

Achieving Wellbeing Programmes at Work

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What is wellbeing

- ▶ feeling confident and satisfied
 - ▶ feeling safe and supported
 - ▶ feeling recognised and appreciated
 - ▶ having a sense of belonging
 - ▶ having opportunities and a sense of purpose.
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- ▶ Ref: What Works Centre for Wellbeing

What affects wellbeing

- ▶ physical and mental health,
- ▶ relationships,
- ▶ occupation,
- ▶ income,
- ▶ activities (sense of purpose),
- ▶ environment

Why have a programme at work?

Ref: BITC workwell model



The ideal

A programme that addresses:

- ▶ Workplace culture
- ▶ Training
- ▶ Job design

Let's be realistic!

In OH we tend to focus on health, from a medical point of view!

How the TfL Health Improvement Plan (HIP) started

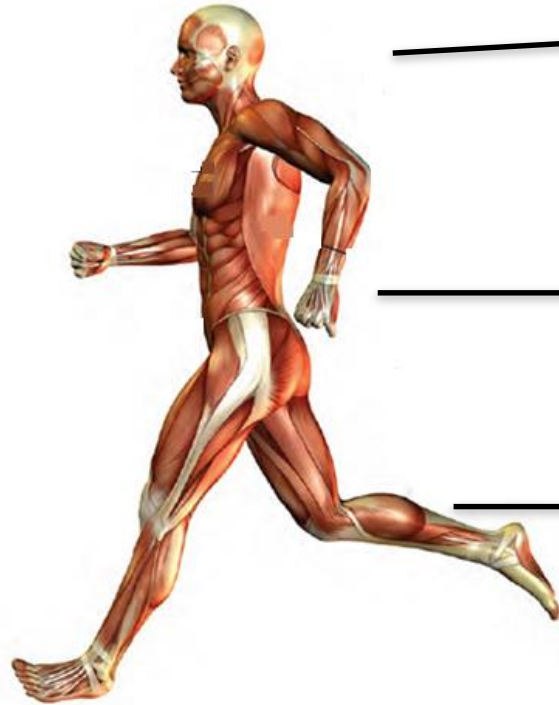
- ▶ Analysis of sickness absence and medical retirements in 2003
 - ▶ Areas of greatest loss
 - ▶ Stress, anxiety and depression
 - ▶ Musculo-skeletal disorders
- ▶ Ring fenced funding for proactive interventions from 2004
- ▶ Initially the programme was delivered only in London Underground; it has gradually been extended to all of Transport for London directly employed people

HIP interventions

- ▶ Musculo-skeletal
- ▶ Mental health
- ▶ General health
 - ▶ Health fairs
 - ▶ Access to on-line information
 - ▶ Campaigns
- ▶ Shift work
 - ▶ Access to on-line information

Musculo-skeletal

- Booklet and CD for employees and a different one for managers
- Physical activity programme
- Employees trained to be motivators for physical fitness



→ Condition Management Programme

→ Back Fitness Class

→ Lower Limb Class

Mental health



Sharing good practice: tips

Managers shared their approach for supporting their colleagues and managing stress levels.

Look and listen


Keep an eye out for danger signs, whether individuals are missing deadlines, short tempered or over-react. Connect with the person, ask how they are doing and if they need support. If colleagues are unwell, support their needs and talk to them when they return to work.

Trust and respect

Support flexible working, when appropriate, to build an environment where colleagues will, in return, pitch in when needed. Trust others to make decisions, be interested in what colleagues are doing and create an environment where people want to work.

Seek out support

Work with OH to get advice and informally ask colleagues to support new starters. Talk to peers and HRBPs, encourage team working and connections to establish informal support networks.



If you take care of the people, then the scorecard will take care of itself

Have HRBP and OH support if needed. Think TfL does more than other organisations in this area.

Health fairs

- ▶ Focused advice
 - I. Health measures (height, weight, bp, blood tests)
 - II. Nutrition advice
 - III. Fitness advice
 - IV. Resilience coaching
 - V. Physiotherapy
 - VI. Leaflets and a giveaway (eg pedometer)



Shiftwork

Development of on-line information:

Shift work and health

This section aims to help you understand how shift work can affect your health and wellbeing. Get tips and suggestions which may help prevent some medical conditions associated with shift work.

- ▶ [Introduction to shift work](#)
- ▶ [Shift work and nutrition](#)
- ▶ [Shift work and sleep](#)
- ▶ [Shift work and exercise](#)
- ▶ [Shift work and medical conditions](#)

Evaluation - some examples

Condition management

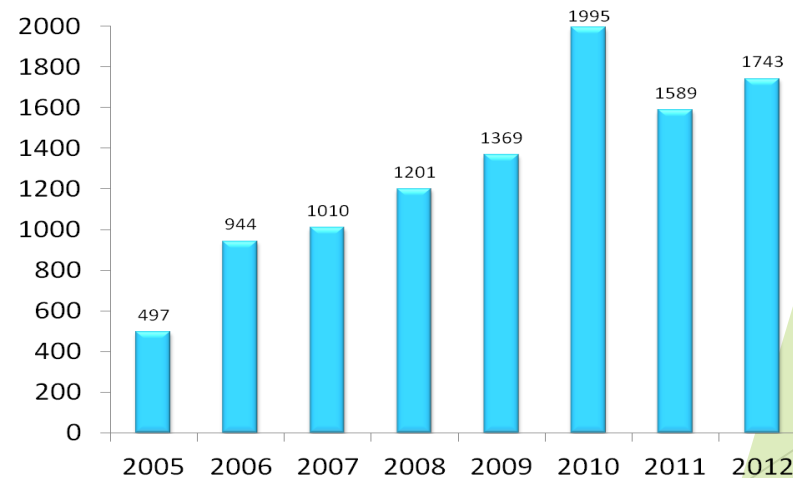
Condition management group savings: £22,680

Education package group savings: £11,333

Health fairs

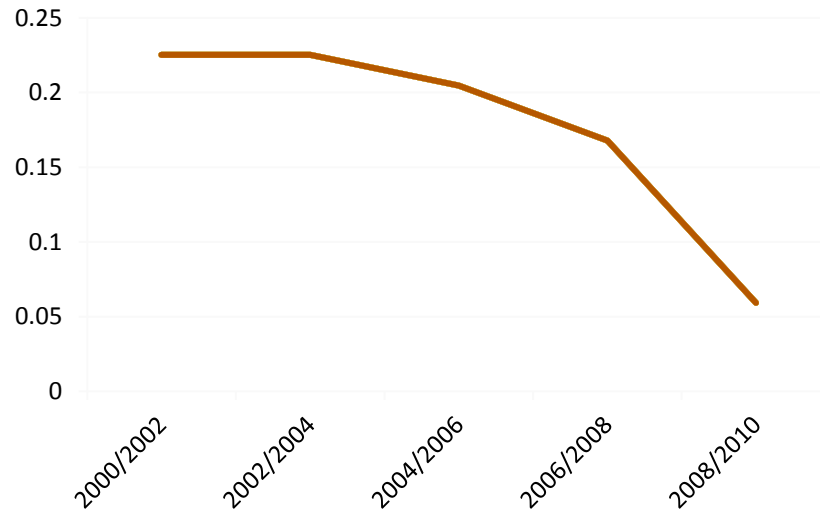
Increase of number with BP within guidelines from 76% to 80% from 2011 to 2013

Graph below attendance numbers at health fairs

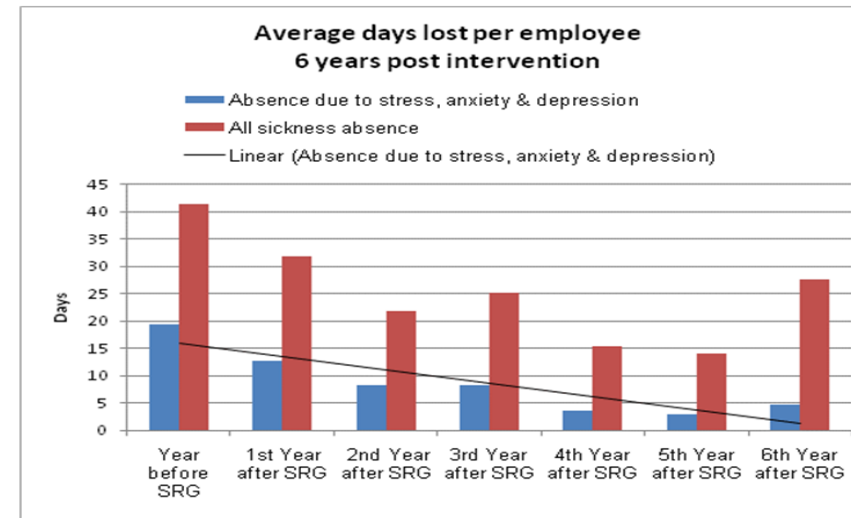


Evaluation - more examples

Graph below shows changes in medical retirements for musculo-skeletal causes over 10 years



Graph below shows absence for stress, anxiety and depression in blue, and for all reasons in red, for stress reduction group attendees



BUT



Slide courtesy of Dr Christian Gravert - Deutsche Bahn AG



EFFORT-REWARD IMBALANCE¹



66%

of surveyed millennials show ERI Ratio > 1: they believe, that they give more to DB, than they receive in return



ERI Ratio > 1: High downtime, weakened immune responses, increased disease risk (cardiovascular disease, nicotine addiction, psychiatric illness, infectious diseases)

¹ ERI, scientifically proved factor to explain downtimes, professional gratification crises model (Siegrist, 1996)

Slide courtesy of Dr Christian Gravert - Deutsche Bahn AG



WORKERS WILL TOLERATE THEIR LACK OF COMPENSATION OR POOR SITUATIONS BUT ONLY UNDER THESE CERTAIN CONDITIONS (SIEGRIST, 2002)

1 When no other career options or opportunities are available

2 When career advancement necessitates "strategic endurance"

3 When they are naturally inclined to work excessively (over-commitment)



+135% increase in diagnosed mental illness among young employees since 2011 (shift workers)

Slide courtesy of Dr Christian Gravert - Deutsche Bahn AG



THE NEED FOR ADJUSTMENT: EXPECTATIONS OF WORKING CONDITIONS HAVE CHANGED



Older Generation:

"You can't do it. You're simply not resilient enough!"



Younger Generation:

"Yes we can, but not at all costs. What's the point?"



There is a new way of dealing with stress and a new mindset of what is acceptable.

22%

of sick leave can be attributed to a dissatisfaction of working conditions primarily within topics of safety, implementation of new ideas, professional development, and integration.

13%

of early turnover can be explained by dissatisfaction with working conditions (above all safety, handling of MAB results, trust in leadership, and professional development)

Slide courtesy of Dr Christian Gravert - Deutsche Bahn AG

WHEN WORKING CONDITIONS ARE THE ROOT PROBLEM, HEALTH MEASURES *CANNOT* BE THE LONE SOLUTION



Slide courtesy of Dr Christian Gravert - Deutsche Bahn AG

The essential elements

- ▶ Leadership
- ▶ Funding
- ▶ Embed into corporate culture
- ▶ Who does it? Collaboration.
- ▶ Involving “the troops”
- ▶ Activities
- ▶ Link up with local communities
- ▶ Importance of mental health
- ▶ To measure or not? If yes - how to measure
- ▶ Training

More recent TfL examples

- ▶ Global Corporate Challenge - walking challenge
- ▶ Segued into community action with the Park Run
- ▶ Health and wellbeing champions
- ▶ Time to Change agents
- ▶ Videos of leaders talking about mental health
- ▶ Wellbeing at Work index

TfL Wellbeing at Work index

- ▶ Uses existing employee survey, Viewpoint, which is undertaken annually
- ▶ Relevant questions are allocated to the six HSE management standards - demand, control, support, role, change, relationships
- ▶ Organisation, directorates, departments and each team (with 10 or more responders) gets an overall score for wellbeing at work and for each element
- ▶ Scores used to decide on action for improvement

Reflections and advice

- ▶ If the company leadership team and other key players aren't involved, a workplace wellbeing programme won't lead to change
- ▶ OH can be a key influencer - we can provide information, advice, encouragement and some action
- ▶ A successful programme can start with OH....!!

Useful resources

- ▶ Business in the Community Workwell Model - wellbeing.bitc.org.uk
- ▶ What Works Centre for Wellbeing: whatworkswellbeing.org

Thank you.

Questions and comments are very
welcome!

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