



Healthy Workplace Conference and 2019 Awards

Cornwall, 18 March 2019

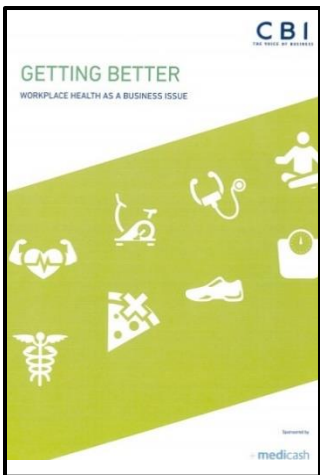
**Progress in Health
Work and Wellbeing**

Dame Carol Black

**Expert Adviser on Health and Work
Public Health England and NHSE**

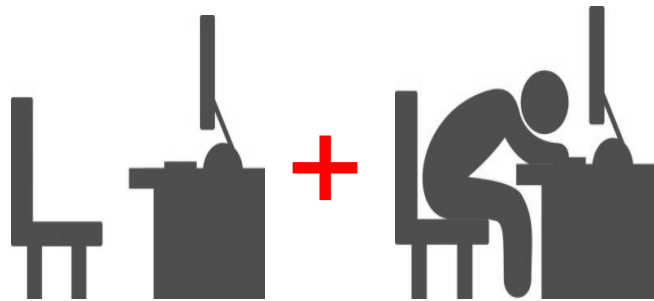
Principal, Newnham College Cambridge

Workplace Health and Wellbeing



*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

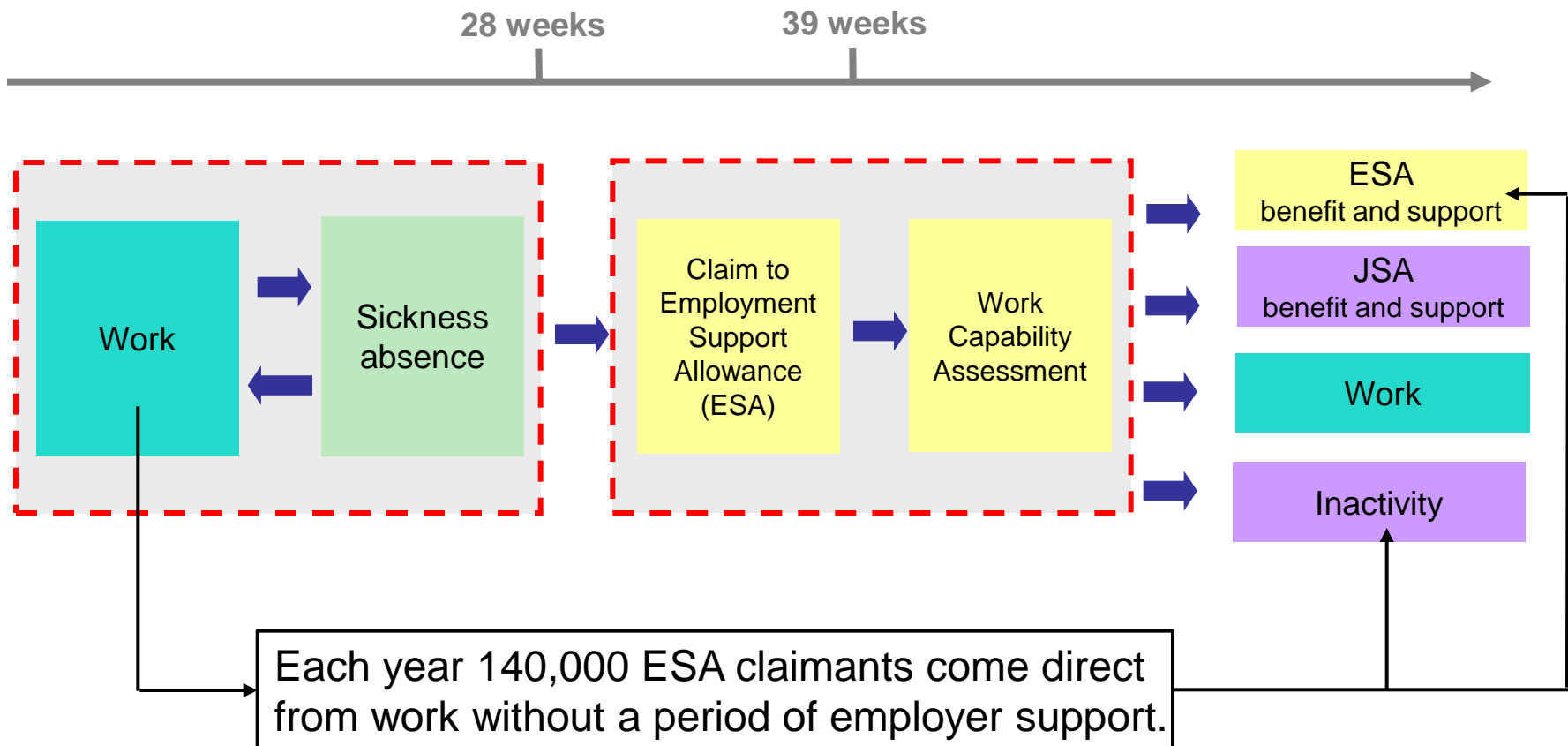


Sickness absence **plus**
presenteeism =
annual productivity loss







- 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.



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

**BRITAIN'S
HEALTHIEST
WORKPLACE**

now in its
seventh year

DATA !

Independence

Independent Advisory Board

Rigour



UNIVERSITY OF
CAMBRIDGE



EUROPE



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

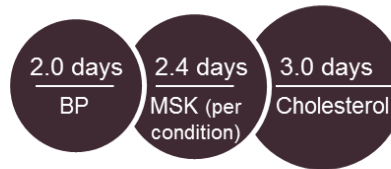


EUROPE

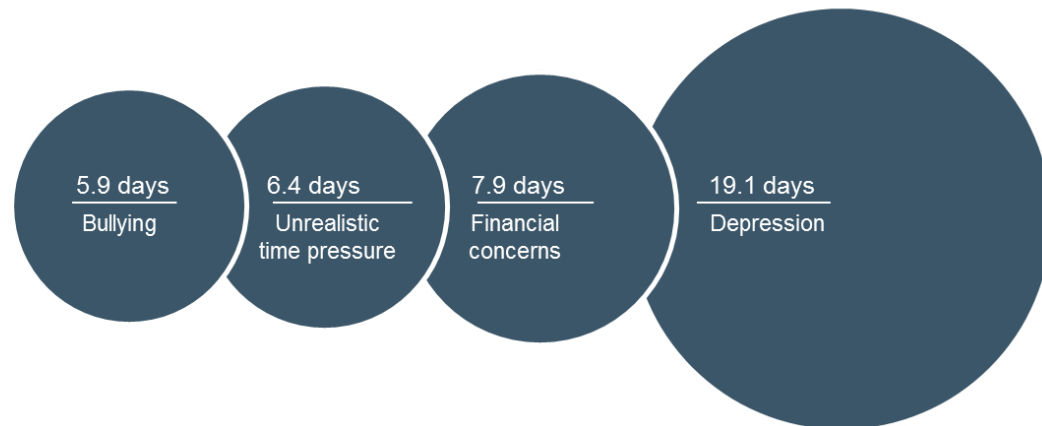
Lifestyle risks



Clinical risks



Mental wellbeing risks



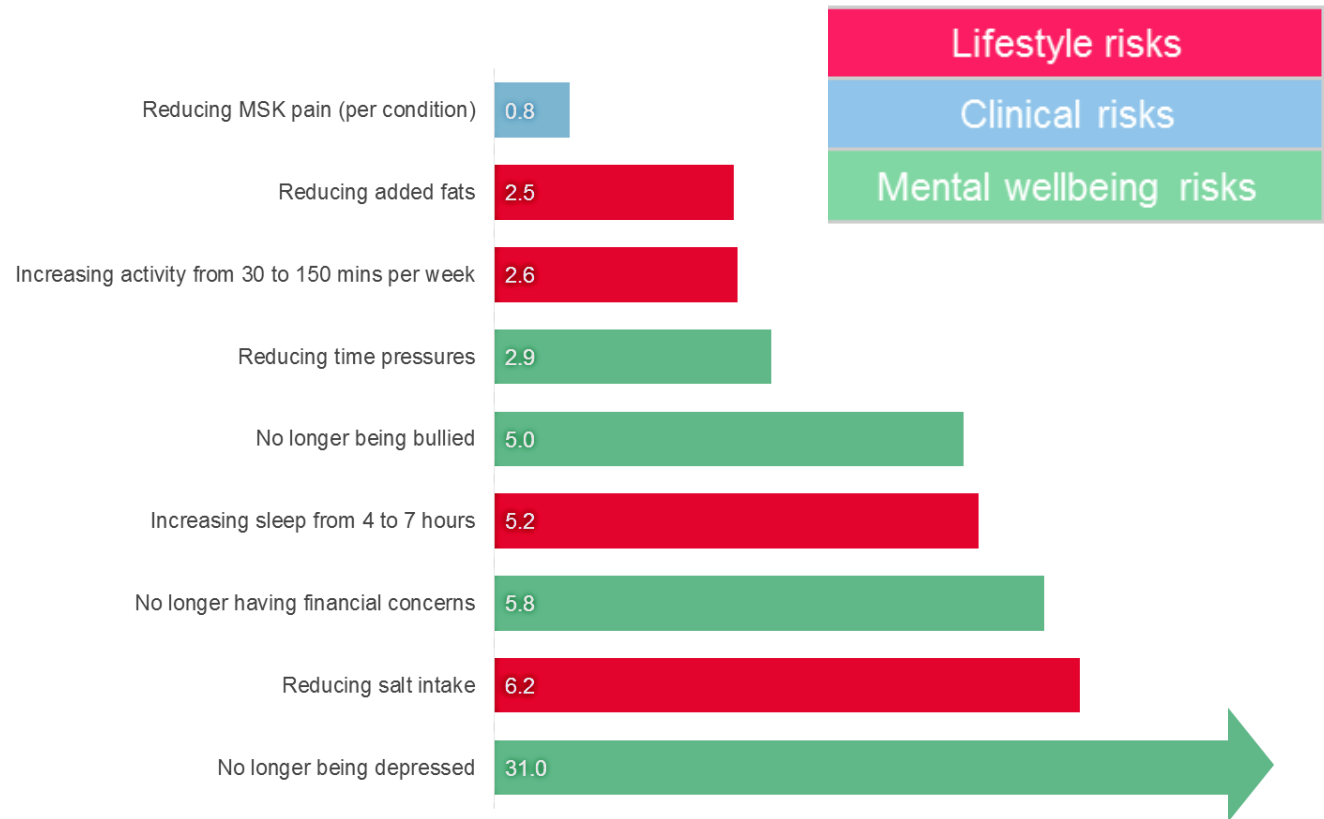
Relationship : change in risk factors and change in productivity loss

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

Vitality



Covariate adjusted

BHW: Messages from 2018 UK cohort

-  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

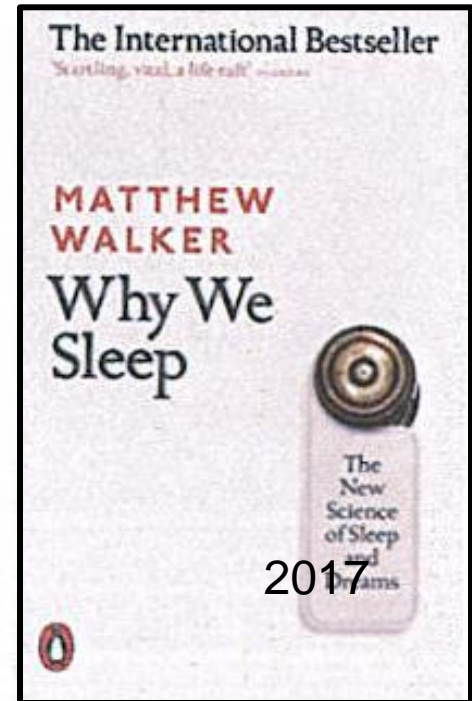
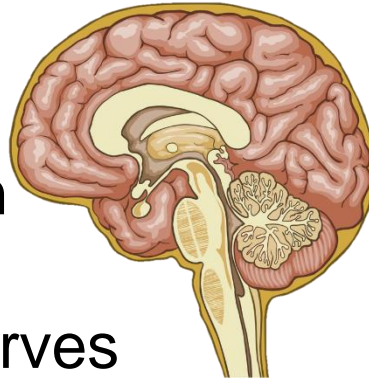
Mental Ill-Health – its relationships



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.”

from lecture by Russell Foster

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

LGBT and LGBT+

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

BITC *Working with Pride* report 2018

Best and worst countries to be a Working Woman

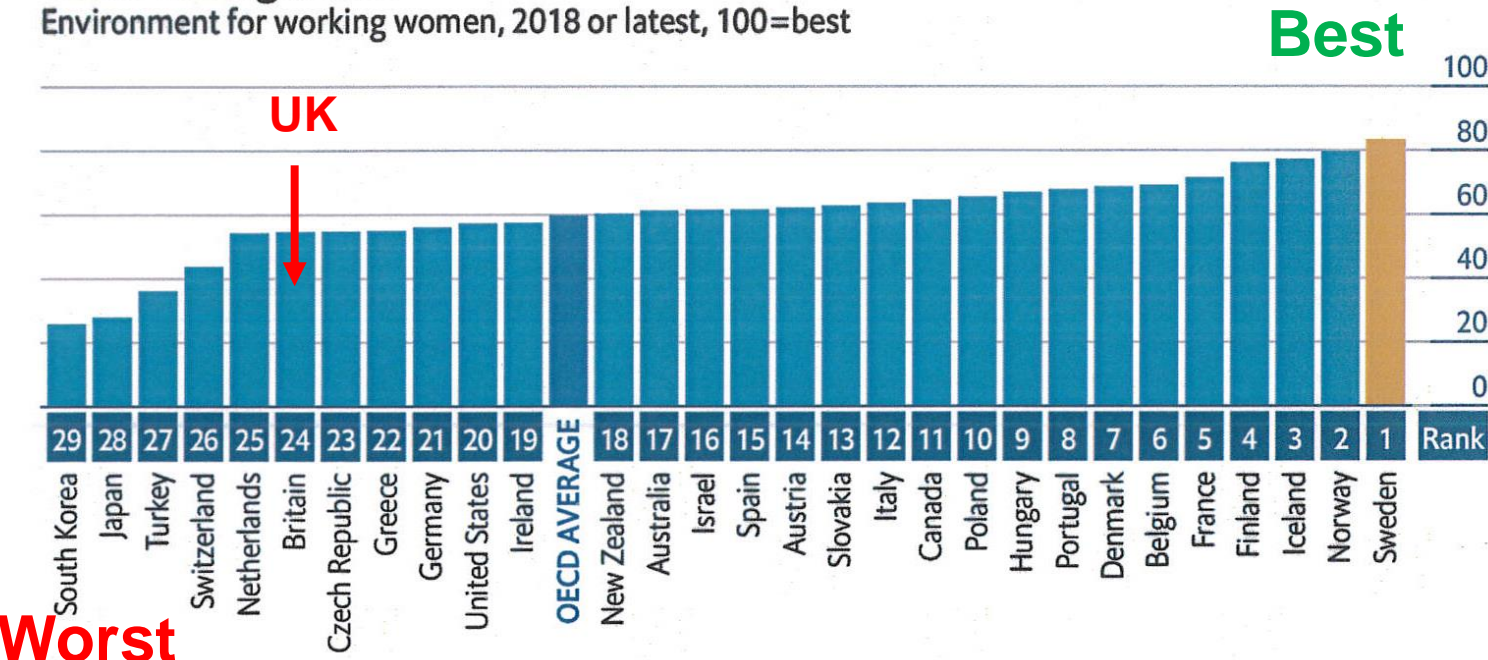
The glass-ceiling index

The latest data suggest progress for women at work has stalled



Glass-ceiling index

Environment for working women, 2018 or latest, 100=best



Britain now
no.24, 2
down from
last year

Progress
has stalled

Sources: European Institute for Gender Equality; Eurostat; GMAC; ILO; Inter-Parliamentary Union; OECD; national sources; *The Economist*





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.

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

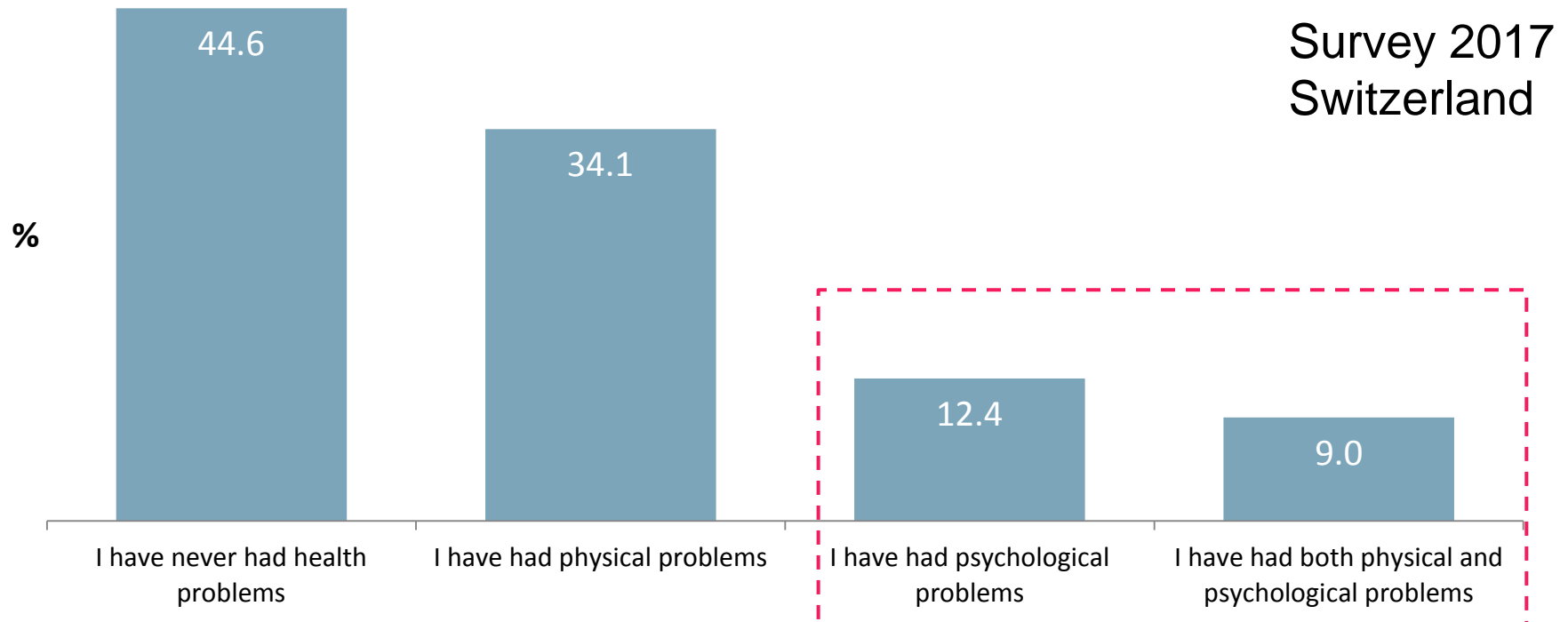
These are essential to Health and Wellbeing, particularly Mental Health, of employees.

After them, think of:



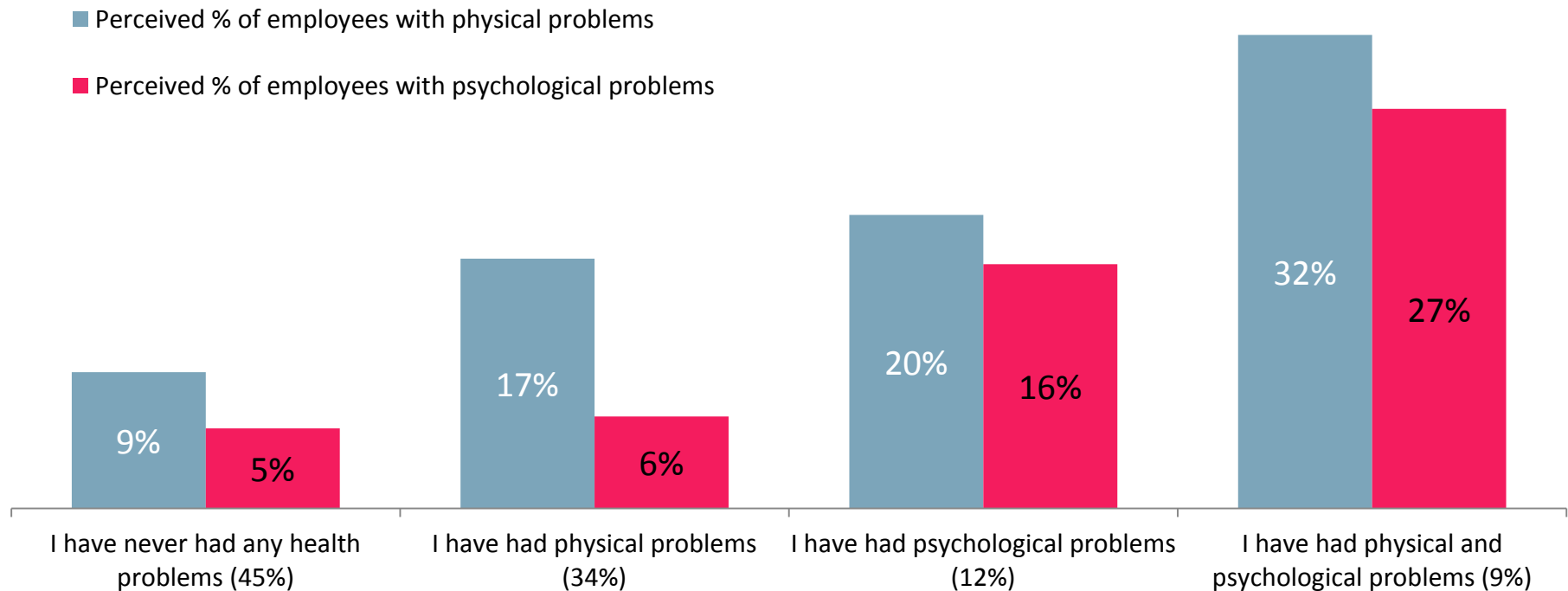
Line Managers' Health and Wellbeing

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



- 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



- 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.

Conclusion: healthy managers do not have ill employees

Board & Executive Committee Influence

- optimal meeting frequency

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

Board level

Never or less than annual
Annual
Semi annual
More frequently

Business outcomes		Mental health		Culture	
Average amount of productive time lost per employee per year due to absence and presenteeism (days)	% of employees showing low work engagement	% of employees who suffer from depression	% of employees with at least one dimension of work-related stress (per HSE scale)	% who feel senior leaders view the level of employee health and wellbeing as an important indicator of the organisation's success	% who feel that their line manager cares about their health and wellbeing
38.3	25.0	10.3	67.3	36.2	70.5
35.5	19.8	8.0	54.4	56.3	78.5
33.2	16.7	7.0	53.3	60.9	80.2
36.0	22.3	8.0	58.6	56.9	79.3

Executive Committee level

Never or less than annual
Annual
Semi annual
More frequently

36.9	23.8	9.8	59.2	37.6	73.7
36.6	21.8	8.1	56.4	54.1	78.3
39.5	21.0	8.8	57.5	51.5	78.3
35.4	21.0	7.6	57.7	59.8	80.3

Green = better than average, **yellow middling**, **red worse**.

Leadership in the National Health Service England



Simon Stevens, CEO, inaugural address 2014 :

“NHSE employees will need to be **healthy, both mentally and physically, have good well-being, and be fully engaged** in their work towards improved patient outcomes.”

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.

NHS Workforce

Health and Wellbeing Framework

Organisational Enablers



Health Interventions

Improvement

Mental Health



Musculoskeletal



Healthy Lifestyles



NHSE Staff H&WB Programme



Improvement

Determinants of sickness absence ?

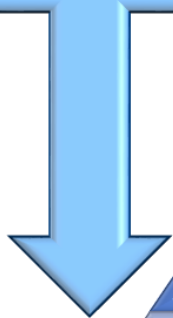
Measuring improvement

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 BUSINESS, BIG HEART:

BRINGING COMMUNITIES TOGETHER

“ 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

What do small businesses do for their communities?



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

SME/community engagement



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

