



Promoting Wellbeing @ Work Study

The following options describe the alternative courses of action, which will be offered to the intervention group of companies when appropriate. The five interventions cover the key topics of stress at work, health and wellbeing, return to work (RTW), sickness absence management (SAM) and vocational rehabilitation (VR).

Intervention One – A Corporate Response to Stress at Work

Option One

Strategy development

A stress prevention strategy for the organisation - this would be an overarching approach that may involve any, some or all of the options mentioned below. It will also include the development of a timetabled action plan for the proposed way forward.

Option Two

Policy development

- a) Does the organisation have a Stress / Managing Pressure Policy?
If yes, then a quality audit would be undertaken. Key questions would be:
- does it address the current issues?
 - does it refer to and promote the Health and Safety Executive's Management Standards?
 - does it advocate risk assessment?
 - does it include support / referral methods?
 - does it offer guidelines for managers?

If there is room for improvement work2health will offer consultancy advice on updating the policy to fit current practice and to meet the organisation's needs.

- b) If there is no policy – work2health will offer the organisation the opportunity to access support, as part of the intervention time allocation, in the development of the policy – note this will not involve writing the policy for the organisation. Ownership of the policy is key to sustainability and for this reason the organisation must be the key player in its development.

Option Three

Stress Audit

It is possible that the organisation has a high level of sickness absence due to stress but does not fully understand the nature of the sources of pressure. As part of this intervention work2health can offer

- consultancy advice on stress audits – deciding the best option – options would include the HSE stress indicator tool (free), other questionnaires (cost implications), focus groups
- the facilitation of up to two focus groups within a clearly identified 'hotspot' including full feedback on the findings and the development of recommendations. The time constraints of this approach would mean that only two focus groups could be run.

Option Four

Implementation of HSE Management Standards which includes the promotion of risk assessment for stress.

- a) work2health will work with the organisation's working group to decide which aspects of the Management Standards need addressing and the most suitable way forward. This could include capacity building, training or the facilitation of one or two focus groups to identify the next steps. The promotion of risk assessment for stress can be provided via training workshops (see below).
- b) work2health will offer consultancy advice on how to carry out the risk assessment process within the organisation e.g. designing a suitable form or adapting a form to best suit the needs of the organisation.
- c) work2health can also offer consultancy advice on HSE's competency framework for line managers. This might include the facilitation of focus groups to identify which competencies employees consider are carried out well or less well within the organisation. This could help in identifying developmental needs for managers from which a programme can be established.

Option Five

Training

work2health would offer:

- a 'train the trainers' session on promoting the risk assessment process for stress. This would include raising awareness of what stress is, recognising the symptoms of stress and understanding how the risk assessment process works. The session will include practical exercises.

- a 'train the trainer' course on basic stress awareness for employees
- the facilitation of a workshop for Senior Managers

It is important to remember that work2health has only 5 days support to offer each organisation so running several workshops is not an option under the terms of this project. However, running one or two workshops for Senior Management or for managers working in a 'hotspot' might be one way forward.

Option Six

Support

work2health can offer:

- consultancy advice on the provision of a support programme e.g. on setting up a counselling service / Employee Assistance Programme. This may or may not link in with the Occupational Health provision.

Intervention Two – A Corporate Response to improving Health and Wellbeing

Option One

Strategy development

A health and wellbeing strategy for the organisation - this would be an overarching approach that may involve any, some or all of the options mentioned below. It will also include the development of a timetabled action plan for the proposed way forward.

Option Two

Setting the scene

- Does the organisation have a planned approach to health and well being?

If yes, then a situation analysis would be undertaken. Key questions would be:

- Does the planned approach include a health and well being policy?
- If so, does it address the organisations current needs?
- Does it offer guidelines for managers?
- Is this approach effective?

- b) If there is room for improvement work2health will offer consultancy advice on updating the policy to fit current practice and to meet the organisation's needs.
- c) If there is no planned approach work2health will offer the organisation the opportunity to access support as part of the intervention time allocation to develop an appropriate response.

NB. This will not involve writing a policy / policies for the organisation. Ownership of the policy is key to sustainability and for this reason the organisation must take the lead in its development.

- d) work2health will offer consultancy advice on how to carry out a staff health survey within the organisation e.g. designing a suitable tool or adapting a tool to best suit the needs of the organisation.

Option Three

Advice on the promotion of physical activity and nutrition in the workplace.

- a) work2health will offer advice on how to implement nutrition interventions e.g.
 - Education and Awareness – food labelling, healthy eating days, posters, leaflets.
 - Programmes and Services – workplace weight loss programmes
 - Supportive Environments – healthy eating options provided in on-site facilities, healthy option vending machines.
- b) work2health will offer advice on how to implement physical activity interventions e.g.
 - Education and Awareness – posters, leaflets, newsletters, promotion of local and national events
 - Programmes and Services – workplace activity challenges, lunchtime led walks, activities on site i.e. lunchtime aerobic classes
 - Supportive Environments – provision of bike racks, changing facilities, flexi-time

Option four

Training

work2health would offer:

- Capacity building in terms of delivering health and wellbeing interventions (includes H & S, H.R. and O.H.). This would include raising awareness of the importance of a healthy and active workforce on organisation productivity, how to carry out a staff health survey and how to implement health and wellbeing interventions.

Intervention Three – Return to Work (RTW)

Option One

Strategy development

Is there a return to work policy (or does it form part of another policy)? If so –

- Does it address current needs?
- Does it offer guidelines for managers?
- Are RTW interviews being consistently carried out across the organisation
- Is the approach effective?

In consultation with the organisation's reference group work2health would decide upon the most appropriate response.

If no policy or RTW interviews exist then work2health would work with the organisation's representatives to put these measures in place.

Option Two

Developing good practice

Work2health would work with the organisation to facilitate the development of good practice. Possible actions include:

- The development of a RTW interview template for use by managers across the organisation
- Identifying the gaps and troubleshooting them where possible
- Awareness raising of the value and importance of RTW interviews

Option Three

Training

work2health would offer:

- Capacity building in terms of delivering RTW interviews in a consistent way across the organisation
- Skills training for key managers in the application of RTW interviews

Intervention Four – Sickness Absence Management (SAM)

Option One

Strategy development

Is there a sickness absence policy (or does it form part of another policy)?

If so –

- Does it address current needs?
- Does it offer guidelines for managers?
- Is the policy being consistently used across the organisation?
- Is the approach effective?

In consultation with the organisation's reference group work2health would decide upon the most appropriate response.

If no policy or effective sickness absence management exists then work2health would work with the organisation's representatives to put these measures in place.

Option Two

Developing good practice

work2health would work with the organisation to facilitate the development of good practice. Possible actions include:

- The development of a comprehensive sickness absence policy for use by managers across the organisation
- Identifying the gaps and advising on possible solutions
- Awareness raising of the value and importance of following the sickness absence policy

Option Three

Training

work2health would offer:

- Capacity building in terms of delivering the management of sickness absence in a consistent way across the organisation
- Skills training for key managers in the application of managing attendance

Intervention Five – Vocational Rehabilitation (VR)

Option One

Strategy development

Is there a vocational rehabilitation (or does it form part of another policy)?

If so –

- Does it address current needs?
- Does it offer guidelines for managers?
- Is the policy being consistently used across the organisation?
- Is the approach effective?

In consultation with the organisation's reference group work2health would decide upon the most appropriate response.

If no policy or effective vocational rehabilitation exists then work2health would work with the organisations representatives to put these measures in place.

Option Two

Developing good practice

work2health would work with the organisation to facilitate the development of good practice. Possible actions include:

- The development of a comprehensive vocational rehabilitation policy for use by managers across the organisation
- Identifying the gaps and advising on possible solutions
- Awareness raising of the value and importance of supporting vocational rehabilitation

Option Three

Training

work2health would offer:

- Capacity building in terms of delivering VR in a consistent way across the organisation
- Skills training for key managers in the application of VR