend work due to ill health, he/she must inform his/her line manager. The line manager and the employee should maintain regular contact and agree a contact schedule, including agreement as to the preferred method of contact, e.g. by phone or email.

It is good practice for the line manager to take the following approach:

- Ask open questions to give the employee an opportunity to discuss any issues relating to his/her absence
- Ask if there are any supports that he/she requires
- Establish the employee's plans in relation to an eventual return to work
- Reassure the employee that you understand and respect personal boundaries
- Be prepared for the fact that the employee may sometimes be distressed when you contact him/her
- Deal with any concerns that the employee may raise in a thorough and efficient manner
- If the employee is not well enough to be contacted directly, with his/her permission a family member/close friend can be the contact person on the employee's behalf. It is important that confidentiality is respected. When the employee is well enough and agreeable, direct contact should be arranged
- Encourage use of the CSEAS

How Human Resources (HR) Division can support a Line Manager

While the line manager is responsible for taking the lead in communicating with a staff member who is absent on sick leave, it is also important for him/her to actively engage with and seek support from HR Division. This should allow for a collaborative approach to dealing with the issue. HR Division can advise on a wide range of issues including relevant Civil Service Policies, referral to the CMO, etc.



Understanding Postnatal Depression

Postnatal depression is a type of depression some women experience after they have had a baby. There are many symptoms of postnatal depression such as low mood, feeling unable to cope and difficulty sleeping. Women may experience mood changes, irritability and episodes of tearfulness after birth - the so called baby blues. However, if symptoms persist, what is being experienced may be postnatal depression.

When a civil servant is ready to return to work

When the employee is ready to return to work the line manager must engage with the employee to facilitate a smooth re-entry to the workplace. Sick leave management policies provide that a return to work conversation/interview must be held for all employees. It is important that the return to work* conversation/interview covers the following topics:

- Fitness to return to work, fitness to resume certificate must be provided
- Steps to facilitate the civil servant's transition back to work
- Work place accommodations (if any) required
- Disclosure of any necessary information to colleagues, if appropriate
- On-going supports

* Refer to Circular 6/2014 for details

Section 5 Information for Colleagues

From time to time, we may be working alongside a colleague who experiences distress and/or mental illness. We may also have colleagues for whom challenging life events are impacting on their mental health and well-being.

Colleagues can be very helpful in supporting those with mental health issues. They contribute to a positive working environment by behaving in a supportive manner that fosters an ethos of good mental health in the workplace.

Individual Responsibility in the Workplace

Treat all colleagues with respect

All employees, regardless of their position, have a responsibility to treat their colleagues with dignity and respect and to help create and maintain a positive working environment.

- Be aware of how your own behaviour may affect others
- Value differences in others and the contribution each individual can make
- Do not make remarks or use offensive terminology relating to colleagues with any form of disability
- Be aware of Civil Service policies relating to a positive working environment⁷

Supporting a Colleague

If you become aware that a colleague has a mental health problem, you may at first feel powerless to assist. Knowing the basics about how to offer support can really help both of you.

Perhaps you could think about how you would normally react if a colleague told you that he/she had a physical health problem. It is reasonable to suggest that you may express concern and sympathy and offer assurance that the condition is likely to improve with the appropriate medical treatment.

However, with a mental health issue there may be some other considerations which may potentially cause difficulty. It is possible that the individual may not want others to know that there is a mental health issue for fear of the perceived stigma which may occur. It is also possible that the person may not be in a position due to the mental health issue to recognise that a problem even exists.

Should a colleague disclose a mental health issue, become distressed or behave in a manner that is out of character, the most important thing that you can do is listen and be supportive. Talking with your colleague is the first step towards finding out if, and how, he/she would like you to be supportive. In advance, contemplate how you might approach your colleague and initiate the conversation.

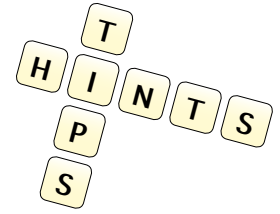


Understanding Seasonal Affective Disorder (SAD)

SAD is associated with similar symptoms to depression but is not as severe. Onset can occur with the start of winter and can last until spring when the days get longer with more daylight hours.

⁷ A revised policy entitled Dignity at Work is in preparation and is due by end 2014.

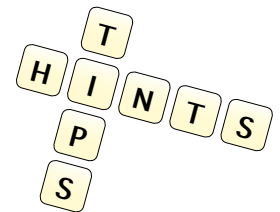
A PLANNED APPROACH



- **Clarify your concerns** - take time to think about what you have observed that has given rise to your concern
- **Don't ignore signs** - if you notice something that you feel might indicate a deterioration in your colleague's mental health, don't assume someone else will deal with it
- **Consult with others** - where appropriate, discuss your concerns with a trusted colleague, your line manager and/or the CSEAS to get another view of the situation and some support for yourself
- **Avoid diagnosing** - don't make an assumption as to the cause of your colleague's difficulties. You probably aren't a medical expert so don't attempt to be one
- **Assess the possibilities** - consider when you might approach your colleague. If you are feeling very apprehensive about the conversation it is unlikely to be constructive
- **Early intervention** - having thought through the situation, speak with your colleague in a timely fashion. Generally, the earlier the intervention the better the outcome

You don't need to be an expert to start talking about mental health, nor do you need to have all the answers. It is not up to you to find a solution to your colleague's difficulty. Often, the most helpful thing that you can do for your colleague is let them know you are there for them and offer to provide a listening ear. Listening is not the same as hearing. There are a number of techniques which can be used in everyday situations to help you to listen better, i.e. to become an active listener.

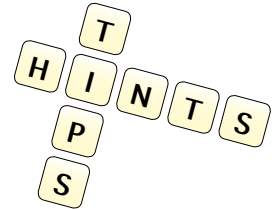
ACTIVE LISTENING



- **Setting** - find a setting that is non-threatening and conducive to conversation and open communication
- **Have no interruptions** - show interest in what your colleague has to say and set enough time aside so as to avoid haste or pressure
- **Be patient** - this may be the first time your colleague has spoken about what they are experiencing. Let your colleague share as much or as little as they want
- **Avoid the clichés** - phrases like 'Cheer up', 'I'm sure it'll pass' and 'Pull yourself together' definitely won't help but being open minded and non-judgemental will
- **Work with silence** - your colleague may struggle to describe their experience and may get upset. If this happens, sit quietly until he/she is ready and able to speak again
- **Hear what is said** - listen not to confirm what you think you already know but to discover something you did not know
- **Summarise** - mentally note the basic facts. Do not concentrate on your response while your colleague is talking
- **Check in** - agree with your colleague to meet again, to talk further, if they so wish

When having that first conversation with a colleague with a mental health issue, it is imperative to accept the person as he/she is now. The aim in speaking with the person is not to 'fix' him/her but to open up a space for dialogue to take place. This will help your colleague to trust that you have his/her best interests at heart. Make it clear that you want to work with the person to explore possibilities for support.

IT'S GOOD TO TALK



- **Speak privately** - take your colleague aside. Let him/her know that you will listen and be supportive
- **Show you care** - outline your observations, express your concern and offer support
- **Listen carefully** - active listening, as outlined above, is very important
- **Personal resources** - encourage your colleague to seek help from his/her GP, family, friends, relevant voluntary/support organisations, etc.
- **Clarify the needs** - ask if there is anything your colleague would like you to do to help
- **Get in touch** - contact your colleague at a later stage to see how he/she is doing. Something as simple as a text message will let your colleague know you are thinking of him/her
- **Workplace supports** - suggest that your colleague seek support from his/her line manager, HR Division and/or the CSEAS
- **Safety concern** - if the person speaks of self-harm or suicide, remain calm. Do not leave the person alone. Check if there is someone you can ring to be with the person
- **Consult** - your line manager if you are worried about your colleague. Your line manager may consider consultation with HR/CMO/CSEAS
- **Taking action** - where other supports are unavailable and you are sufficiently concerned that your colleague is at risk, you may need to contact emergency services

It is important to pay attention to your own health and well-being while supporting a colleague as you may find that doing so is physically and emotionally demanding and draining. Know your limits and do not over extend yourself. To mitigate the potential personal impact of being a support for your colleague, you need to maintain balance in your own life and to practice self-care. See '**Self- Care**' Hints & Tips Box on page 24.

Appendix 1 Possible Signs and Symptoms of Mental Ill-Health

Physical

- Crying
- Tiredness
- Change in sleep pattern
- Fast heart rate
- Sweating
- Nausea
- Chest pain
- Out of character behaviour

Psychological / Emotional

- Low self-worth
- Low self-esteem
- Sadness
- Fear
- Denial
- Anger
- Isolation
- Anxiety

Cognitive

- Poor concentration
- Confused thinking
- Working below par
- Difficulty absorbing new information

Appendix 2 Resources

A range of matters can impact on our personal well-being at particular times in our lives. Certain organisations have specialist knowledge in particular areas and may be of assistance to employees should the need arise. The list below is not exhaustive but is intended to provide an overview of the available resources.

Mental Health Supports

Name of Organisation	Services Available	Contact Details
Aware – Defeat Depression	AWARE provide emotional support and information to those who experience depression, and their families.	Address: 72 Lower Leeson Street, Dublin 2 Tel: 01 661 7211 Helpline: 1890 303 302 (7 days, 10am - 10pm) Email: info@aware.ie Web: www.aware.ie
Bodywhys	Bodywhys is the national voluntary organisation supporting people affected by eating disorders.	Tel: 01 283 4963 Web: www.bodywhys.ie Email: info@bodywhys.ie
GROW	GROW is a mental health organisation which helps people who have suffered, or are suffering, from mental health problems.	Web: www.grow.ie Email: info@grow.ie
Mental Health Ireland	Mental Health Ireland aims to promote positive mental health and to actively support persons with a mental illness, their families and carers by identifying their needs and advocating their rights.	Address: Marine Terrace, Dun Laoghaire, Co. Dublin. Tel: 01 284 1166 Web: www.mentalhealthireland.ie Email: info@mentalhealthireland.ie
Recovery International Ireland	Recovery International Ireland is a self-help group for improved mental health and for control of nervous symptoms.	Address: Bridge House, Cherry Orchard Hospital, Ballyfermot, Dublin 10. Tel: 01 626 0775 Web: www.recovery-inc-ireland.ie Email: info@recovery-inc-ireland.ie
Samaritans	Samaritans Ireland provides 24-hour emotional support to anyone struggling to cope.	Helpline: 1850 60 90 90 (24 hours per day 365 days a year) Web: www.samaritans.org Email: jo@samaritans.org

Mental Health Supports - Cont'd

Name of Organisation	Services Available	Contact Details
See Change - The National Mental Health Stigma Reduction Partnership	See Change is an alliance of organisations working together through the National Stigma Reduction Partnership to bring about positive change in public attitudes and behaviour towards people with mental health problems.	Address: c/o 38 Blessington Street, Dublin 7 Tel: 01 860 1620 Web: www.seechange.ie Email: info@seechange.ie
Shine – supporting people affected by mental ill-health	Shine supports people with mental ill health and their families and friends.	Address: 38 Blessington Street, Dublin 7 Tel: 01 860 1620 Web: www.shineonline.ie Email: info@shineonline.ie
Health Service Executive (HSE)	The HSE provides public health and social services in hospitals, health facilities and communities across the country. Some services are nationwide while others differ according to location.	HSE Info line: 1850 241 850 Web: www.hse.ie
National Office for Suicide Prevention	Functions of National Office for Suicide Prevention: <ul style="list-style-type: none"> • Oversee the implementation of 'Reach Out' the National Strategy for Action on Suicide Prevention • Co-ordinate suicide prevention efforts around the country • Speak regularly with agencies and individuals interested and active in suicide prevention The NOSP works closely with the HSE Resource Officers for Suicide Prevention.	Address: Stewart's Hospital, Mill Lane, Palmerstown, Dublin 20 Tel: 01 620 1672 Web: www.nosp.ie Email: info@nosp.ie

Mental Health Supports - Cont'd

Name of Organisation	Services Available	Contact Details
Living Links	Living Links provides assertive outreach support to the suicide bereaved	<p>Address: The Secretary, Living Links, Urra, Ballycommon, Nenagh, Co. Tipperary</p> <p>Email: info@Livinglinks.ie Mobile: 087 412 2052</p> <p>If you wish to speak to a suicide outreach support person you can find the phone number at: http://livinglinks.ie/outreachsupport</p>
Alzheimer Society of Ireland	The Alzheimer Society of Ireland is a national voluntary organisation with an extensive national network of branches, regional offices and services that aims to provide people with all forms of dementia, their families and carers with the necessary support to maximise their quality of life.	<p>Address: The Alzheimer Society of Ireland, National Office, Temple Road, Blackrock, Co Dublin.</p> <p>Tel: 01 207 3800 Fax: 01 210 3772</p> <p>National Helpline: 1 800 341 341 Helpline: helpline@alzheimer.ie</p>
Pieta House	Pieta House provides a free, therapeutic approach to people who are in suicidal distress and those who engage in self-harm.	<p>Address: Administrative Office, 6 Main Street Upper, Lucan, Co. Dublin.</p> <p>Tel: 01 628 2111 Email: mary@pieta.ie</p> <p>To find the Pieta House closest to you, see website www.pieta.ie</p>

Bereavement Supports

Name of Organisation	Services Available	Contact Details
<p>Bereavement Counselling Service</p>	<p>The Bereavement Counselling Service offers support and counselling to enable people deal with their grief. This applies not only to those directly bereaved through death, stillbirth, miscarriage, abortion etc., but also to those whose lives are affected by the losses of those near to them.</p>	<p>Address: The Community Hall, Main Street, Baldoyle, Dublin 13. St. Patrick's Nursing Home, Dublin Street, Baldoyle, Dublin 13 Tel: 01 839 1766 City Centre Counselling: St. Ann's Church, Dawson Street, Dublin 2. Tel: 01 676 8882 Web: www.bereavementireland.com Email: bereavement@eircom.net</p>
<p>Bereaved.ie</p>	<p>BEREAVED.ie provides advice and information for bereaved people, those supporting them and professionals working with them. It is an initiative of the Irish Hospice Foundation.</p>	<p>Address: Bereavement Education & Resource Centre, The Irish Hospice Foundation, Morrison Chambers (4th Floor), 32 Nassau Street, Dublin 2. Tel: 01 679 3188 Fax: 01 673 0040 Web: www.bereaved.ie Email: Info@Bereaved.ie</p>
<p>Irish Hospice Foundation</p>	<p>The Irish Hospice Foundation (IHF) is a national charity dedicated to all matters relating to dying, death and bereavement in Ireland.</p>	<p>Address: The Irish Hospice Foundation, Morrison Chambers (4th Floor), 32 Nassau Street, Dublin 2. Tel: 01 679 3188 Fax: 01 673 0040 Web: www.hospicefoundation.ie Email: info@hospicefoundation.ie</p>

Financial Supports

Name of Organisation	Services Available	Contact Details
Money Advice & Budgeting Service (MABS)	The Money Advice and Budgeting Service (MABS) is a free, confidential, independent and non-judgmental service for people in debt, or in danger of getting into debt, in Ireland.	Helpline: 0761 07 2000 operates Monday to Friday from 9am to 8pm Web: www.mabs.ie
Public Service Friendly Society (PSFS)	The aim of the Public Service Friendly Society is to provide relevant financial advice and assistance to Civil servants and staff employed in approved Public Bodies as well as retired staff and their dependants.	Address: Public Service Friendly Society, 1st Floor West, The Plaza Centre, Belgard Road, Tallaght, Dublin 24 Tel: 1 800 778 787 Fax: 01 421 2891 E-mail: info@psfs.ie
Civil Service Credit Union (CSCU)	To provide high quality financial services to the members of the Civil Service Credit Union in accordance with the operating principals of the credit union movement.	Address: Civil Service Credit Union Ltd., St. Stephens Green House, Earlsfort Terrace, Dublin 2. Tel: 01 662 2177 Fax: 01 662 2861 Web: www.cscu.ie
CANA Credit Union	CANA Credit Union is available to staff of the Revenue Commissioners. It provides a range of services for its members including various savings accounts, loans for a wide variety of purposes and a Budget Account Scheme.	Address: CANA House, 85/93 Lower Mount St, Dublin 2. Tel: 01 676 6151 Web: www.canacu.ie Email: info@canacu.ie

Addiction, Alcohol and Drug Misuse Supports

Name of Organisation	Services Available	Contact Details
Health Service Executive (HSE) Addiction Services	HSE Addiction Services support the provision of an integrated range of preventative, therapeutic and rehabilitation services to meet the diverse health and social care needs of its service users in an accountable, accessible and equitable manner.	Drugs and Alcohol Helpline: 1800 459 459 Web: www.hse.ie
Alcoholics Anonymous	Alcoholics Anonymous is a fellowship of men and women who share their experience, strength and hope with each other that they may solve their common problem and help others to recover from alcoholism.	Web: www.alcoholicsanonymous.ie
Al-Anon	Al-Anon offers understanding and support for families and friends of problem drinkers in an anonymous environment, whether the alcoholic is still drinking or not.	Address: Al-anon Information Centre, Room 5, 5 Capel Street, Dublin 1. Opening Hours 10.30 am - 2.30pm Mon - Fri. Tel: 01 873 2699 Email: info@al-anon-ireland.org
Alateen	Alateen is part of the Al-Anon fellowship and is for young people, aged 12 - 17 inclusive, who are affected by a problem drinker.	For Al-anon/Alateen - Ireland information for Co. Cork Please contact: PO BOX 55, Togher, Co. Cork. Tel: 021 431 1899
Adult Children of Alcoholics	Adult children of alcoholic/dysfunctional families is an anonymous 12 steps self-help fellowship of men and women, who identify with common characteristics, as a result of growing up in alcoholic/dysfunctional families.	Web: www.acoadublin.com
Gamblers Anonymous	Gamblers Anonymous (G.A.) is a fellowship of men and women who share their experience, strength and hope with each other that they may solve their common problem and help others to recover from a gambling problem. The only requirement for membership is a desire to stop gambling.	Dublin: 01 872 1133 Cork: 087 285 9552 Galway: 086 349 4450 Tipperary: 085 783 1045 Waterford: 087 185 0294 Waterford: 086 268 3538 Web: www.gamblersanonymous.ie Email: info@gamblersanonymous.ie

Addiction, Alcohol and Drug Misuse Supports - Cont'd

Name of Organisation	Services Available	Contact Details
Narcotics Anonymous	Narcotics Anonymous (NA) is a non-profit fellowship of men and women for whom drugs had become a major problem. We are recovering addicts who meet regularly to help each other stay clean.	Address: Irish Region of Narcotics Anonymous, Narcotics Anonymous Ireland, 29 Bride Street, Dublin 8. Tel: 01 672 8000 (information line only) Web: www.na-ireland.org Email: info@na-ireland.org

Family Supports

Name of Organisation	Services Available	Contact Details
AIM Family Services	AIM is a voluntary organisation which offers a non-denominational couple & individual counselling, family mediation and legal information service to people experiencing marital, relationship and family problems.	Address: 64 Dame St, Dublin 2. Tel: 01 670 8363 Web: www.aimfamilyservices.ie
Family Mediation Service (FMS)	<p>Family mediation is a service to help married and non-married couples who have decided to separate or divorce, or who have already separated.</p> <p>It is also a service for parents who have never lived together but have a child between them and need to agree parenting arrangements.</p>	<p>Address: Head Office, Quay Street, Cahirciveen Co. Kerry. Tel: 066 947 1000 LoCall: 1890 615 200 Fax: 066 947 1035 Email: info@legalaidboard.ie</p> <p>To contact a local FMS use the following link www.legalaidboard.ie/lab/publishing.nsf/content/Family_Mediation_Service_Contact_us</p>
ACCORD	ACCORD offers a professional counselling service for couples and individuals to explore, reflect upon and work to resolve difficulties that arise in their marriage & relationships.	<p>ACCORD operates 58 centres throughout Ireland, offering a comprehensive range of support services. Visit the ACCORD website for further details.</p> <p>Web: www.accord.ie</p>
Treoir	Treoir is the National Specialist Information Service for unmarried parents and their children providing clear and up-to-date information free of charge to parents who are not married to each other and to those involved with them.	<p>Address: 14 Gandon House, Lower Mayor Street, IFSC, Dublin 1. LoCall: 1890 252 084 Tel: 01 670 0120 Web: www.treoir.ie Email: info@treoir.ie</p>

Family Supports - Cont'd

Name of Organisation	Services Available	Contact Details
<p>Tusla</p>	<p>On the 1st of January 2014 the Child and Family agency became an independent legal entity, comprising HSE Children & Family Services, Family Support Agency and the National Educational Welfare Board as well as incorporating some psychological services and a range of services responding to domestic, sexual and gender based violence.</p> <p>The Child and Family Agency is now the dedicated State agency responsible for improving well-being and outcomes for children. It represents the most comprehensive reform of child protection, early intervention and family support services ever undertaken in Ireland.</p>	<p>Address: Child and Family Agency, Block D, Park Gate Business Centre, Parkgate Street, Dublin 8.</p> <p>Tel: 01 635 2854 Web: www.tusla.ie Email: info@tusla.ie</p>
<p>Miscarriage Association of Ireland</p>	<p>The Association is a charitable body set up by, and with the support of women (and men) who themselves have been through miscarriages. It offers telephone and email support to bereaved parents. In addition, it holds monthly support group meetings and their website provides a wide variety of information.</p>	<p>Address: Carmichael Centre, North Brunswick Street, Dublin 7.</p> <p>Tel: 01 873 5702 Fax: 01 873 5737 Web: www.miscarriage.ie Email: info@miscarriage.ie</p>

Sexual Orientation Supports

Name of Organisation	Services Available	Contact Details
<p>Gay + Lesbian Equality Network (GLEN)</p>	<p>GLEN is a Policy and Strategy focused organisation which aims to deliver ambitious and positive change for lesbian, gay and bisexual people (LGB) in Ireland, ensuring full equality, inclusion and protection from all forms of discrimination.</p>	<p>Tel: 01 672 8650 Web: www.glen.ie Email: info@glen.ie</p>
<p>Lesbian, Gay, Bisexual & Transgender Helpline (LGBT)</p>	<p>The LGBT Helpline provides access to a network of trained volunteers who provide a non-judgemental, confidential, listening support and information service for lesbian, gay, bisexual and transgender (LGBT) people as well as their family and friends. Our website also provides a gateway to information and support options for LGBT people in Ireland. We also have information that will be useful for people questioning if they might be lesbian, gay, bisexual or transgender.</p>	<p>Address: National LGBT Helpline, 8 Roden Place, Dundalk, Co. Louth. Phone: 042 932 9816 Info Helpline: 1890 929 539 Web: www.lgbt.ie Email: info@lgbt.ie</p>

Physical Health Supports

Name of Organisation	Services Available	Contact Details
Multiple Sclerosis (MS) Society of Ireland	MS Ireland aims to enable and empower people affected by Multiple Sclerosis to live the life of their choice to their fullest potential.	Address: Multiple Sclerosis Irelands National Office, 80 Northumberland Road, Dublin 4. Tel: 01 678 1600 Fax: 01 678 1601 Email: info@ms-society.ie MS Information Line: 1850 233 233
Huntington's Disease Association of Ireland	Huntington's Disease Association of Ireland (HDAI) provides consultation, information and individualised support to those diagnosed with Huntington's Disease (HD), their families and their health care team.	Address: Huntington's Disease Association of Ireland, Carmichael Centre, North Brunswick Street, Dublin 7. Tel: 01 872 1303 Email: info@huntingtons.ie Web: www.huntingtons.ie
Headway	Headway provides support and services to people affected by brain injury.	Address: Blackhall Green, Off Blackhall Place, Dublin 7, Ireland. Tel: 01 604 0800 Fax: 01 604 1700 Helpline: 1890 200 278 Web: www.headway.ie
Irish Wheelchair Association	An important provider of quality services to people with limited mobility throughout the country.	Visit the website for contact details. Web: www.iwa.ie
The Irish Motor Neurone Disease Association (IMNDA)	The IMNDA is the primary support organisation in Ireland providing care for people with Motor Neurone Disease, their families, friends and carers. Its key services include home visiting by an MND dedicated nurse, financial assistance towards home care help and the provision of specialist medical equipment and appliances on loan free of charge to clients. The Association also supports research into the causes and treatment of the disease through specific financial bursaries.	Address: Irish Motor Neurone Disease Association, Coleraine House, Coleraine Street, Dublin 7. Tel No: 01 873 0422 1800 403 403 (freefone) Fax No: 01 873 1409 Email: info@imnda.ie

Physical Health Supports - Cont'd

Name of Organisation	Services Available	Contact Details
<p>Arthritis Ireland</p>	<p>Arthritis Ireland is dedicated to eliminating arthritis as a major health problem and to improving the lives of those living with the condition. This is done by funding high quality research into the causes, treatments and cures for arthritis; by educating and informing patients, the general public and health professionals on all aspects of arthritis and by campaigning for better patient services and treatments for all those living with arthritis.</p>	<p>Address: Arthritis Ireland, 1 Clanwilliam Square, Grand Canal Quay, Dublin 2 Tel: 1890 252 846 Fax: 01 661 8261 Email: helpline@arthritisireland.ie</p>
<p>National Council for the Blind Ireland (NCBI)</p>	<p>NCBI, the national sight loss agency, is a not for profit charitable organisation which provides support and services nationwide to people experiencing sight loss.</p> <p>We also provide a range of services to public and private organisations to make sure that their services are accessible to people who are blind and vision impaired.</p>	<p>Address: NCBI Head Office, Whitworth Road, Drumcondra, Dublin 9. Tel: 01 830 7033 Fax: 01 830 7787 Web: www.ncbi.ie Email: info@ncbi.ie</p>

General Supports

Name of Organisation	Services Available	Contact Details
General Practitioner	A wide range of services are provided by your local GP. The GP is usually the first port of call for medical issues. Where necessary, the GP can refer you on to other specialist services.	Make enquiries locally.
The National Disability Authority	The National Disability Authority is the independent state body providing expert advice on disability policy and practice to the Minister, and promoting Universal Design in Ireland.	Tel: 01 608 0400 Web: www.nda.ie Email: nda@nda.ie
Citizens Information Board	The Citizens Information Board is the statutory body which supports the provision of information, advice and advocacy on a broad range of public and social services.	Tel: 0761 07 4000 (Monday to Friday, 9am to 8pm) or you can visit your local Citizens Information Centre. Web: www.citizensinformation.ie
Health Promotion Unit	There are Health Promotion and Improvement Offices serving all counties. You can find the contact details below. Most have people working in the following areas: Health Promotion Training Schools Health Promotion Community Health Promotion Workplace Health Promotion Physical Activity Smoking Cessation Services Community Dietetic Services Consumer Health Information and Publications	Web: www.healthpromotion.ie
Free Legal Advice Centres (FLAC)	FLAC is an independent human rights organisation dedicated to the realisation of equal access to justice for all. To this end it campaigns on a range of legal issues but also offers some basic, free legal services to the public. FLAC currently concentrates its work on four main areas: Legal Aid, Social Welfare, Credit & Debt and Public Interest Law.	Address: Free Legal Advice Centres, 13 Lower Dorset Street, Dublin 1. Information & Referral Line: 1890 350 250 Tel: +353 1 874 5690 Fax: +353 1 874 5320 Website: www.flac.ie

Workplace Supports

Name of Organisation	Services Available	Contact Details
Civil Service Employee Assistance Service (CSEAS)	<p>The CSEAS provides a wide range of free and confidential* supports to staff and management of the Civil Service designed to assist employees to manage work and life difficulties which, if left unattended, could adversely affect work performance and/or attendance and quality of life. It plays a key part in an ethos of promoting employee wellness and organisational effectiveness.</p> <p>*See CSEAS website for confidentiality and exceptions thereto</p>	<p>Address: CSEAS, Department of Public Expenditure and Reform, 3rd Floor St. Stephen's Green House, Earlsfort Terrace, Dublin 2, Ireland.</p> <p>Tel: 0761 000030</p> <p>Web: www.cseas.per.gov.ie</p> <p>Email: cseas@per.gov.ie</p>
Local Human Resource (HR) Divisions	<p>HR Divisions provide support and guidance to employees and managers and implement HR policies.</p>	<p>Contact your local HR Division</p>
Disability Liaison Officers (DLOs)	<p>DLOs assist and support staff with disabilities and their line managers by the provision of necessary information, appropriate contacts, guidance, suggestions and advice.</p>	<p>Your local HR Division will be able to provide details of the DLOs for your Department/Office</p>
Trade Unions	<p>Trade Unions provide employee representation in the workplace and can provide staff with information and advice.</p>	<p>Contact the Trade Union relevant to your grade</p>

