

# Mindful Employment Practice Resource List

Mindful Employment Practice promotes good practice on the recruitment and retention of people with mental health issues. The purpose of this resource list is to provide employers with good quality information on legislative requirements, good practice models and further sources of advice and information.

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This list has been compiled by experts in the field of good practice in employing and retaining people with mental health problems including:

Dr Bob Grove	Sainsbury Centre for Mental Health
Jonathan Allen	Enable
Joss Hardisty	South West London & St George's NHS Trust
Lynn Jackson	Kent & Medway NHS Social Care and Partnership Trust
Mary Tidyman	Mentality
Michelle Valentine	Disability Rights Commission
Patience Seebohm	Independent consultant (formerly SCMh)
Richard Frost	Mindful Employer
Roger Butterworth	Independent consultant
Simon Francis	National Social Inclusion Programme
Stephany Carolan	National Institute for Mental Health England

This list can also be found on the following websites:

Disability Rights Commission	<a href="http://www.drc-gb.org">www.drc-gb.org</a>
Mindful Employer	<a href="http://www.mindfulemployer.net">www.mindfulemployer.net</a>
Sainsbury Centre for Mental Health	<a href="http://www.scmh.org.uk">www.scmh.org.uk</a>

# **Employment of People with Mental Health Problems in the NHS and other Public Sector Organisations**

## **Legislation and Government Guidance**

### **The 1995 Disability Discrimination Act (DDA) (amended 2005)**

Part 2 of the DDA requires employers not to directly discriminate against disabled people, to make reasonable adjustments for disabled people, not to practice disability related discrimination, and to protect disabled people from harassment in the field of employment. For details of the legislative requirements, go to the Disability Rights Commission (DRC) Website.

Website [www.drc-gb.org](http://www.drc-gb.org).

Especially important for public sector employers, such as NHS trusts, is the introduction in December 2006 of a Disability Equality Duty, which will require public authorities to:

- promote equality of opportunity between disabled persons and other persons
- eliminate discrimination that is unlawful under the Act
- eliminate harassment of disabled persons that is related to their disabilities
- promote positive attitudes to disabled persons
- encourage participation by disabled persons in public life
- take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons.

Every public service is required to draw up and publish a Disability Equality Scheme by December 2006. With the involvement of disabled people, the authority must identify how they will gather and analyse evidence on their actions and track progress. They must set out how they will assess the impact of their activities on disabled people. They must produce an action plan for the next three years, report on their progress and revise it at least every three years. The DRC will have the power to issue compliance notices where the public authority fails to comply.

This duty should encourage public authority employers to take more proactive action on the employment of people with mental health problems, who at present experience a high degree of discrimination with regard to access to employment. For more information on this, visit [www.drc-gb.org](http://www.drc-gb.org), in particular,

pages relating to the work of the Mental Health Action Group. To go directly to the Disability Equality Duty, see the Website.

Website [www.dotheduty.org](http://www.dotheduty.org).

### **Statutory Codes of Practice on ‘The Duty to Promote Disability Equality’**

The DRC has drawn up statutory Codes of Practice (one for England and Wales, another for Scotland). These can be downloaded, together with further information on the legislation and its implementation, from the Website.

Website [www.drc-gb.org](http://www.drc-gb.org)

Website [www.dotheduty.org](http://www.dotheduty.org).

### **Vocational Services for People with Severe Mental Health Problems: Commissioning Guidance (CSIP, 2006)**

The commissioning objectives issued by Dept for Work & Pensions (DWP) & Dept of Health (DH) are to implement the ‘Individual Placement and Support’<sup>1</sup> approach to employment support within vocational services and to work towards access to an employment advisor for everyone with severe mental health problems. Services need to be based around the needs of the individual, in both secondary and primary services and job retention has a high priority.

The five key elements to a comprehensive service include clinical employment leads and employment specialists integrated within every clinical team, public services as exemplary employers and local partnerships across public, voluntary and independent sectors.

The commissioning framework sets out the requirements for the NHS, local authority, voluntary and independent sectors as ‘Exemplary Employers’:

- An employment specialist should be integrated into human resources (HR) or with outreach to HR and occupational health (OH).
- There should be one whole time equivalent staff member per National Service Framework Local Implementation Team or per NHS Primary Care Trust (PCT).
- They should link to clinical teams, day services, Jobcentre Plus, HR and OH across public services.
- An employment specialist should manage vocational caseloads of up to 25 people at any one time.
- Performance indicators should include increasing the number of people being supported in paid employment in mental health trusts, PCTs, local authorities and other public services.

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<sup>1</sup> Bond, G.R. (2004) Supported employment: Evidence for an evidence-based practice, **Psychiatric Rehabilitation Journal** 27 (4), pp 345-59

- Public services employment policies should reflect commitment to employ service users.

Download from the Website.

Website [www.dh.gov.uk/PublicationsAndStatistics](http://www.dh.gov.uk/PublicationsAndStatistics)

Select 'Shortcuts', 'Publications', 'Policy and Guidance', then the letter 'v'.

### **Choosing Health: Making Healthy Choices Easier (DH, 2004)**

This, the government's public health White Paper, sets out in Chapter 7 the role of the NHS as an exemplar employer, widening the workforce and improving working lives for all: 'We believe that the NHS can and will become an exemplar for public and private sector employers... To achieve this, NHS organisations will need to give careful consideration to a range of factors, including:

- The expansion of staff required to boost capacity in public health and healthcare interventions.
- The expected productivity benefits from skill-mix and role re-design.
- Taking steps to support good health in a high-quality workforce representative of the population it serves.'

**Choosing Health** is available from the Website.

Website [www.dh.gov.uk/PublicationsAndStatistics](http://www.dh.gov.uk/PublicationsAndStatistics)

Select 'Shortcuts', 'Publications', 'Policy and Guidance', then the letter 'c'.

### **Mental Health and Employment in the NHS (DH, 2002)**

This provides guidance on the role of occupational health in recruitment and retention to facilitate the contribution of people with personal experience of mental health problems to the NHS workforce: "It is proposed that the NHS should take a lead, not only in caring for its present and future employees, but also in valuing diversity and in promoting good practice in the employment of people who have experienced or are experiencing mental health problems."

**Mental health and employment in the NHS** is available from the Website.

Website [www.dh.gov.uk/PublicationsAndStatistics](http://www.dh.gov.uk/PublicationsAndStatistics)

Select 'Shortcuts', 'Publications', 'Publications Library', then type in the name of the document and year (2002).

## Information and Advice

### **South West London and St George's Mental Health NHS Trust:**

Information about their User Employment Programme is available from the trust's Vocational Services' Annual Reports (free by e-mail; a small charge for hard copies) and free at open days. Reports and information about open days are available from Joss Hardisty.

Telephone 020 8682 6308

Email [Joss.Hardisty@swlstg-tr.nhs.uk](mailto:Joss.Hardisty@swlstg-tr.nhs.uk)

Post User Employment Programme  
Springfield University Hospital  
61 Glenburnie Road  
London  
SW17 7DJ

### **Leading by Example: Making the NHS a Good Corporate Citizen and Exemplar Employer of People with Mental Health Problems**

A practical guide by Patience Seebohm and Dr Bob Grove to support the recruitment and retention of people with mental health issues in the NHS workforce, based on the personal experiences of those who have already made progress on these issues. Produced by Disability Rights Commission and Sainsbury Centre for Mental Health, the book is available free online or as a hard copy for purchase from the Website (publication July 2006).

Website [www.scmh.org.uk](http://www.scmh.org.uk)

**Mindful Employer** (see Organisations and Networks, page 12)

### **Briefing papers from Employer's Forum on Disability**

EFoD's publications are intended for HR, OH, recruitment and training specialists and line managers. They include briefing papers designed to make it easier for employers both to comply with the DDA and to adopt best practice. Many cover legislation and policy, with impairment specific advice set out in **Employment adjustments for people with mental health problems**. Publications can be purchased from the Employer's Forum.

Telephone 020 7403 3020

Website [www.employers-forum.co.uk](http://www.employers-forum.co.uk)

**Managing for Mental Health: The Mind Employers' Resource Pack.**

For employers who want to ensure best practice in mental health promotion at work. It includes sections on where to get help, employment policies and background information on mental illness. Available from Mind Publications.

Telephone 020 8519 2122

Email [publications@mind.org.uk](mailto:publications@mind.org.uk)

Website [www.mind.org.uk](http://www.mind.org.uk)

**The way to work: A guide to benefits and tax credits for mental health professionals** (2005, updates to be available).

Helps professionals advise their clients on how they can take up work. Available from Disability Alliance.

Telephone 020 7247 8776

Website [www.disabilityalliance.org](http://www.disabilityalliance.org)

**New Thinking about Mental Health and Employment** edited by Grove, B., Secker, J. & Seebohm, P. (2005) Radcliffe Publishing: Oxford

This draws together the research undertaken to date on mental health and employment and combines it with mental health service users' perspectives on the workplace to validate key points.

**A survivor's guide to working in mental health services** (Mind, 2000)

Addresses the difficulties and challenges facing user-workers and lists professional schemes and sources of support. Available from Mind Publications,

Telephone 020 8519 2122

Email [publications@mind.org.uk](mailto:publications@mind.org.uk)

Website [www.mind.org.uk](http://www.mind.org.uk)

**Life in the Day**

Life in the Day is a journal on mental health and social inclusion. It can be obtained from Pavilion Publishing Ltd.

Telephone 0870 161 3505

Email [info@pavpub.com](mailto:info@pavpub.com)

Post Pavilion Publishing (Brighton) Ltd  
The Ironworks  
Cheapside  
Brighton

East Sussex  
BN1 4GD

Examples of relevant articles include:

**What sort of 'support' in employment?** Perkins, R.E., Evenson, E., Lucas, S. & Harding, E.. (2001) **A Life in the Day**: 5, (1) 6-13.

**Implementing a user employment programme in a mental health trust – lessons learned.** Rinaldi, M., Perkins, R., Hardisty, J., Harding, E., Taylor, A. & Brown, S. (2004) **A Life in the Day** 8, (4), 9-14.

# Reducing Stress & Promoting Mental Health at Work

## Legislation and Government Guidance

### Health, Work and Wellbeing – Caring for our Future: A Strategy for the Health and Well-being of Working Age People (DWP/DH/HSE, 2005)

This sets out a strategy to improve workplace health in England, by encouraging employers to improve occupational health support, training for healthcare professionals and addressing barriers to work. This joint publication is available from [www.dh.gov.uk/PublicationsAndStatistics](http://www.dh.gov.uk/PublicationsAndStatistics) select 'Shortcuts', 'Publications', 'Policy and Guidance', then the letter 'h'.

### Health and Safety Legislation

All employers have duties under the following:

- The **Management of Health and Safety at Work Regulations** (1999), to assess the risk of stress-related ill health arising from work activities.
- The **Health and Safety at Work Act** (1974), to take measures to control that risk.

The Health & Safety Executive (HSE) expects employers to carry out a suitable and sufficient risk assessment for stress in their workplace, and to tackle any problems that are identified. The HSE Stress Management Standards were issued in 2004 to help this process (see Information and Advice below).

### Improving Working Lives

This is a national programme for all NHS organisations, first introduced within the *NHS Plan* (DH, 2000). All NHS trusts have achieved 'Practice Level' and are working towards 'Practice Plus Standard' (DH, 2003). 'Practice Plus Standard' is now enshrined in the implementation plan for **Choosing Health** (see above, page 4). **Improving Working Lives: Practice Plus National Audit Instrument** from [www.dh.gov.uk/PublicationsAndStatistics](http://www.dh.gov.uk/PublicationsAndStatistics) select 'Shortcuts', 'Publications', 'Policy and Guidance', then the letter 'i'.

## Information and Advice

### SignUp

The Healthy Workplace Initiative (HWI) is jointly sponsored by the Department of Health and the Health and Safety Executive. It encapsulates a new approach to the problems of health at work which aims to place health in the mainstream

of business thinking and organisational development. Signupweb.net plays a central role in the initiative; it aims to be the one stop centre regarding workplace health, which aims to respond to any query.

Website [www.signupweb.net](http://www.signupweb.net)

**Mindful Employer** (see Organisations and Networks, page 12)

### **Workplace Health Connect**

In partnership with HSE, Workplace Health Connect offers free and impartial advice on health at work, particularly aimed at small and medium enterprises.

Telephone 08456 096 006

### **Management standards** (HSE, 2004)

These standards are not law, but they provide a process whereby employers can meet their legal duties. They set out clear, agreed standards of good management practice to prevent work-related stress – a set of conditions that reflect high levels of health, well being and organisational performance. The advice provided enables employers to identify the gap between current performance in their organisation and these standards of good practice. The advice then helps employers to develop their own solutions to close this gap. The management standards do not replace the HSE guidance pack, **Real Solutions, Real People** (see below). It provides further practical information, advice and tools on how to assess and deal with work related stress in the organisation. Freely available from the HSE Website.

Website [www.hse.gov.uk/stress/standards](http://www.hse.gov.uk/stress/standards)

### **Real Solutions, Real People: A Manager's Guide to Tackling Work-Related Stress** (HSE, 2003)

The guidance contains examples of clear, practical measures which provide a starting point for the workforce to agree how to tackle the findings of a stress risk assessment. The pack includes an introduction on how to use it, learning points, prompt cards, and an action plan to record and monitor what needs to be done. It therefore provides a tool to help managers and staff develop solutions to tackle work-related stress that are specifically relevant to their organisation. It encourages them to tailor their energy to the particular needs identified by risk assessment. Copies can be ordered through the Website.

Website [www.hse.gov.uk/stress/information.htm](http://www.hse.gov.uk/stress/information.htm)

### **Working Minds Toolkit & Line Manager's Resource**

These two publications, originally published by **mind out for mental health**, are now available in pdf format on the Mindful Employer Website.

Website [www.mindfulemployer.net](http://www.mindfulemployer.net)

**Stress and mental health in the workplace** (Robertson, 2005).

This report draws together existing research into stress and individual case studies, to identify stress, its effect, and how the problem can be addressed in easily introduced steps. Available free online or hard copies can be purchased from Mind Publications.

Telephone 020 8519 2122

Email [publications@mind.org.uk](mailto:publications@mind.org.uk)

Website [www.mind.org.uk](http://www.mind.org.uk)

**A Toolkit for Mental Health Promotion in the Workplace** (Mentality, 2002)

This aims to provide a framework to enable employers to develop a mental health promotion policy in the workplace. The Toolkit makes the case for investment, information on what works and some practical examples of ways forward. It is available from the Website.

Website [www.scmh.org.uk](http://www.scmh.org.uk)

**Workplace Interventions for People with Common Mental Health Problems: A Review of the Scientific Evidence on the Management of Common Mental Health Problems At Work** (2005) by Seymour, L. & Grove, B. for British Occupational Health Research Foundation (BOHRF).

A review of current research evidence on how to reduce absence from work due to common mental health problems. Free copies of the review are available from the BOHRF Website.

Website [www.bohrf.org.uk](http://www.bohrf.org.uk)

**Mental Health in the Workplace: Tackling the effects of stress** (1999)

Mental Health Foundation Available online (pdf) from the Website.

Website [www.mhf.org.uk](http://www.mhf.org.uk)

## **Job Retention**

### **Legislation and Government Guidance**

#### **Vocational Services for People with Severe Mental Health Problems: Commissioning Guidance (CSIP, 2006).**

This guidance (see above, page 3) includes job retention of service users as a priority for mental health services, a concern for both in-patient and community services. It identifies the employment specialists as the initial source of help for people in work.

#### **Choosing Health – Making Healthy Choices Easier (DH, 2004).**

This recognises the importance of an early return to work after ill-health to promote recovery. (See above, page 4).

### **Information and Advice**

**Mindful Employer** (see Organisations and Networks, page 12)

#### **Roger Butterworth, Independent Consultant**

Roger and colleagues who were involved in the job retention pilot in Avon and West Wiltshire above, are now sharing their learning through two day training programmes across the UK. Many participants from these training sessions now meet regularly to share their experiences and update their skills at Network meetings. For more information, contact Roger Butterworth. (See Organisations and Networks below)

Email [Roger.Butterworth@hotmail.com](mailto:Roger.Butterworth@hotmail.com)

#### **KMG Health Partners Ltd**

Currently working with other partners in a major initiative in Wales – ‘Healthy Minds at Work’- delivering packages of training to employers and accredited training in Job Retention Case Management. This activity builds on the training developed by Roger Butterworth & Dave Costello and is linked to the work being undertaken by the Vocational Rehabilitation Association to create national standards for vocational rehabilitation. Working close with the Job Retention Network, over 200 people have received the initial 2 Day Training Course throughout the UK. These ‘trainees’ are then supported and mentored through

their regional networks. A diploma course in Job Retention Case Management will come on stream by autumn 2007. For further information contact Gail Kovacs.

Email [gail.kovaks@btinternet.com](mailto:gail.kovaks@btinternet.com)

### **Securing Health Together**

This government strategy is designed to stop people at work becoming ill, and if they do, to get them back to work as soon as possible. The website provides links to information and support on occupational health, information about the strategy and a 'Best Practice' database of projects – practical examples of what can be done.

Website [www.ohstrategy.net](http://www.ohstrategy.net)

### **Studies and Articles**

#### **Getting Back before Christmas: Avon & Wiltshire Mental Health**

**Partnership Trust Job Retention Pilot Evaluation** (2003) Thomas, T. Secker, J. & Grove, B (unpublished) London: IAHSF, King's College London. This study, funded by DH & DWP, evaluates a pilot job retention programme which adopts a case management approach.

**Job Retention & Mental Health: A review of the literature** (2002) Thomas, T. Secker, J. & Grove, B. (Unpublished) London: Institute for Applied Health & Social Policy, King's College London. This study, funded by DH & DWP, reviews the international literature on job retention.

**Evaluation of the Employment Retention Project, Walsall** (2005) Grove, B. & Seebom, P. with Trinova. (Unpublished).

The above 3 studies are all available as pdf from the following Website.

Website [www.scmh.org.uk](http://www.scmh.org.uk)

**'Vocational Rehabilitation: The Enable Employment Retention Scheme. A new approach.'** Robdale, N. **British Journal of Occupational Therapy**, October 2004, vol 67, no. 10

**'Stepping in early: A job retention scheme'** Robdale, N. **A Life in the Day**, February 2005, vol 9, issue 1.

## Organisations and Networks

**Disability Rights Commission (DRC)** [www.drc-gb.org](http://www.drc-gb.org) Helpline 08457 622633. The DRC is an independent body established in 2000 to stop discrimination and promote equality of opportunity for disabled people. Provides a range of services and information on disability issues, including legal support for test cases. It is actively supporting implementation of the Disability Equality Duty for the public sector (Disability Discrimination Act 2005).

### **Employers' Forum on Disability**

The Forum is a membership organisation for both the private and public sector which provides a range of services and acts as an authoritative employers' voice on disability. They produce accessible, up to date publications on recruitment, management and retention issues (see section 1, Information and Advice).

Telephone 0207 403 3020

Website [www.employers-forum.co.uk](http://www.employers-forum.co.uk)

### **Health and Safety Executive (HSE)**

The HSE is the statutory body responsible for ensuring health and safety in the workplace. It advises on health and safety legislation, has responsibility for inspection, enforcement and good practice. Many of its publications cover the policy and good practice issues of Mindful Employment Practice including **Managing Sickness Absence in the Public Sector. A joint review by the Ministerial Task Force for Health, Safety and Productivity and the Cabinet Office.**

Telephone 0845 345 0055

Website [www.hse.gov.uk](http://www.hse.gov.uk)

### **Workplace Health Connect**

In partnership with HSE, Workplace Health Connect offers free and impartial on health at work, particularly aimed at small and medium enterprises.

Telephone 0845 609 6006.

### **Mindful Employer**

An employer-led initiative which aims to increase awareness of mental health at work and provides ongoing support for employers who wish to improve their employment practices. It has a comprehensive website including resources for

employers, online discussion forum, local contacts and a Charter for Employers who are Positive About Mental Health.

The initiative is facilitated by WorkWAYS, a service of Devon Partnership NHS Trust and support by the National Institute for Mental Health England (NIMHE). There is no cost in being involved in the Mindful Employer initiative, which is open to any employer, public, private or voluntary sector, in the UK.

Telephone 01392 208833

Website [www.mindfulemployer.net](http://www.mindfulemployer.net)

## **Jobcentre Plus**

Workstep, the supported employment programme and Access to Work, provides sources of support to aid job retention (eg support workers).

## **Job Retention Network**

This network is divided into regional groups in England, Wales & Scotland. These forums have been established to offer advice, support and training for organisations wishing to develop mental health job retention services. Contact Roger Butterworth (UK wide).

Telephone 07727 676 410

Email [rogerbutterworth@hotmail.com](mailto:rogerbutterworth@hotmail.com)

Alternatively, contact Mary Deacon (West Midlands).

Email [mary.deacon@bsmht.nhs.uk](mailto:mary.deacon@bsmht.nhs.uk)

## **2hatsUK**

An e-group for people who both work in and use mental health services. It aims to provide a forum for sharing experiences and to give mutual support. Subscribe to the group via email.

Website [www.smartgroups.com/groups/2hatsuk](http://www.smartgroups.com/groups/2hatsuk)

Email [2hatsuk-subscribe@smartgroups.com](mailto:2hatsuk-subscribe@smartgroups.com)

## **Employmentlist**

An e-group for people interested in employment support for people with mental health problems and learning disability.

Email [Employmentlist-subscribe@smartgroups.com](mailto:Employmentlist-subscribe@smartgroups.com)

## **Employer Engagement Network:**

Convened by the National Social Inclusion Programme at NIMHE/CSIP. Contact Rebecca Mitchell for more information.

Email [Rebecca.mitchell@londondevelopmentcentre.org](mailto:Rebecca.mitchell@londondevelopmentcentre.org)

## **National Social Inclusion Programme**

The National Social Inclusion Programme (NSIP) was set up to deliver the 27 recommendations from the **Social Exclusion and Mental Health** report (Office of the Deputy Prime Minister, Social Exclusion Unit July 2004). In terms of the employment agenda, the programme is undertaking several pieces of work:

- employer engagement to share thinking and good practice on recruitment and retention of people with mental health problems
- working with Employers Forum on Disability to test employer facing tools for intermediaries
- working with a range of stakeholders to develop the mentally healthy workplace agenda
- working with the HSE on the development of workplace health connect.

For more information visit the Website or contact the Social Inclusion Leads shown overleaf.

Website [www.socialinclusion.org.uk](http://www.socialinclusion.org.uk)

The National Institute for Mental Health England (NIMHE), part of Care Services Improvement Partnership (CSIP) plays a key role in implementing the National Social Inclusion Programme. Split in to regions, each NIMHE Regional Development Centre (RDC) is shown below (correct at May 2006):

### **RDC Lead**

**South West**  
Trish Stokoe

CSIP South West  
Mallard Court  
Express Park  
Bristol Road  
Bridgwater  
TA6 4RN

Email [trish.stokoe@hotmail.co.uk](mailto:trish.stokoe@hotmail.co.uk)  
Telephone 07914716955 or 01172552585

**South East**  
Malcolm Barrett

South East DC  
Parklands Hospital  
Aldermaston Road  
Basingstoke  
Hampshire  
RG24 9NB

Email [malcolm.barrett@sedc.org.uk](mailto:malcolm.barrett@sedc.org.uk)  
Telephone 07970 291 090

**East Midlands**  
David Gardner

CSIP East Midlands Development Centre  
3rd Floor  
Mill 3  
Pleasley Vale Business Park  
Outgang Lane  
Mansfield  
NG19 8RL

Email [David.Gardner@nimhe-em.nhs.uk](mailto:David.Gardner@nimhe-em.nhs.uk)  
Telephone 07785 387 703

**North West**  
Carey Bamber

NIMHE North West  
Hyde Hospital  
2nd Floor  
Grange Road South  
Hyde  
SK14 5NY

Email [carey.bamber@nimhenorthwest.org.uk](mailto:carey.bamber@nimhenorthwest.org.uk)  
Telephone 0161 351 4921 or 07968 031 085

**West Midlands**  
Barbara Crosland/Kate  
O'Hara

West Midlands DC  
Osprey House  
Albert Street  
Redditch  
B97 4DE

Email [barbara.crosland@nimhe.wmids.nhs.uk](mailto:barbara.crosland@nimhe.wmids.nhs.uk)  
Telephone 01527 587 624 or 07747 793 731

[Email kate.o'hara@nimhe.wmids.nhs.uk](mailto:kate.o'hara@nimhe.wmids.nhs.uk)  
Telephone 07899 897087

**North East, Yorkshire  
and Humber**

NEYH DC  
Genesis 5  
Innovation Way  
University Road  
Heslington

York  
YO10 5DQ

Telephone 01904 717 260

**Eastern**  
Robin Murray Neill/Chris  
Rowland

655 The Crescent  
Colchester Business Park  
Colchester  
Essex  
CO4 9YQ

Email [robin.murray-neill@nemhpt.nhs.uk](mailto:robin.murray-neill@nemhpt.nhs.uk)  
Telephone 01206 287593 or 07747 536 067

Email [chris.rowland@nempht.nhs.uk](mailto:chris.rowland@nempht.nhs.uk)  
Telephone 07747 536 065

**London**  
Brendan McLoughlin

London DC  
11-13 Cavendish Square  
London  
W1G 0AN

Email  
[Brendan.mcloughlin@londondevelopmentcentre.org](mailto:Brendan.mcloughlin@londondevelopmentcentre.org)  
Telephone 020 7307 2431

## **Mindful Employment Practice Resource List**

The resource list can be promoted and distributed by other organisations who wish to do so. The list will be updated in October 2006 and March 2007. For additional information on Mindful Employment Practice and corrections or additions to this Resource List please contact any of the following:

Michelle Valentine, DRC  
Richard Frost, Mindful Employer  
Bob Grove, Sainsbury Centre for Mental Health

[Michelle.Valentine@drc-gb.org](mailto:Michelle.Valentine@drc-gb.org)  
[Richard.Frost@DevonPtnrs.nhs.uk](mailto:Richard.Frost@DevonPtnrs.nhs.uk)  
[Bob.Grove@scmh.org.uk](mailto:Bob.Grove@scmh.org.uk)