Healthy Workplace Conference and 2019 Awards
Cornwall, 18 March 2019

Progress in Health Work and Wellbeing

Dame Carol Black
Expert Adviser on Health and Work
Public Health England and NHSE

Principal, Newnham College Cambridge
In the UK, we need to compete on the quality of what we do – and that makes staff performance and productivity vital. And workplace health is essential to both of those key factors. ”

Neil Carberry CBI Director of employment & skills

Sickness absence plus presenteeism = annual productivity loss

- UK Productivity loss is high and on a worsening trend.
- Presenteeism is the most significant component of productivity loss.
... but the lost workers

Too few drivers in the journey keeping people in work.

Each year 140,000 ESA claimants come direct from work without a period of employer support.
Drivers of presenteeism, absence, and low productivity

- Poor leadership and low Board engagement
- Lack of ‘people-capable’ line managers
- Lack of workplace data
- Mental ill-health and its associations
- Musculoskeletal problems and their consequences
- Needs of particular groups of workers – gig workers, carers, LGBT, etc
BHW: helping employers build case for investment in employee health

now in its seventh year

**Independence**
Independent Advisory Board

**Rigour**

**Scale**

430 organisations
150k employees
>20m data points
Risk factors that impact on productivity loss

Cross-sectional analysis

Independent effect of modifiable drivers of work impairment, as determined across 98,000 distinct employees over 3 years
Relationship: change in risk factors and change in productivity loss

Reduction in work impairment days associated with reduction in risk factors.

**Longitudinal analysis**

Reduction in work impairment associated with reduction in risk, as determined across a cohort of 7,247 repeat participants over 3 years.

- Reducing MSK pain (per condition): 0.8
- Reducing added fats: 2.5
- Increasing activity from 30 to 150 mins per week: 2.6
- Reducing time pressures: 2.9
- No longer being bullied: 5.0
- Increasing sleep from 4 to 7 hours: 5.2
- No longer having financial concerns: 5.8
- Reducing salt intake: 6.2
- No longer being depressed: 31.0

Covariate adjusted

**Vitality**

**RAND**

**EUROPE**
Analysis of 26,432 employees in 129 organisations

Average days lost due to absence and presenteeism, per employee per year **35.6** days

Best-performing company in survey, Nomura **18** days

55 mins of every lost productive hour due to presenteeism

Over one third of productivity loss related to work stress and lifestyle choices

Average productivity loss per employee translates to **£81bn annual cost** to UK economy
Mental Ill-Health – its relationships

- Mental Ill-Health
- Depression
- Anxiety
- Stress
- Bullying
- Physical inactivity
- Obesity
- Sleep
- Managers’ behaviour
- Financial concerns
Sleep

What Critical Processes Occur in the Sleeping Brain?

- Regulating growth & repair
- Emotional processing
- Developing memories
- Processing information
- Replacing energy reserves
- Rebuilding metabolism
- Removing waste products

Essential reading: “A top sleep scientist argues that sleep is more important for our health than diet or exercise.”
A strain-reducing company culture

Considers:

- Mental health problems, and critical life events, as normal aspects of a mentally healthy life.

- Good mental health to be reflected by mature (open, active and self-critical) handling of such problems.

- Companies should not ‘punish’ mental health problems – but instead reward good problem-solving behaviour…

- … and reward problem-addressing behaviour in managers.
Groups often ignored

• Gig and irregular workers
• Young workers – transition to work
• LGBT+: stigma, harassment
• Those affected by Domestic Violence
• Women in the workplace
• Carers who work
UK Government National LGBT Survey 2017 – online survey with responses from 108,000 LGBT+ UK people

- 56% of respondents felt uncomfortable being open in the workplace about their sexual orientation
- 23% had experienced a negative or mixed reaction from other workers due to being thought to be LGBT+
- 28% of LGBT+ CEOs had been advised to hide their sexual orientation at work
- 81% of LGBT+ employees have experienced a mental health condition, but only 60% of all employees
Best and worst countries to be a Working Woman

The glass-ceiling index

The latest data suggest progress for women at work has stalled

Glass-ceiling index
Environment for working women, 2018 or latest, 100=best

The median pay gap for full-time UK working women is still around 14%
Gender – overall points

• 62% of workers paid below the living wage are women.

• Women are paid less than men in all age groups.

• Gender pay gaps widen with age, to above 20% at 40 up.

• For 50+ the gaps have changed little since 2005; in younger age groups the gaps are narrowing but still exist.

• Law profession: since 1919 open to women, now 60% of entrants. But only 1 in 5 senior judges is female, only 28% of partners, only 19% of ‘magic circle’ partners.

UK Equality and Human Rights Commission
Pregnancy – still a barrier for women in work

UK Commission for Equality and Human Rights 2018:

The Commission’s 3-year research project (2016) showed over 75% of pregnant women and new mothers (i.e. 390,000 women) experience each year negative and potentially discriminatory treatment.

This includes 54,000 being forced out of their jobs per year due to pregnancy and maternity discrimination.

One in five mothers report harassment or negative comments from colleagues or manager when pregnant or returning from maternity leave.

25% of mothers under 25 (15% overall) reported negative impact on their health and stress levels.
Women’s risks in employment

**Caring** : 30% of women in their late 50s care for an adult

25% women aged 50-64 do caring, only 16% of men

**Menopause** : Over 50% of women 45-55 find difficulties with it

**MSKs** : At 50+, more women than men have MSK problems.

**Depression** : affects 28% of women aged 60-64, 17% of men.

**Pensions** : by 60-64, men on average have four times the pension wealth of women (five times at 65-69).

Two reports by women in insurance:
What can make the biggest differences?

- Leadership
- Board engagement
- Line-manager capability

These are essential to Health and Wellbeing, particularly Mental Health, of employees.

After them, think of:
Line Managers’ Health and Wellbeing

Have you ever had health problems yourself that affected your working capacity?

Survey 2017 Switzerland

- 44.6% I have never had health problems
- 34.1% I have had physical problems
- 12.4% I have had psychological problems
- 9.0% I have had both physical and psychological problems

Selected slides from a presentation by Niklas Baer at the OECD Wellbeing Week, October 2018
Data from a 2017 survey of 1,540 managers of Small or Medium Enterprises in the German-speaking part of Switzerland.
Healthy managers’ employees

**Conclusion:** healthy managers do not have ill employees

- **I have never had any health problems (45%)**: 9% (physical), 5% (psychological)
- **I have had physical problems (34%)**: 17% (physical), 6% (psychological)
- **I have had psychological problems (12%)**: 20% (physical), 16% (psychological)
- **I have had physical and psychological problems (9%)**: 32% (physical), 27% (psychological)

Selected slides from a presentation by Niklas Baer at the OECD Wellbeing Week, October 2018

Data from a 2017 survey of 1,540 managers of Small or Medium Enterprises in the German-speaking part of Switzerland.
## Board & Executive Committee Influence - optimal meeting frequency

### 2018 BHW data; residual effect after adjusting for age, income, gender

<table>
<thead>
<tr>
<th></th>
<th>Business outcomes</th>
<th>Mental health</th>
<th>Culture</th>
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<tbody>
<tr>
<td></td>
<td>Average amount of productive time lost per employee per year due to absence and presenteeism (days)</td>
<td>% of employees showing low work engagement</td>
<td>% of employees with at least one dimension of work-related stress (per HSE scale)</td>
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<td><strong>Board level</strong></td>
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<tr>
<td>Never or less than annual</td>
<td>38.3 25.0</td>
<td>10.3 67.3</td>
<td>36.2 70.5</td>
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<td>Annual</td>
<td>35.5 19.8</td>
<td>8.0 54.4</td>
<td>56.3 78.5</td>
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<tr>
<td>Semi annual</td>
<td>33.2 16.7</td>
<td>7.0 53.3</td>
<td>60.9 80.2</td>
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<tr>
<td>More frequently</td>
<td>36.0 22.3</td>
<td>8.0 58.6</td>
<td>56.9 79.3</td>
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<td><strong>Executive Committee level</strong></td>
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<td>Never or less than annual</td>
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**Green = better** than average, **yellow middling**, **red worse**.
Boorman Review (2009):

“A healthier workforce means fewer avoidable days off sick, reduced levels of presenteeism and a more efficient workforce. Healthier, happier staff means better patient care, the main NHS priority.”

The Review recommended 20 actions to achieve this.
Development of a Framework for Improvement

A practical tool to support Health and Wellbeing of NHS Staff

- developed by the Healthy Workforce team in NHS England with an expert Advisory Board.
- NHS demonstrator sites co-designed and tested content.

Toolkit sets out 14 elements covering enablers and health interventions (inc. MH) – describing good practice, giving case studies and guidance on implementation.

A diagnostic tool to benchmark quickly on each element, with 3 basic questions on each, to identify gaps.

(Published on NHS Employers website, May 2018)
Also on NHSI website.
NHSE Staff H&WB Programme

Determinants of sickness absence?
Measuring improvement
Board H&WB Leads
New initiatives

Develop and share thematic Interventions:
- Board Engagement and Development
- Line Management Development
- Develop data quality standards

All 10 Ambulance Trusts

12 Improvement Sites: Implementing and evaluating interventions such as Fast-Track Occupational Health Services

15 Trusts facing attendance challenges in the last year

36 Fast-track engagement via existing Retention Improvement Programme

All Trusts: Health and Wellbeing Framework, access to thematic interventions, case studies and the resources supplied and developed during the programme
Topics not discussed

- Research
- The young worker and transition to work
- Incentivising workers towards health

but these are all of current interest and activity
Small businesses

“Small businesses at the heart of their communities”

- 89% of small business employers offer all or some of their staff flexible working arrangements
- 80% of FSB members have contributed to their local community or charity in the past three years
- 78% of small employers have at least one worker aged over 50
- 38% Donate time
- 32% Contribute skills
- 95% of all small employers have taken on at least one worker from a labour market disadvantaged group in the last three years
- 41% of small business employers offer work experience either as part of the recruitment process or through their community outreach

Proportion of FSB small businesses that have volunteered for or contributed to their local community or charitable causes in the last 3 years, by region

SME/community engagement

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Experts in Business