

 @behealthyatwork

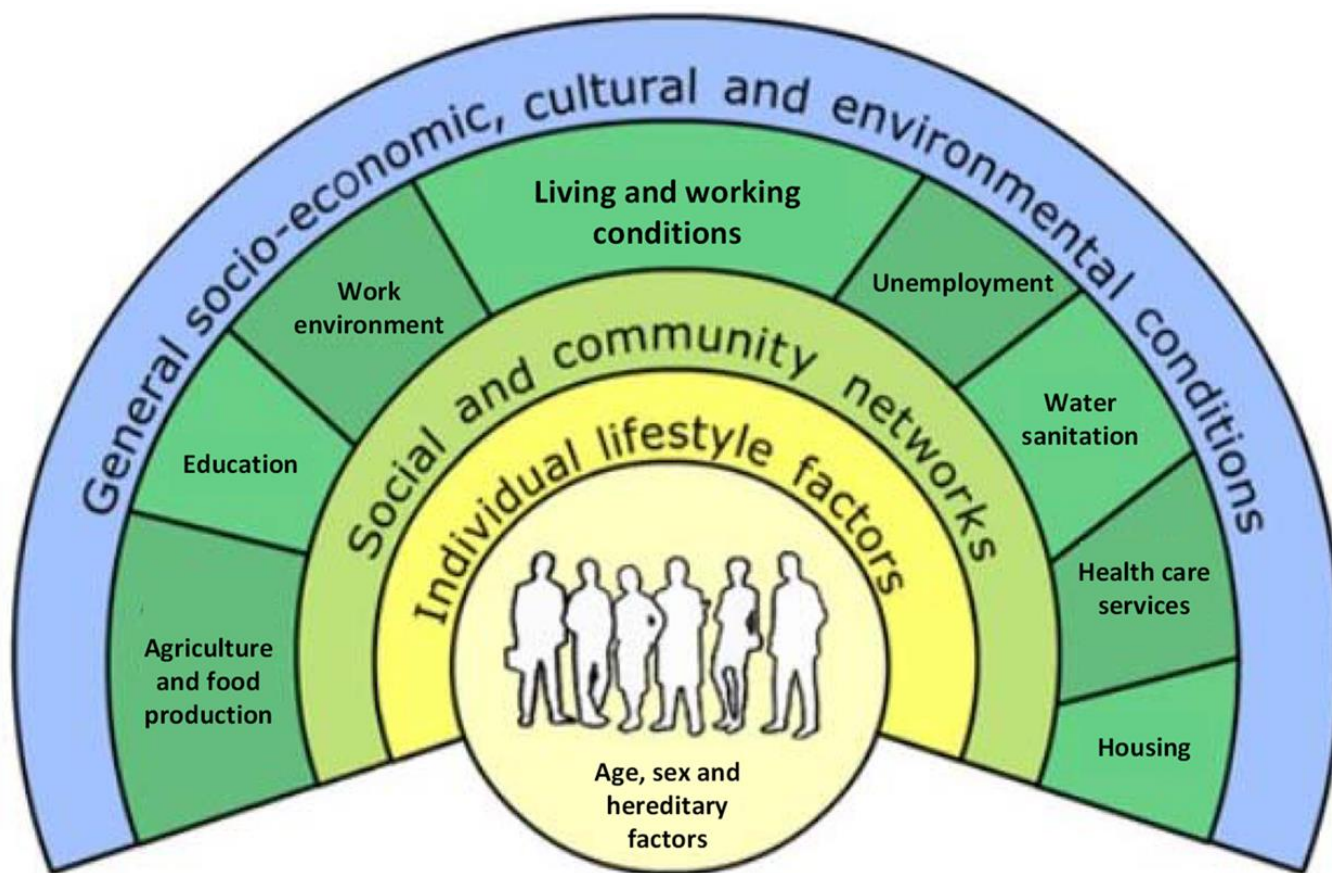


Why is it so important to keep people healthy at work....

Scene setting

Dr Kerry Bailey
Public Health Consultant, Cornwall Council

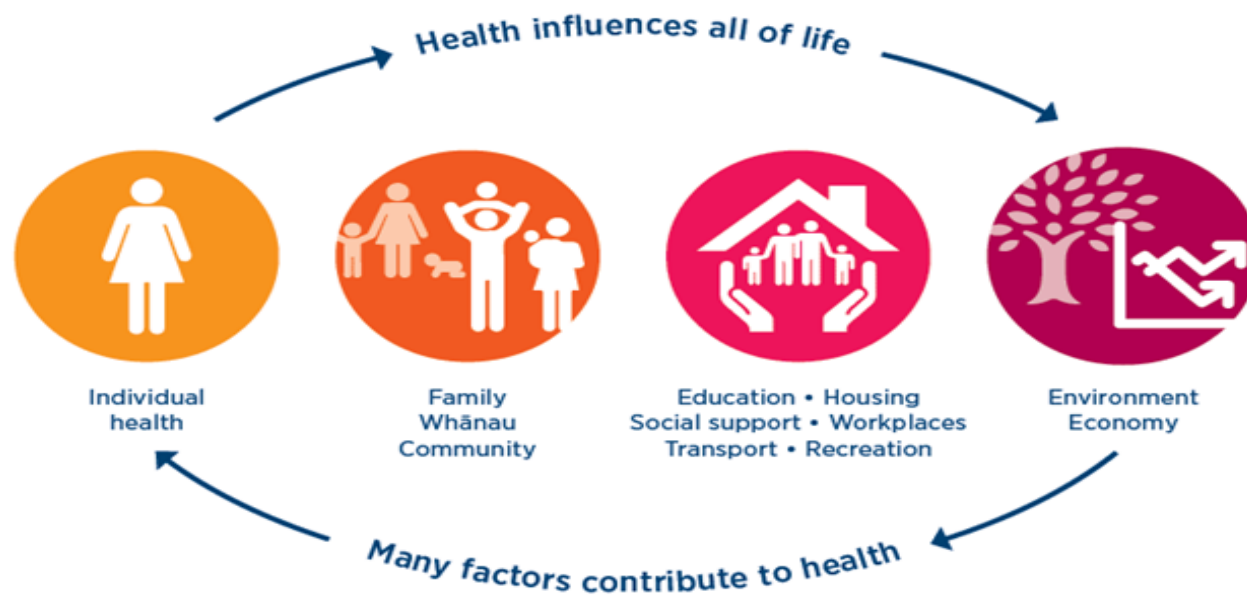
Improving health for all residents across Cornwall and the Isles of Scilly



Life expectancy Cornwall - 79.8 years (Male) 83.3 (female)

Healthy life expectancy - 63.0 and 64.6 - fifth of life

Degrees of ill health among the working-age population



Inequalities:

A man living in St Austell South on average 6.9 more years in poorer health than a man in Saltash Rural.

A woman living in Redruth North has on average 4.9 more years in poor health than a woman living in Truro Rural (West).

We spend as long at work as we do at home

- Adults spend most of their waking hours in a workplace



- All very different - Office/Car/shop/bar/builders site
- Work environment not always conducive to being healthy
- But workplaces are an asset – work is good for you
- Small differences- people, environment, facilities, culture can make a big difference

A healthy workforce increases the effectiveness of every business

Covid-19

- NHS information – the first port of call for the public:

<https://www.nhs.uk/conditions/coronavirus-covid-19/>

- **‘Coronavirus shows that health and work are inextricably linked’** Health Secretary 5th March

‘ Our approach to tackling coronavirus is to prepare for the worst and work for the best’.

<https://www.gov.uk/government/publications/guidance-to-employers-and-businesses-about-covid-19>



Healthy Workplace Conference & Award Ceremony Wadebridge, 9 March 2020

**National overview & update
on Workplace Health**

Dame Carol Black

**Adviser on Health and Work
NHSI and PHE, England**

Total Worker Health

- **Creating Embedment**
NOT an 'add-on'
- Ensure a firm base for Health and Wellbeing, grounded in the fabric of the organisation.



- **It cannot be an 'add-on'.**
- **We are making progress**

Let us acknowledge Progress 2005 - 2020

Growing Evidence Base

- Work Foundation
- IES
- RAND Europe
- Independent Reviews
- Universities

- Acas
- Think tanks
- Federation of Small Businesses
- What Works Centres

- HSE
- Government/PHE/NICE
- BITC/CIPD

Initiatives

- Britain's Healthiest Workplace
- Workplace Charters
- Public Health Responsibility Deal
- Constructing for Health
- Police: Bluelight Wellbeing Framework

- Mindful Employer
- Mental Health First Aid
- City Mental Health Alliance
- Royal Foundation:
Mental Health Portal
- Mental Health at Work

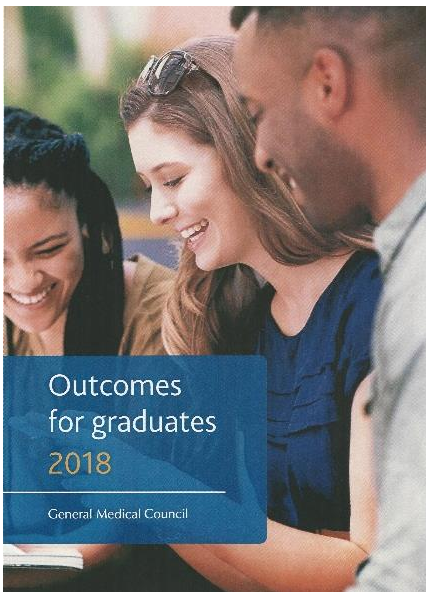
We are still innovating

Examples: now and for the future

- Automotive – risk exposure ‘app’ to capture hazardous physical and cognitive job demands.
- Transportation – online sleep-management programme to reduce fatigue and accident risks.
- Military – team-based mindfulness to support ‘change readiness’ and agility.
- Shipping – telepsychiatry interventions to reduce suicide among isolated mariners.
- Financial services – financial wellbeing support programme

Courtesy S. Bevan 2020

Education : Waking up

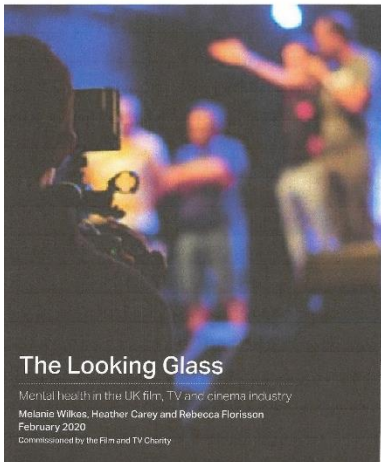
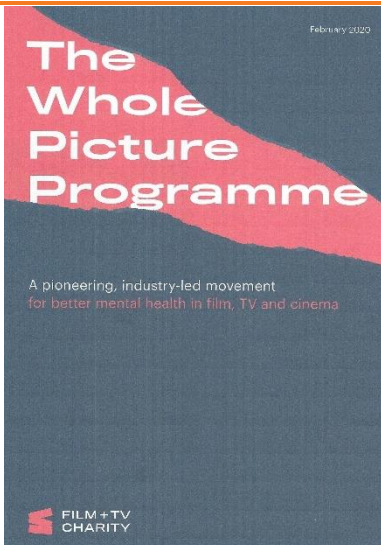


GMC publication **Outcomes for graduates 2018** as a basis for medical schools to develop their curricula.

GMC Section 2 : **Newly-qualified doctors** should be able to : “describe the principles of **holding a fitness for work conversation** with patients, including assessing the social, physical, psychological and biological factors supporting functional capacity”

PHE commissioned the University of Kent to develop undergraduate curricula on Health and Work ‘ to upskill the next generation of healthcare professionals’.

New Reports and Insights

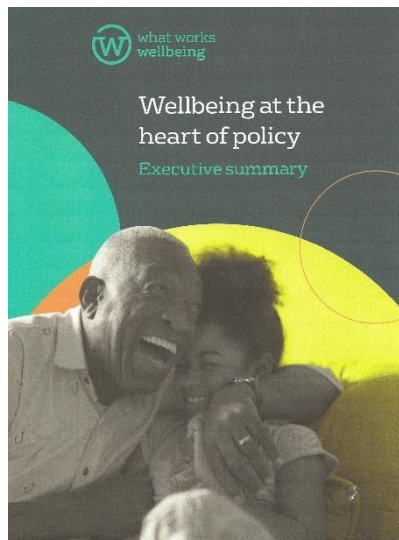


- Nearly 9 in 10 film, TV and cinema workers have experienced an MH problem (vs 2 in 3 overall).
- Film etc workers are twice as likely as average UK workers to experience anxiety.
- These workers are three times as likely as UK average to have self-harmed.
- Over half of film workers have considered taking their own life (vs 1 in 5 nationally)
- ... and 1 in 10 have attempted to do so.

Other new Reports

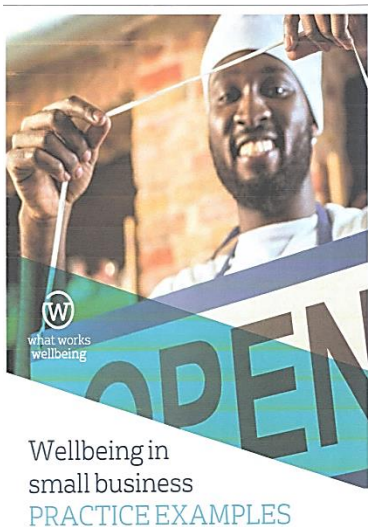


- Recently unemployment has receded as a problem for the labour market.
- The quality of work remains a significant issue.
- Employment growth has not dramatically increased the proportion of people doing good-quality work.



- There is already evidence of what works to improve wellbeing, and how to measure impact.
- Wellbeing evidence can contribute a coherent approach for determining efficacy of different policies and interventions.

What Works Centre for Wellbeing



- Founded 2015, “.. independent collaborative centre providing high-quality evidence for decision-makers in government, communities, businesses and elsewhere.”
- “ We bring pioneering thinkers together from across these sectors to share ideas and solutions.”
- “Our goal: to improve, and save, lives through better policy and practice for wellbeing.”

Wellbeing at Work : five main drivers:

Health, Relationships, Security, Environment, Purpose

Employee wellbeing: why invest ?

Several studies suggest potential benefits for employers.

Better performance

Organisations with high levels of employee WB have outperformed the stock market by **c.2% per year over 25 years.**

Reduced costs

Average cost of absence and presenteeism due to ill-health is around **8% of a company's wage bill**

Higher creativity

Organisations promoting Health and Wellbeing are seen as **3.5 times more likely to be innovative**

London
Business
School

2015

BRITAIN'S
HEALTHIEST
WORKPLACE

2015

WORLD
ECONOMIC
FORUM

2010

Wellbeing and economic performance

- Wellbeing is increasingly seen as a complementary indicator to economic indicators (e.g. Gross Domestic Product) of how well a society is performing.
- In the workplace, personal wellbeing can include a person's assessment of satisfaction with their work or job, positive feelings about work (e.g. motivation) and absence of negative feelings about their work (e.g. anxiety or worry).

What Works Centre for Wellbeing

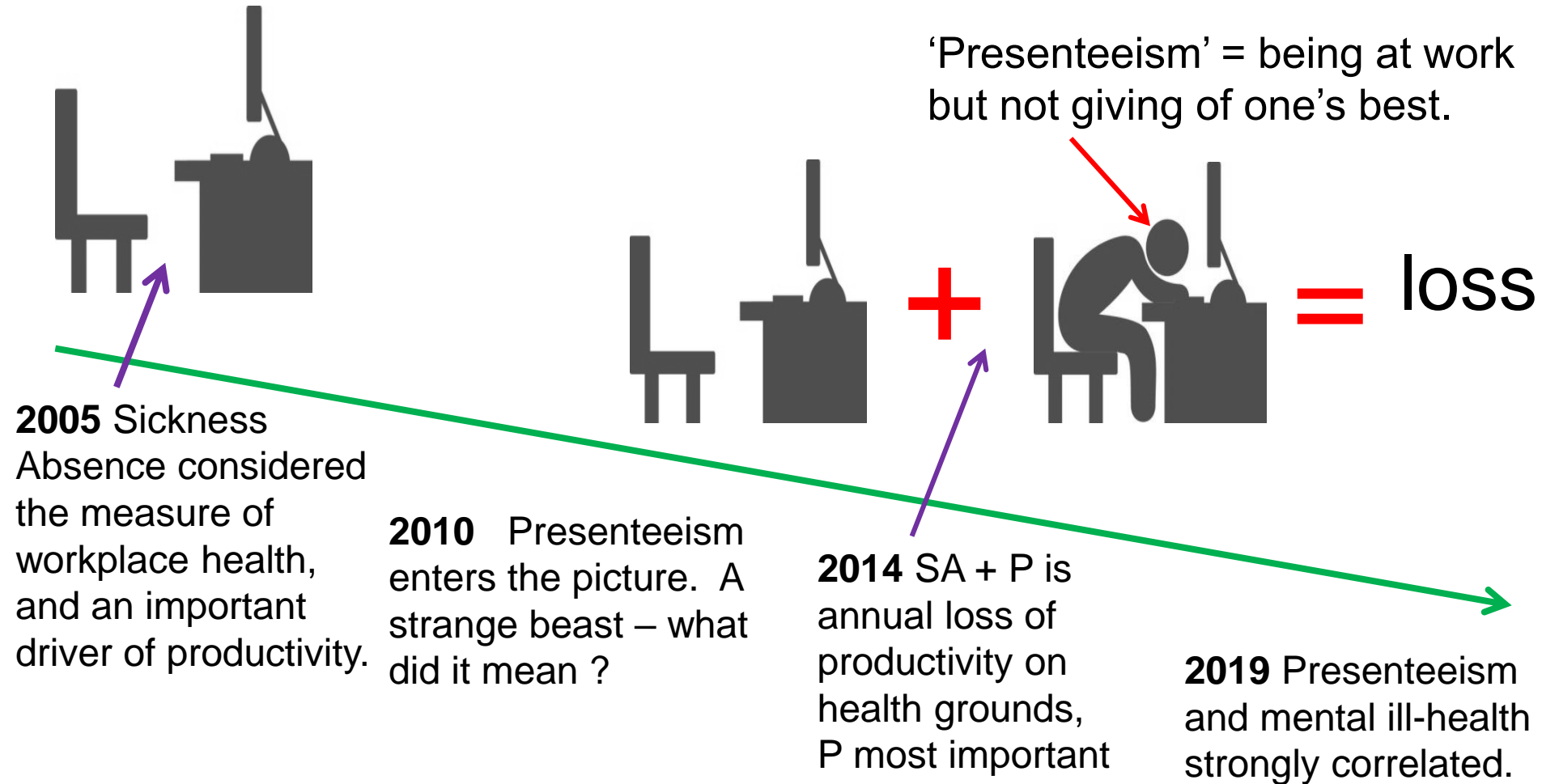


I would like to consider ...

... usually ...

- **Do the things we do measure matter most ?**
- **Or are we missing important factors ?**

Declining fixation on absence



Britain's Healthiest Workplace

2019 participation

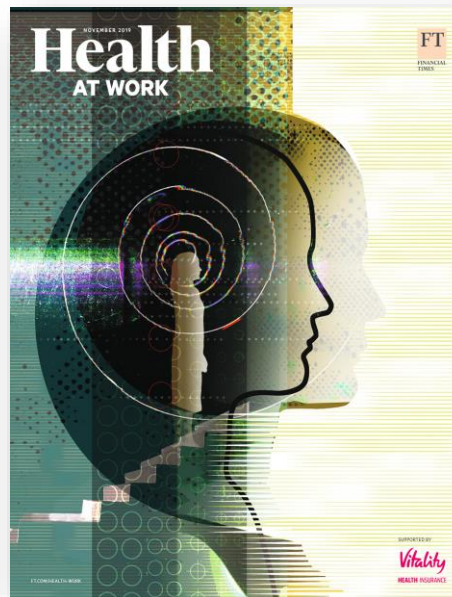
130 organisations

26,393 employees

Participation since
2013

520 organisations

184,935 employees



Britain's Healthiest Workplace

Large	Medium-sized	Small
1 Johnson & Johnson 2 Nomura International 3 Arcadis UK (Chillingham)	1 Addis UK 2 Glaxo Sciences 3 Tishman	1 Wellness International 2 Stahm 3 Health Workplace Agencies

Most Improved Workplace

Large	Medium-sized	Small
1 Wrightson, Wigan and Leigh 2 NHS Foundation Trust 3 The Co-operative Group 4 NEL	1 Argon Financial Services 2 Taylor Wessing 3 Bank of Montreal	1 NHS 2 Academy Music Group 3 CABA

Healthiest New Entrant

Large	Medium-sized	Small
1 Arcadis UK (Chillingham) 2 Page Group 3 Thomson Reuters	1 Taylor Wessing 2 H&M 3 Bank of Montreal	1 RCS Consulting 2 World Challenge Equilibrium 3 Marcal

Top-ranked sectors include financial services, health, construction, law, music, retail and engineering.

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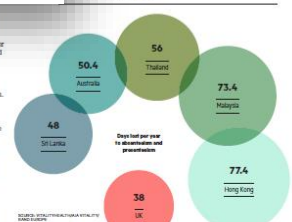


UK'S WASTED WORKING DAYS

In Hong Kong, which had the worst outcomes across the six countries and territories surveyed, almost 46 per cent of employees worked more than 10 hours per week, but the average amount of productive time lost per year amounted to 77.4 days. In the UK by contrast, only 2.5 per cent of employees worked more than 10 hours a week and employees lost only 16 days of productive time per year.

"I was surprised when I first got the data but it shows that the UK is doing well on this. It's not just about the number of hours worked, but also about the quality of work. In Hong Kong, the average number of days lost per year is 77.4, which is significantly higher than the UK's 16 days." - James Tan, who runs a master programme in consulting at the University of Hong Kong and has co-authored a paper on the health of Hong Kong employees, says the UK's Vitality findings do not surprise him. "Employees in Hong Kong suffer from a lack of physical and mental space. There is little job security, and the workplace culture, transmitted from stressed bosses, is very competitive."

Hong Kong is not the only area of Asia Pacific that is a cause for concern. Van Shik says he is worried about what the data reveals about the "pressure cooker" in which workers in Asia operate. He says the research reveals daily lives characterised by poor sleep, lack of control at work, lack of opportunity to take breaks, frequent stress and a high degree of bullying.

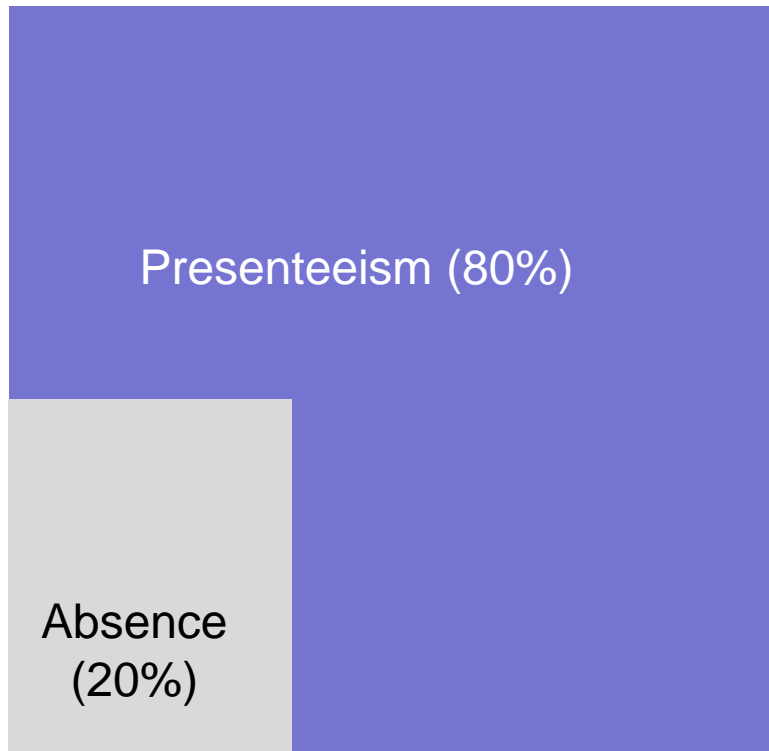


Courtesy Shaun Subel

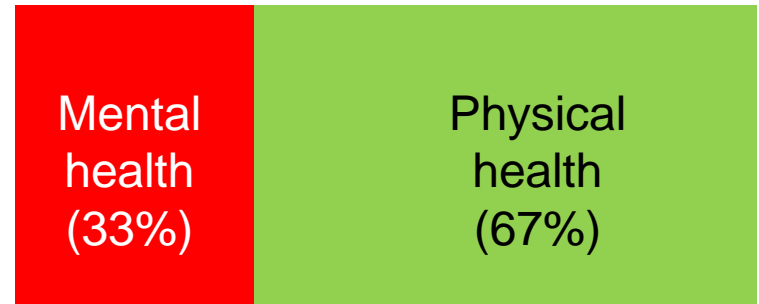
Britain's Healthiest Workplace:

Data 2019

Attribution of productivity loss



Determinants of absence



Determinants of presenteeism



Overall around 70% of total productivity loss is due to MH issues.

Solving the productivity crisis requires a solution for presenteeism

55

FIFTYFIVE
MINUTES

of every lost productive hour
occurs through
presenteeism

Average absence days per
employee per year



UK

**+0.3
days**

Average presenteeism days per
employee per year



**+13.5
days**

What do we know about presenteeism ?

More prevalent at younger ages

c55%

of employees aged 18-25 years suffer from presenteeism.

This compares to **38%** of employees aged 45 or older.

This suggests a whole-of-workforce approach to align interventions to risk.

Driven by poor mental health

c80%

of presenteeism is caused by factors associated with poor mental health.

Depression is the most significant determinant of presenteeism.

We need to consider both preventative and curative aspects of mental health.

Incidence is increasing over time

c45%

of employees suffer from presenteeism.

This is up from **29%** in 2014 and **42%** in 2018.

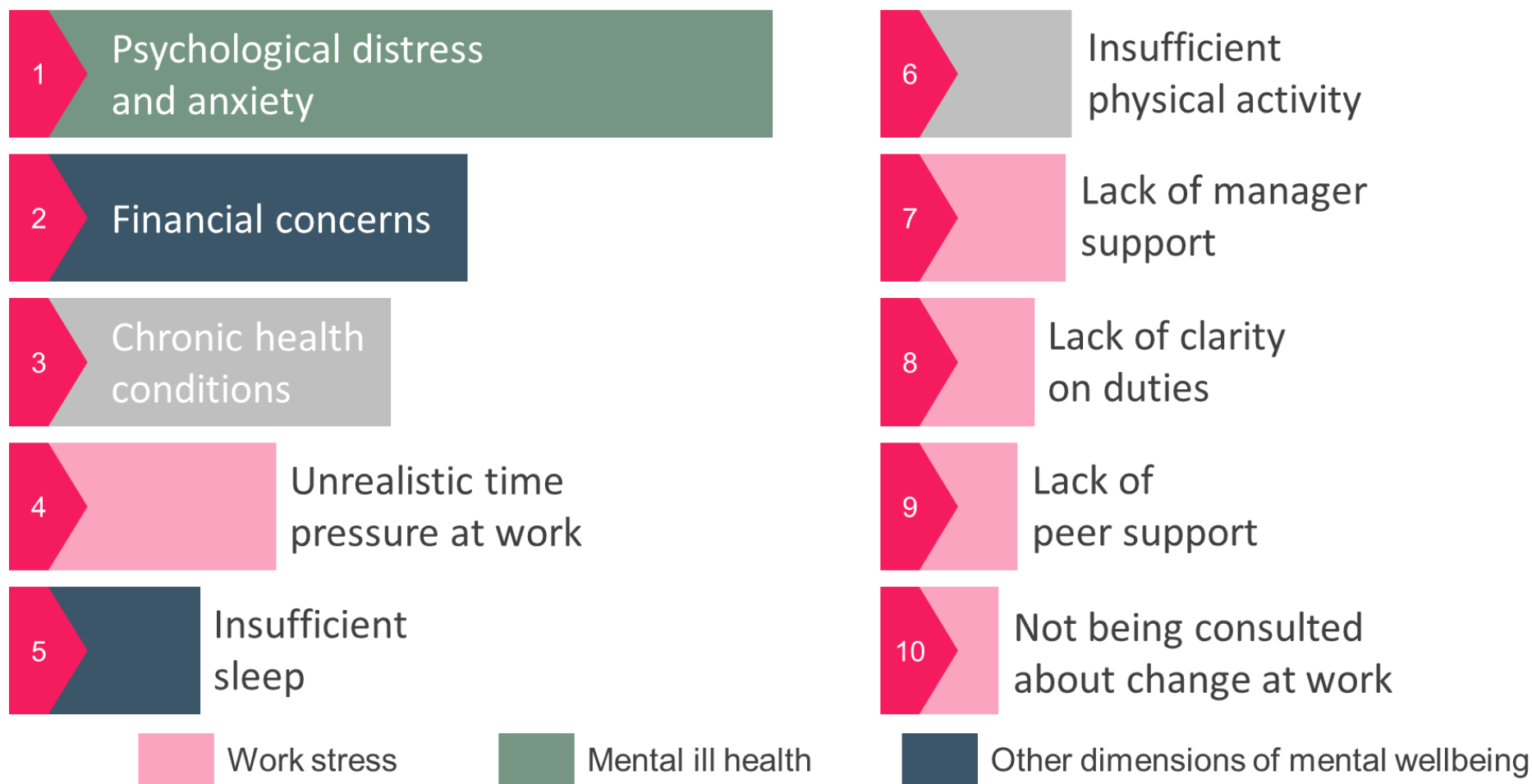
Influencing organisational culture is key.

Top 10 drivers of presenteeism

I changed the size of the rectangles to reflect relative significance

(in order of significance)

Size of bar represents the strength of predictive power of reporting presenteeism



Measuring 'presenteeism'

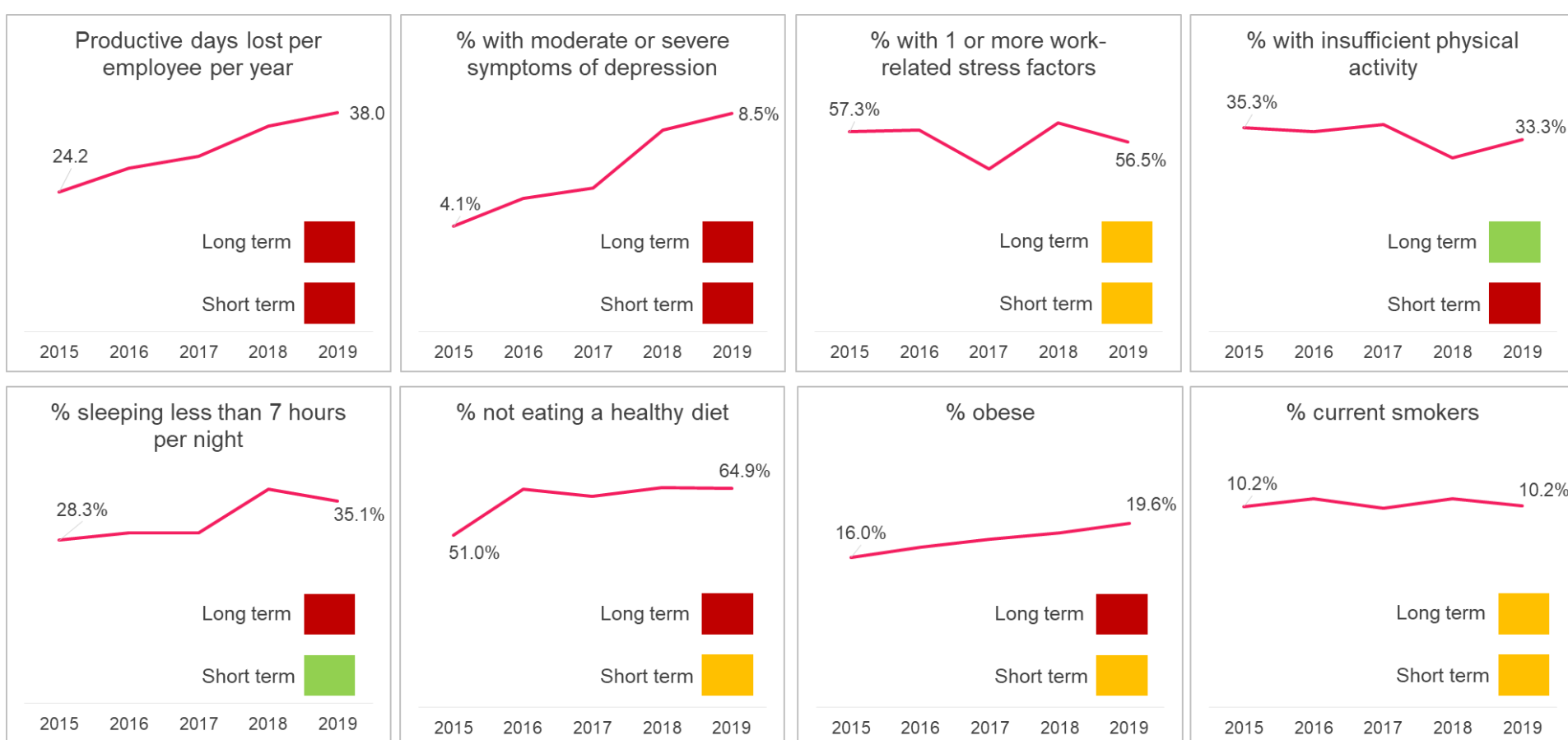
Not an easy matter – individual workers must be asked whether are operating at less than optimal levels.

- A consensus has emerged on a range of survey tools.
- One widely-validated tool for self-reported absence and presenteeism is the Work Productivity and Impairment questionnaire.
- The WPAI General Health tool is used in the BHW survey.
- Typical question: During the past seven days, how much did health problems affect your productivity while working? (results presented on a 0 to 10 scale).

Key metrics for workforces in BHW :

Health and performance

Traffic light system on long/short term trends



Results compared to 2015 (long term trend) or 2018 (short term). Green = Better, Amber = unchanged, Red = worse (5% difference for productivity, 2% for other metrics).

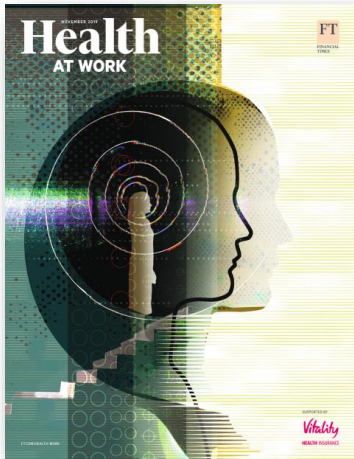
So ...



... the dial is not moving as quickly as we would wish.

- Health, Wellbeing and productivity gains are not sufficient yet : Why ?

Comments: Chris Whitty, CMO England



“ *Safety and occupational diseases have been transformed by combined science-led industrial practice and legislation.*

Taking the same scientific approach to testing interventions to promote health at work could be the key to advances in the next decade.

Yet many organisations**, that are systematic and evidence—led about efficiency, productivity and investment, are **unsystematic on health improvement.

Health gains are largely measurable, and methods such as randomised control trials should allow us to test rigorously which interventions work. ”



Identifying promising practices in health and wellbeing at work

PHE commissioned a study by RAND Europe :

- to support understanding of the landscape of workplace wellbeing interventions and the extent and quality of evidence collected
- enable organisations to consider whether interventions have a positive health outcome and how to capture and gauge evidence.

Methodology

- Application of Nesta levels →
- A case-study approach to consider a set of workplace topic areas

Level 1
You can describe what you do and why it matters, logically, coherently and convincingly

Level 2
You capture data that shows positive change, but you cannot confirm you caused this

Level 3
You can demonstrate causality using a control or comparison group

Level 4
You have one + independent replication evaluations that confirms these conclusions

Level 5
You have manuals, systems and procedures to ensure consistent replication and positive impact



RAND EUROPE

Promising practices for health and wellbeing at work
A review of the evidence landscape

Michael Whitmore, Katherine Stewart, Jack Pollard, Janna van Belle, Miaoling Yang, Christian van Stolk

Identifying promising practices in health and wellbeing at work - Findings

- Submissions reflected a diverse landscape – 117 total, of which 81 were providers of interventions.
- 73 could be graded on Nesta. Few interventions were graded as Nesta level 2 or above - rigorous methods of data collection are not widely used.
- The most promising interventions related to mental health, sleep, menopause and musculoskeletal health.
- Most case studies were submitted by **providers of wellbeing interventions rather than employers**.
- No wellbeing interventions were reported for smoking or financial resilience.
- Organisations collected various data types to explore impact of interventions, some investigating direct changes to wellbeing, others focusing more on confidence.

Example Case Study

based on Nesta criteria

Provider submission

ESCAPE-pain A rehabilitation programme which includes both an education component to learn about the causes of chronic pain and coping strategies, as well as a tailored exercise programme.

Nesta level: 3 Independent controlled evaluations have been undertaken, investigating and validating the effect ESCAPE-pain has on physical functioning.

Reach: 500 – 999 Between 50 and 99 organisations have implemented the programme which reaches between **500-999** individuals annually.
It is not limited to a workplace setting only.

Developing and embedding workplace health interventions toolkit

PHE has teamed up with CIPD and Northumbria Trust to produce this toolkit, aiming to provide a guide for employers to develop their workplace health offer, including:

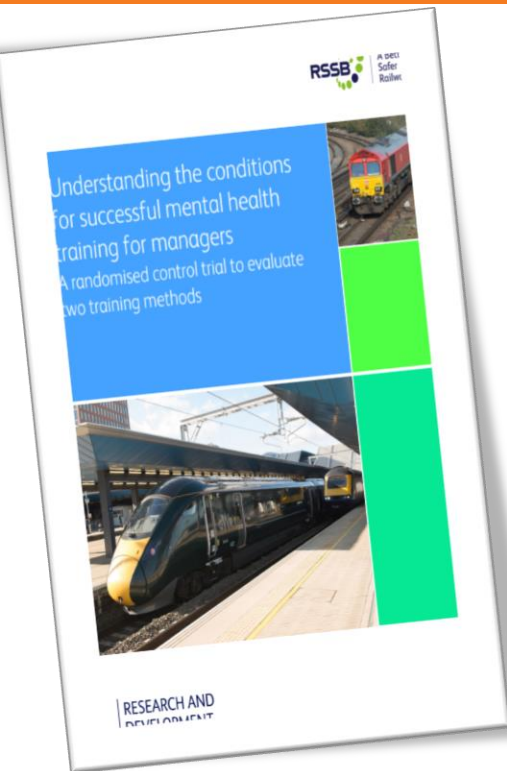
- understanding the needs of the workforce
- identifying desired health and wellbeing outcomes
- developing appropriate health interventions
- gathering evidence to assess impact of interventions.



Toolkit to be published in Spring 2020

2019 RSSB (rail safety)

Randomised Controlled Trial



Understanding the conditions for successful Mental Health training for managers

- Face-to-face training, or e-learning, compared with no training
 - 215 participants, many had managed MH issues at work
 - Learning outcomes (knowledge, confidence talking about MH, preparedness to take action) compared, then and 6 weeks later.
-
- Little difference between face-to-face and e-learning.
 - **Significant immediate improvement** on all three outcomes, sustained for knowledge and preparedness.

NHS Workforce Health and Wellbeing Framework

Organisational Enablers

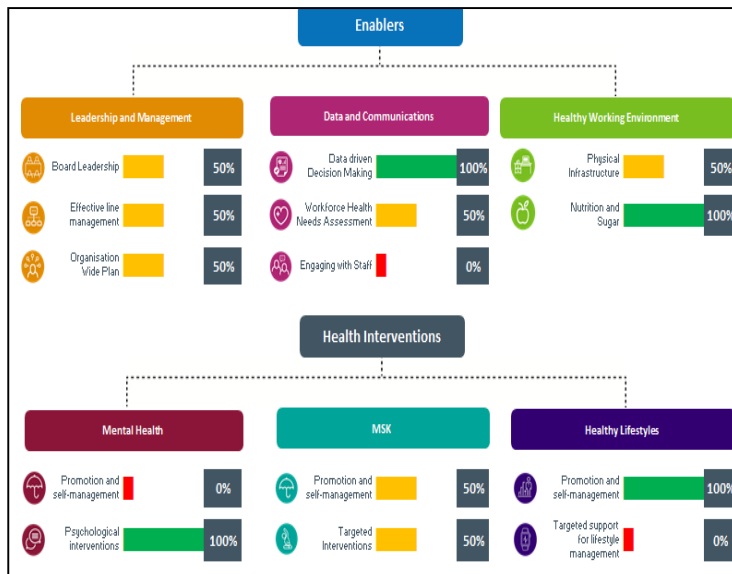


Health Interventions

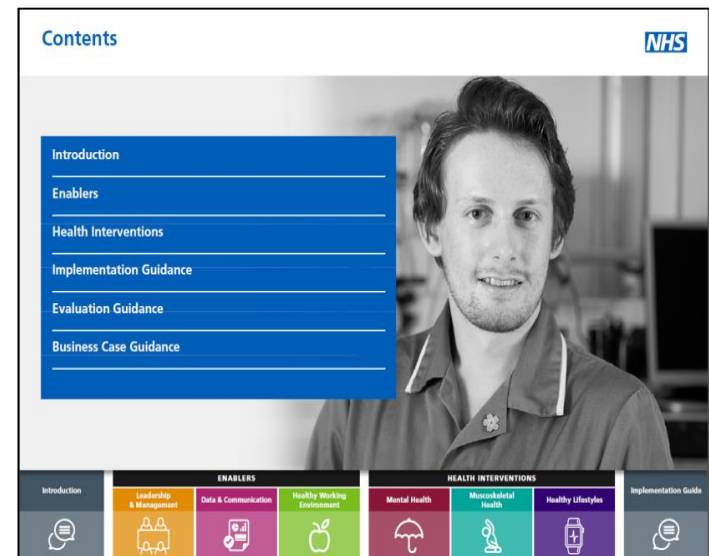


The Framework is action focused and based on best practice

Diagnostic Tool



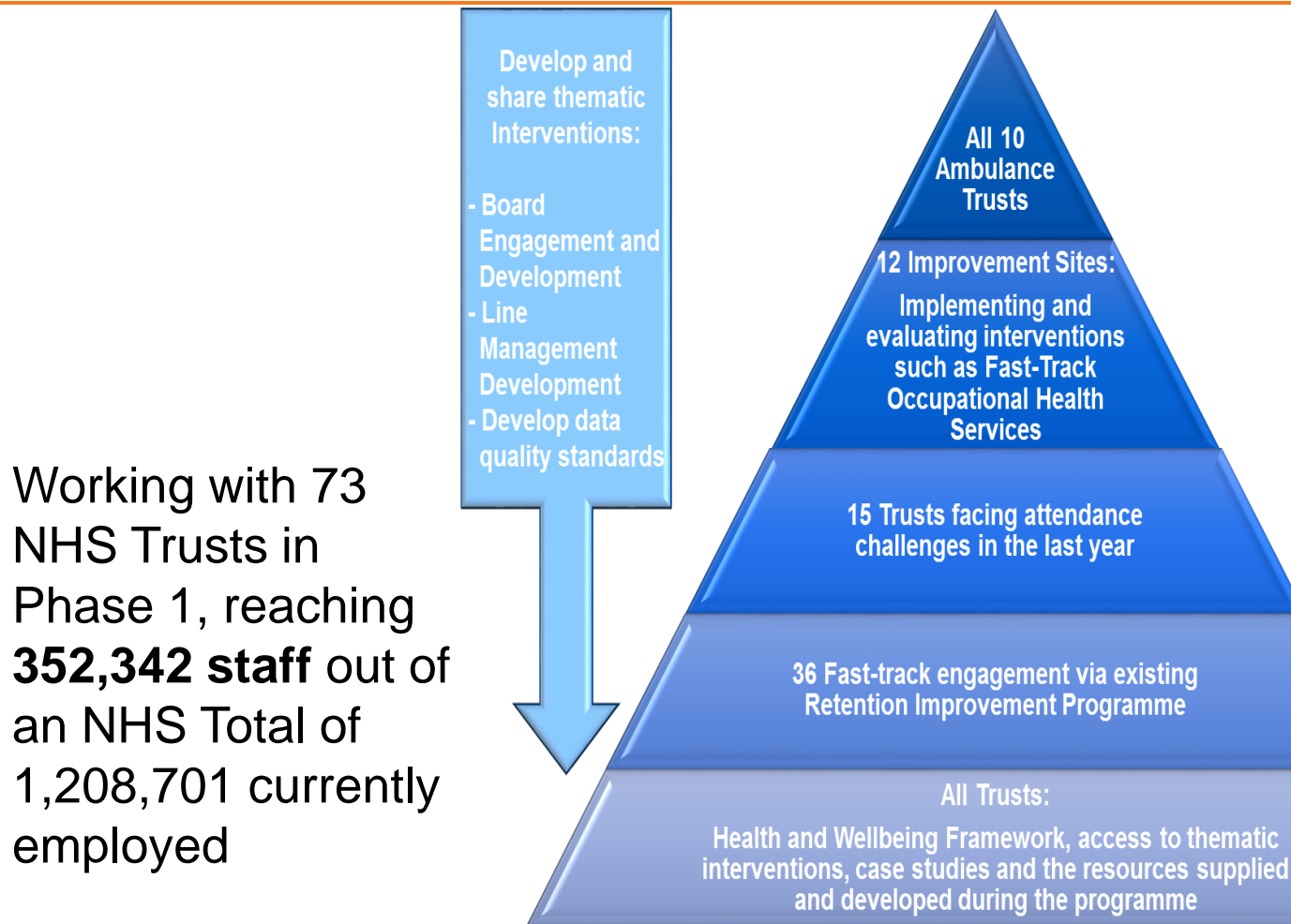
Interactive Framework



- Answer 42 questions across the 14 elements of the Framework
- Gives a dashboard view of status against the Framework
- Identifies priority areas for developing a health and wellbeing plan

- Descriptions of what 'good' looks like, case studies and delivery guidance for each element
- Guidance on how to develop a delivery plan, how to evaluate and develop the business case

Direct Support Programme



Improving Health and Wellbeing

Key messages after one year

.... from the Improving Health and Wellbeing:
Reducing Sickness Absence programme

73 Trusts on programme showed average **0.5 % point reduction** in sickness absence in January (traditionally the peak month for absence) between 2018 and 2019.

This equates to **3,000 fewer days** taken off sick in Jan 2019, or **2 more FTE people per Trust** back in work.

By contrast, for the **170 Trusts not** in the programme, **19,000 more days** were taken off sick in Jan 2019 than 2018, an average of **6 more FTE people** off sick per Trust.

An easy guide – making it happen



Eight elements of success:

- Leadership and Management
- Organisation-wide plan
- Know your data
- Communication
- Engagement
- Healthy working environment
- Health Interventions
- Evaluate and act.

Final thought



“ People not assets make organisations thrive. ”



Ane Uggla

Swedish-Danish business woman

Chair, A.P.Moller Foundation

Workshops



Dementia in the Workplace

Jo Malyon, Alzheimer's Society

Pencarrow & Trewithen

Financial Health

Margaret Schwarz, Cornwall Partnership NHS Foundation Trust

Anthony

Menopause Awareness

Sarah Bibb, Healthy Cornwall

Main Hall

Physical Activity for prevention of disease

Dr Kerry Bailey, Public Health

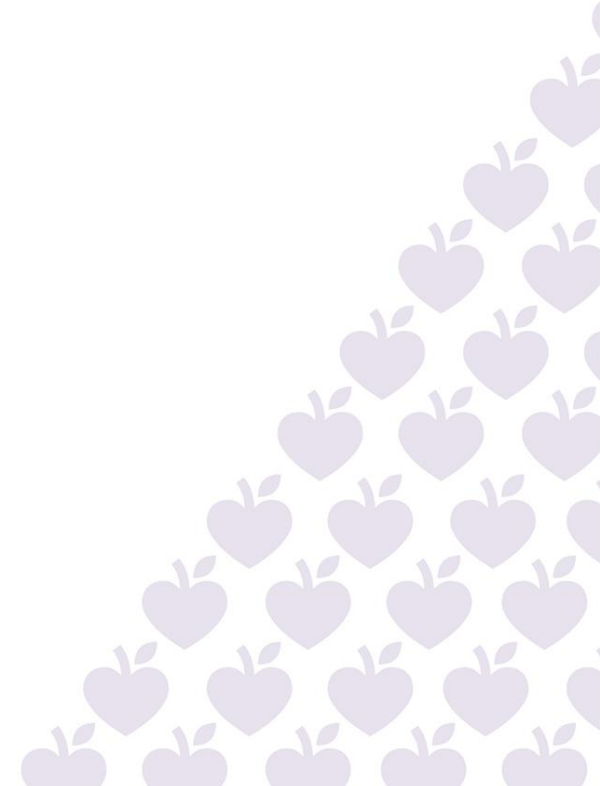
Lower Lounge



Awards 2020

Healthy Break:

See you back at 10:55





Awards 2020

5 Minutes of Fame:

- Flying Start Nurseries (S.W) Ltd
- King's Service Centre
- Sharp's Brewery



**Flying Start
Nurseries**

**Our Healthy
Workplace**



Our Top 3 Achievements in 2019:

Recognising mental and physical health in parity, and supporting staff to return to work through a carefully modelled daily monitoring system

Training more staff in vital Mental Health Awareness and First Aid

Launching initiatives to make physical exercise more accessible and inviting



We also...

- Supported several individuals with very specific health/bereavement/wellbeing needs to enable them to continue working and seek support through us, their workplace
- Introduced free healthy drinks and snacks to all employees
- Trialled exercise equipment at lunchtimes
- Listened to what staff think is important to their wellbeing



AND built on
our Silver
Healthy
Workplace
Award,
achieving our
GOLD!



Plans for 2020

- Walk Around The World counting our steps (maybe several times!)
- Listen to staff with their suggestions on what might improve their workplace health
- Take part in physical health challenges in teams
- Continue to train more staff in mental health awareness and monitoring tools



Flying Start
Nurseries are
proud to be
recognised as a
GOLD Standard
Healthy Workplace
for its employees!

King's Service Centre





Our Champions



1















2



3

Our Key Successes

-  Awareness sessions
-  Free fruit
-  Mental Health First Aider
-  Working around no budget
-  Weekly 'Thank you' messages
-  King's Slimmer's
-  Activities in the office
-  King's Move
-  Body composition weigh-ins
-  Boostbox
-  Health Assessments
-  Flexible working



What's next?

- More Mental Health First Aiders
- ASIST – Suicide Prevention Training
- Continue to promote and take part in National Campaigns
- Take advantage of other training and workshops available through Healthy Cornwall
- Budget?!
- Volunteering in the community
- And finally...





Sharp's Brewery

5 minutes of Fame



Health and Wellbeing Week 2019



MOMENTS | THAT MATTER

Moment that Matters	Examples
Moving house	Day of and day off after / extended weekend to settle in
Illness of a dependent	
Bereavement	Of a close family member, friend or pet
New Pet	Where they need settling into a new home
Changes in dependents / carers circumstances planned or unplanned	Arranging elderly care, childcare
Children's education milestones	First day at school, school plays, sports days, graduations awards/ceremonies, exams, first day at university
Integrating a blended family	
Study leave or company funded programs	
Breakdown of a relationship	
Days immediately leading up to a wedding	
Surrogacy antenatal appointments	
Fertility treatment	Collection of eggs and embryo transfer



EAP Healthy Minds

Financial improvements

Mental Health Pathway and Back2Better (musco-skeletal) services.

Various apps and chat facilities to make managing your healthcare much easier and more accessible

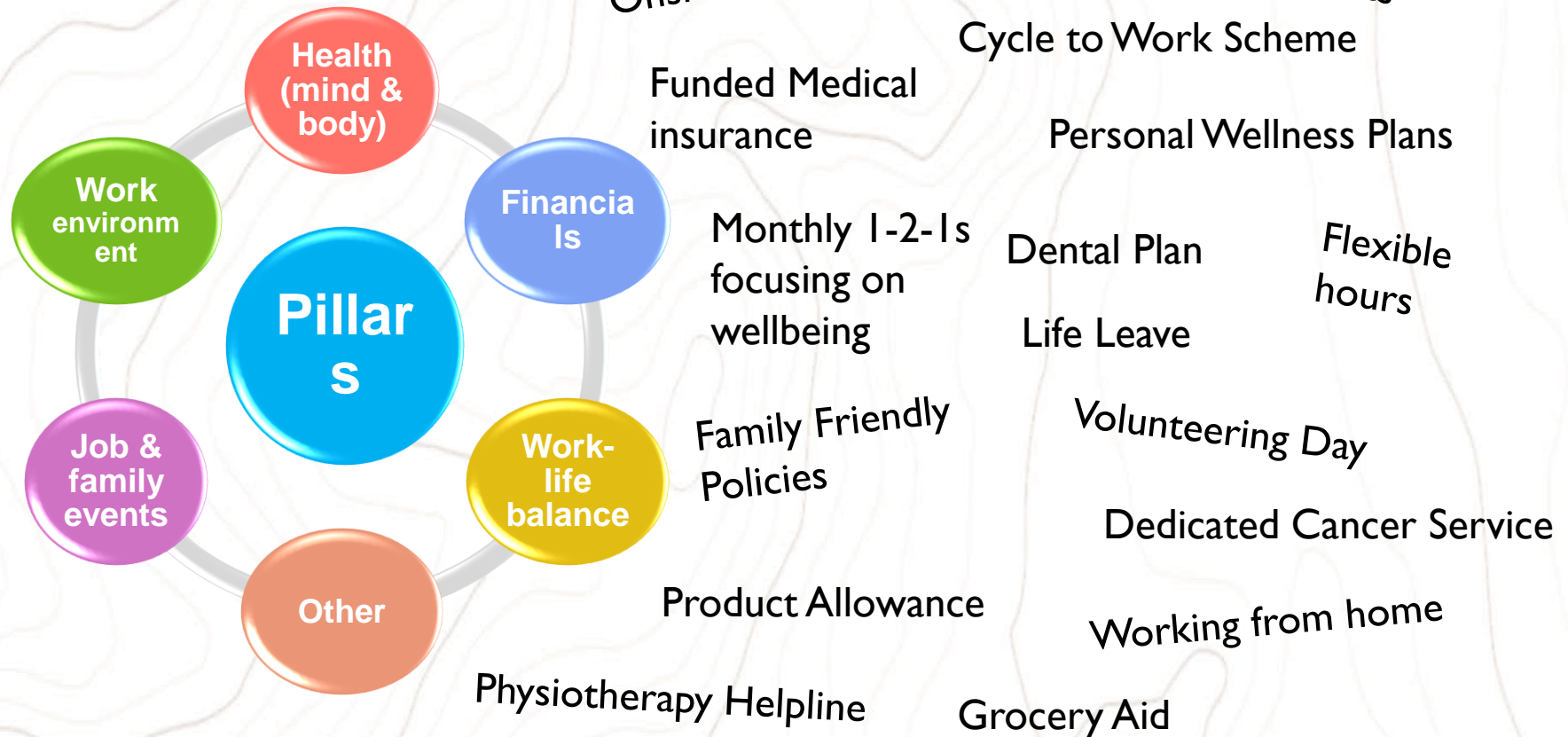
Improved support for your overall health & wellbeing

Still to come in 2020.....

Digital GP service.....giving you access to a real GP by a face-time appointment quickly instead of having to wait to see your own GP.



Wellbeing Toolkit



Learning and Development




Healthy
Cornwall



Wellbeing Agenda 2020

Financial Wellbeing – H1

JAN	FEB	MAR	APR	MAY	JUNE
Flexible benefits		Grocery Aid Awareness Day (3 rd March)		Womens Health Week (inc. menopause awareness) 10 – 16 May	 Mind Results Sharing across the business Launch of digital GP service
		Stress Awareness Month (EAP focus, anxiety/CBT – Aviva Thrive app) incl. Sleep	On Your Feet Week (28 th) – link to gym offering	Wellbeing Portal Launched	
JULY	AUG	SEPT	OCT	NOV	DEC
National Simplicity Day 12 July <i>Back to Basics' – Sleep, Eat, Exercise!</i>	National Financial Awareness Day 14 Aug	Flu jabs	Cookbook (nutrition / CALM) – Q4 World Mental Health Day 10 October		

Wellbeing team – monthly meetings to progress plan

MH Champions – quarterly check-ins / annual forum

Line Manager resilience/absence

KPI reporting / measurement

MSK / Backhug

The background of the slide is a photograph of four surfers in the ocean at sunset. The surfers are silhouetted against the bright, orange and yellow sky. One surfer is holding a surfboard. The water is dark with some white foam from the surfers' movements. The overall mood is serene and scenic.

Thank you for listening!

Workshops



Dementia in the Workplace

Jo Malyon, Alzheimer's Society

Pencarrow & Trewithen

Financial Health

Margaret Schwarz, Cornwall Partnership NHS Foundation Trust

Anthony

Menopause Awareness

Sarah Bibb, Healthy Cornwall

Main Hall

Physical Activity for prevention of disease

Dr Kerry Bailey, Public Health

Lower Lounge



Awards 2020

Healthy Break:

See you back at 11:55



Musculoskeletal Health in the Workplace



Professor Anthony D Woolf
Bone and Joint Research Group, Royal Cornwall Hospital

MSK Aware® - a programme to enable people to have full and productive
working
lives through promoting musculoskeletal health and preventing
work loss due to musculoskeletal problems



Musculoskeletal health in the workplace:

a guide for employers

Click here to
read the toolkit



In association with



Public Health
England

Protecting and improving the nation's health

[http://wellbeing.bitc.org.uk/all-
resources/toolkits/musculoskeletal-health-toolkit-
employers](http://wellbeing.bitc.org.uk/all-resources/toolkits/musculoskeletal-health-toolkit-employers)

Supported by



But why?

- 1 in 8 working age people affected by MSK problems
- 23% of all working days lost because of MSK problems
- 33% of long-term sickness absence attributed to MSK
- Many people stay in work with MSK problems but with difficulty and reduced efficiency / productivity (presenteeism)
- Many leave the workforce early because of MSK conditions with only 60% in employment v 80% healthy people
- This costs – sick pay, lost productivity, retraining costs **and people's quality of life**

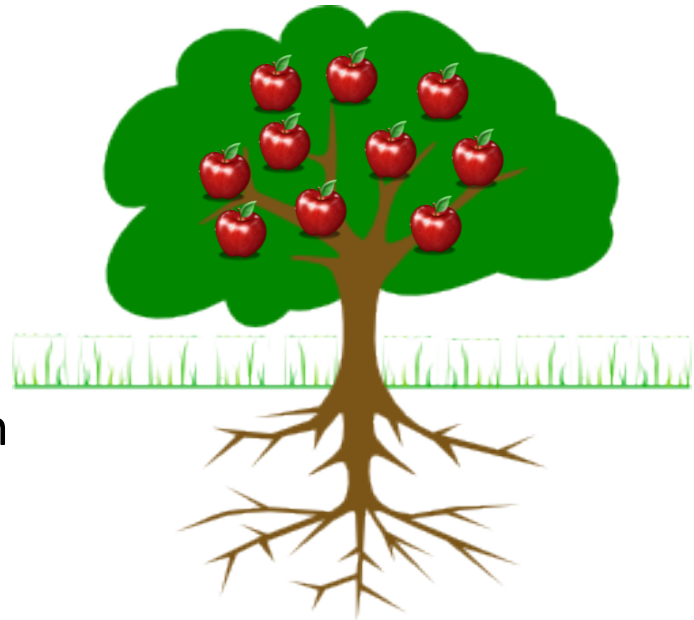


because good musculoskeletal (MSK) health is integral to a full and healthy working life

The musculoskeletal system is the roots and trunk of the tree

It gives us mobility, dexterity and agility and enables us to walk, run, stand, sit, lift and carry

The fruit is good physical & mental health, health and wellbeing, activities of daily living, work and economic independence



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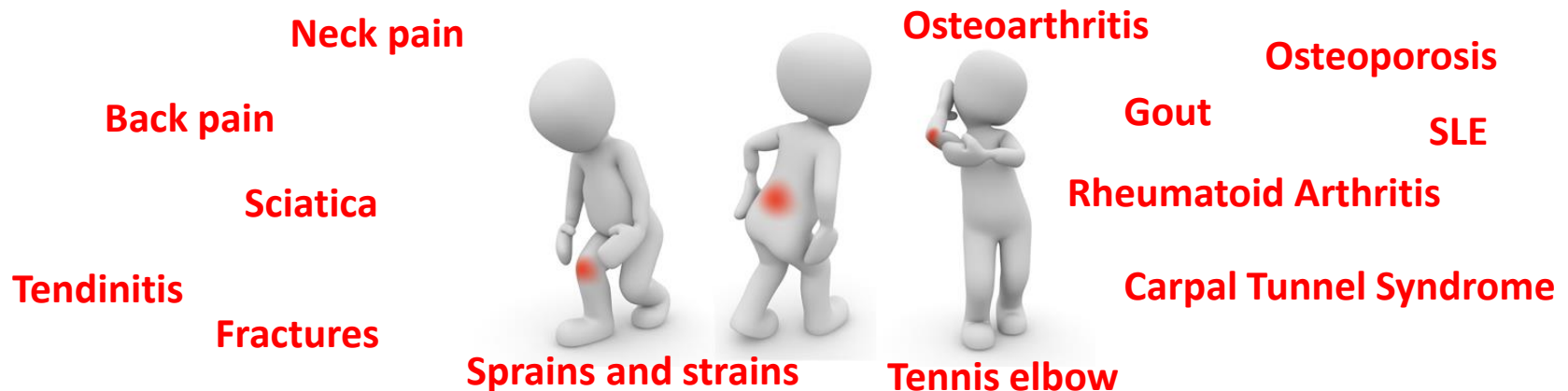
The fruit is good physical & mental health health and wellbeing, activities of daily living, **work and economic independence**



MSK health is essential for all kinds of work **affecting all industries and business sectors**

What are MSK conditions

- MSK conditions affect bones, joints, muscles, tendons and the tissues that connect them.
- associated with pain and impaired physical function.
- may be acute and short-lived (injuries); recurrent (back pain) and some long-term.
- more common as people get older.
- some MSK problems directly related to work
- many people have MSK problems that happen independently of work but may affect their ability to work.
- MSK and mental health problems are often interrelated.



NEWS BUSINESS

[Home](#) [World](#) [UK](#) [England](#) [N. Ireland](#) [Scotland](#) [Wales](#) [Business](#) [Politics](#) [Health](#) [Education](#) [Sci/Environment](#) [Technology](#) [Entertainment & Arts](#)[Market Data](#) [Your Money](#) [Economy](#) [Companies](#)

'Ferrari without wheels'



"I describe suffering from musculoskeletal disorders as being like a Ferrari without wheels," says Prof Woolf, who is also the chair of Bone and Joint Decade. "If you don't have mobility and dexterity, it doesn't matter how healthy the rest of your body is."



Recurrent MSKs account for 60% of permanent work incapacity in the EU

Snowball effect

The rest of the body is likely to suffer too. Having an MSK dramatically increases the likelihood of suffering from depression, says the Work Foundation.

Top Stories



Robinson welcomes suspects inquiry

West warns Russia amid Crimea threat

Hewitt 'sorry' over paedophile group **NEW**

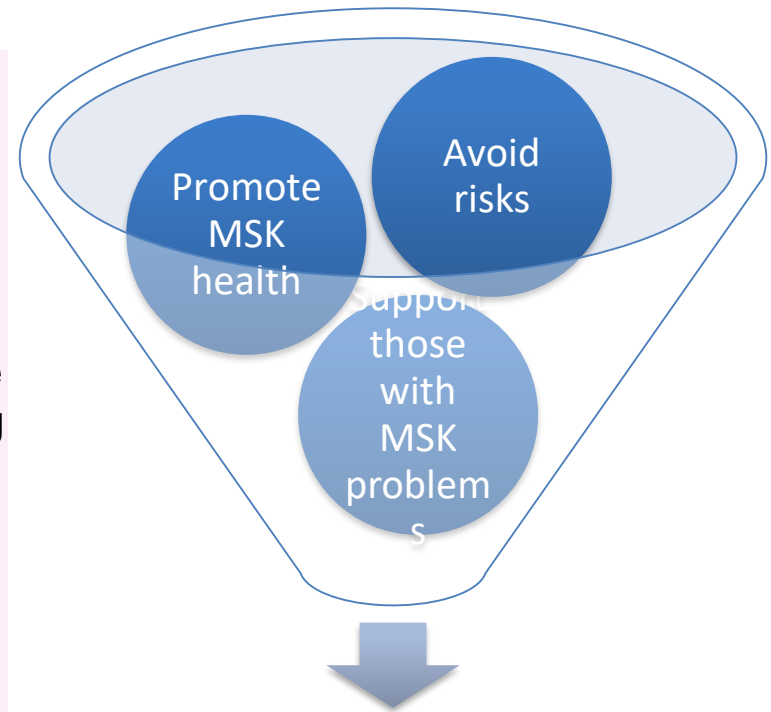
Big increase in net migration to UK

Anelka banned for 'quenelle' gesture



What is needed to prevent work loss due to MSK problems?

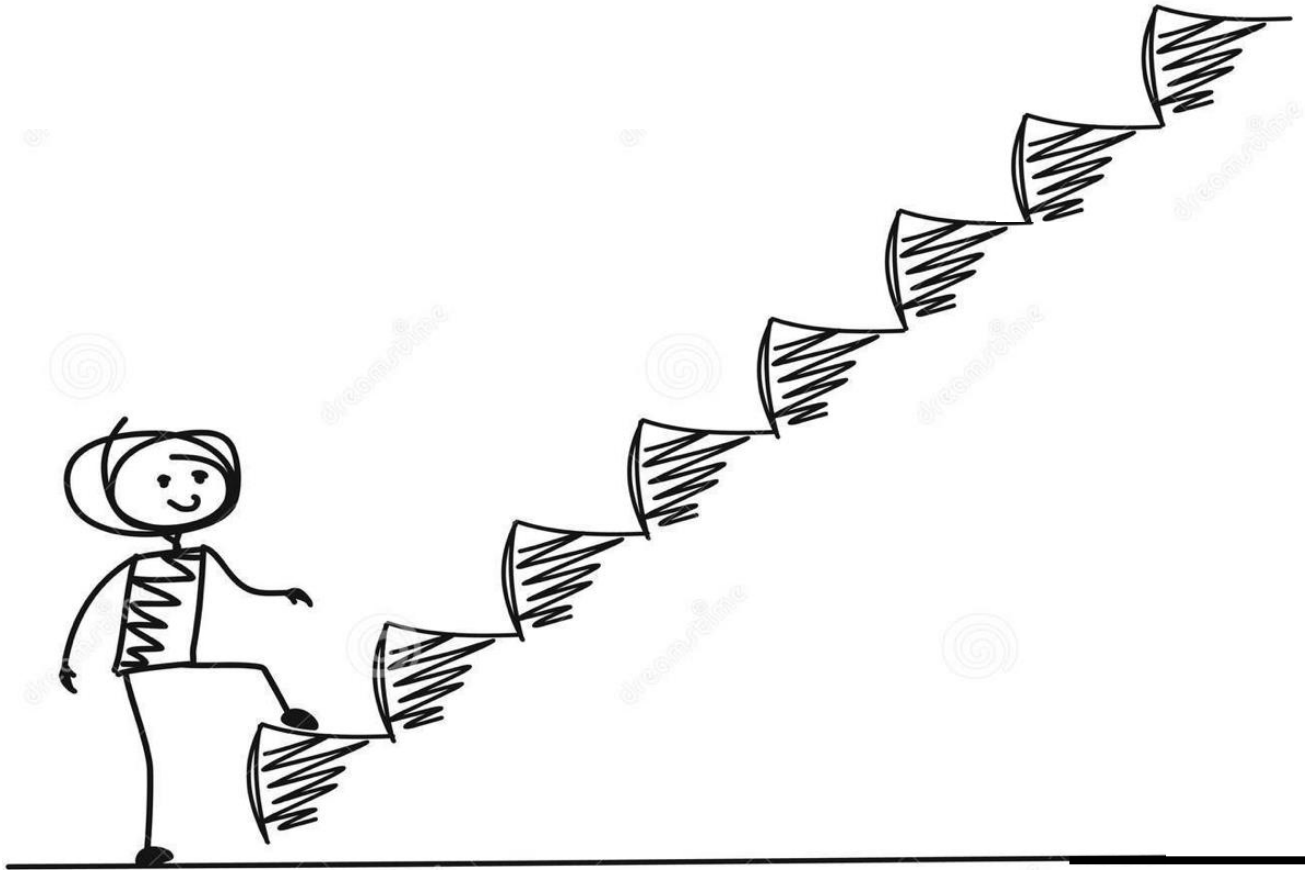
- Preventing workloss due to MSK problems needs a **proactive approach to preventing an MSK problem occurring** and **preventing work loss if a problem arises**.
- This needs not just reducing **the risks of injury** in the workplace but also **promoting health and wellbeing** in the worker and the workplace and **supporting employees** who have a problem.
- It is about **helping employees to help themselves**
- **Small and medium sized firms (SMEs)** can be disproportionately affected through the loss of key staff for any period of time because of MSK problems, so supporting MSK health is especially important.



Prevent workloss

Helping you help yourself

8 steps to being MSK Aware



Step 1

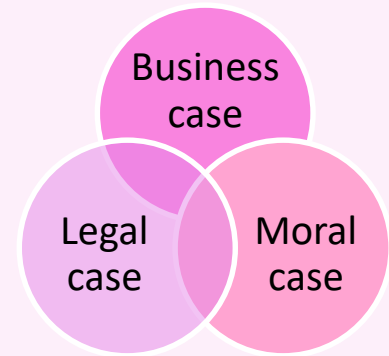
Recognise the importance of MSK problems and the risks within your workplace

- ✓ **The MSK problems of your workforce:** sickness records, staff surveys and appraisals
- ✓ **The characteristics of the work:** physical and mental demands of tasks, variations in workload, shift patterns, work settings
- ✓ **The characteristics of your workforce:** age spectrum, experience, gender, fitness, mixture of skills and expertise, retention, staff shortages,

Do you, as employers, have all the information?

The case for addressing MSK health

There is a **strong business case** to support the workforce



MSK problems represent a substantial cost to your business through:

- › Sick pay
- › Lost productivity
- › Loss of key skills
- › Retraining costs
- › Legal costs and injury benefit



This represents a significant opportunity for cost reduction, since:

- › MSK problems are manageable and can be prevented
- › litigation can be avoided as preventing MSK problems often is a health and safety requirement.

but the **moral case is significant**. Employers owe a **legal duty of care** to their employees, which means that they should take all reasonable steps to ensure their health, safety and wellbeing.

The best employers recognise the need to go beyond legislated minimum standards. It supports **recruitment and retention** of employees. It boost **productivity**.

Step 2

Open conversations

- ✓ **Have open conversations:** people suffer in silence for too long and then, when they do go off work, it is likely to be for a long time. Enable and encourage employees to talk about a MSK problem as soon as it arises so you can then act to help. An open culture will also identify risks in the workplace.

Open communication is essential

An open, positive culture should be central to your approach to MSK problems. A workplace with an open and positive culture enables an employer to know if there are problems in the workplace. An open culture enables an employee to look after their own MSK health, receive early treatment and support, and continue to work even if they have some limitations.

An open culture needs to be led from the top, with a clear signal from senior management that the organisation cares about the wellbeing of all employees, at all levels.

Beginning the conversation Knowing where to start can be a challenge



The challenge

'it's what I do - an inevitable part of a repetitive, physically strenuous job'

'it's my age'

'nothing can be done'

'I don't want to be seen to be complaining or talk about my health at work'

'I've got to learn to live with it'



Step 3

Reduce risks in the workplace

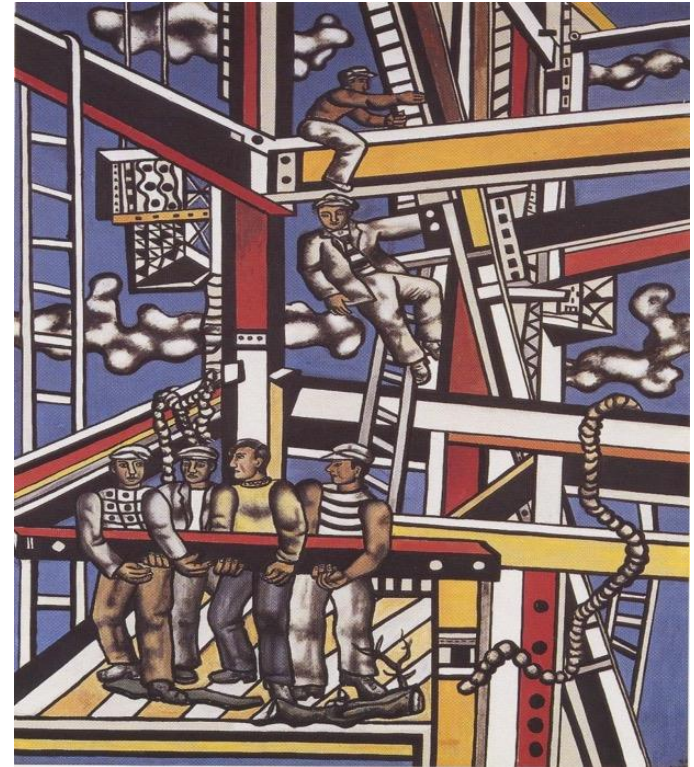
For employers the most important aspect of prevention is reducing workplace risks and hazards



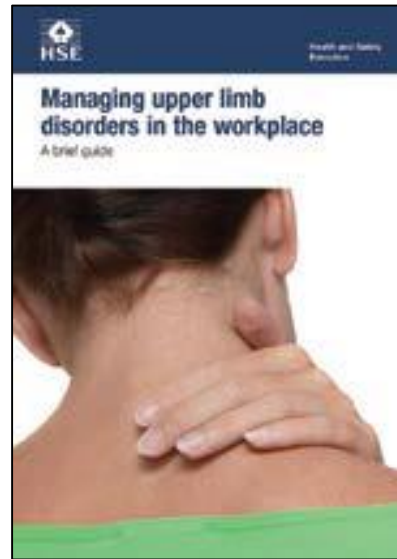
- ✓ **Match** the employee's capabilities and the demands of the job.
 - ✓ **Equip** employees with the necessary skills to cope with the demands of their job, through training and other support.
 - ✓ **Encourage** all employees to place a high value on **health** and **safety** at work.
 - ✓ **Understand the law** for example, obligations relating to risk assessment and safety committee regulations.
-

Employers have a legal duty to provide safe workplaces

- Work that is unsafe or provides inadequate training and support for staff to do their job without injury can lead to MSK problems through both acute injury or repetitive strain. Bad work practices are also often inefficient.
- Work that is physically demanding and/or with high levels of stress impact on the person's health, their ability to work at their most productive and are associated with high levels of work loss.



HSE Tools to prevent MSDs



Prevention also means early conversations about risks

Early identification of physical capability problems of employees

Conversations between employees and their managers should identify when there is a physical capability issue.

A survey by Arthritis Research UK in 2016 found that people 'put up and shut up' and suffer in silence when it comes to workplace health.

Step 4

Promote MSK health in the workplace



- Prevention is also by helping employees stay healthy.
- Support staff to reduce their lifestyle risk factors will also reduce risk of MSK harm at home as well as work.



Increase physical activity



Improve diets, enabling people to achieve an ideal body weight



Encourage employees to stop smoking and reduce alcohol consumption



Reduce stress



Also good for staying healthy

Step 4

Promote MSK health in the workplace



Increase physical activity

Encourage and support employees to be active and avoid being sedentary for long periods of time. Warm ups and mini-breaks help.

Any activity is of benefit but, if you can, the more strenuous the better.

It improves your health and you also feel better.



Step 5

Act early

- The sooner a MSK problem is managed, the less likely it is to become a long-term problem and less likely there will be long-term work loss.
- Often simple measures can be taken to enable the employee to continue to work (e.g. task rotation, reduced hours, support from colleague).
- Early access to professional support can be encouraged and enabled (e.g. access to physiotherapy)

This means enabling and encouraging employees to talk about their problem as soon as it arises.



Step 6

Help people manage their own health

Helping employees to manage their own health problems, or 'self-management', is an important approach to be used in conjunction with any support provided by the employer or healthcare professionals.

Self-management behaviours develop over time and are a product of the experience of living with the condition.

You need to:



Know what support your employees need



Signpost employees to knowledge and support that will enable them to manage their conditions



Provide reasonable adjustment and adaptation



Provide individual support related to their specific problem which helps employees to work to their potential

Adjustments in the workplace

Most people with an MSK problem are able to continue in work, providing there is some allowance for their problem. Continuing in work within their abilities will not cause more damage or a worse health outcome in the long-term.

People with persistent and chronic MSK problems find ways to work around them at home and need that opportunity in the workplace.

Small changes can be effective in enabling people to work. Managers need to help them find and implement solutions.

As an employer, you are legally obliged to provide adjustments that are deemed necessary and feasible. You can get advice on reasonable adjustments from the Disability Employment Adviser (DEA) at [your local Jobcentre Plus office](#). Employees can apply for [Access to Work](#) if they need extra help.

An employees needs will become clearer through good communication. Their ability to find solutions can also be supported by advice that is available from the public and voluntary sectors.

In work support – Joint Pain Adviser

- Helping people manage their MSK problem both in the work place and at home
 - People do not always seek advice about their MSK problem until it is causing major limitations.
 - Improving access to advice and support can reduce the impact the MSK problem has on their lives
 - Joint Pain Adviser
 - People can self refer if they have back, hip or knee pains that is not improving and affecting their everyday lives.
 - Learn how to self manage their MSK problem, and when to seek further help
 - 4 sessions of 30 mins over 6 months
 - Delivered in the work place by trained non-medical health advisors
 - Been piloted in Cornwall and London
 - Outcomes - reduction in pain, increased physical activity, improved wellbeing
 - Now being delivered through Healthy Workplace Cornwall
-

Step 7

Support employees to stay in or return to work

Some MSK problems will be long-term or recurrent and then rehabilitation and a return to work programme is needed.

Management of MSK problems requires a joined-up approach that involves the **employee**, their **healthcare team**, and their **line manager** helping them to return to or stay at work.



Psychological barriers need to be recognised and worked around - frustration, anxiety and fear of the future. Stress can manifest itself as MSK pain. Dealing with an MSK problem may require support for their mental health.

The **Fit Note** is an important document to assist with overcoming these barriers and to ensure that you take the correct action.

Step 8

Train managers and employees to understand MSK health

- **Training** to enable employees to do their jobs in a safe and sustainable way, minimising risks to their health and how to look after their MSK health.
- **Managers need to**
 - be aware of and understand the importance of MSK health,
 - be aware of the risk factors for MSK problems,
 - know how to communicate with and support employees,
 - know what support is available if someone has a problem,
 - know their health and safety responsibilities and understand how to implement health and safety protocols and risk assessment tools.



Ensuring people are able to communicate

Training in communications

should aim to form a workforce that openly speaks about risk, their own health and listens to other workers.

A survey by Arthritis Research UK in 2016 found that people 'put up and shut up' when it comes to workplace health.

➤ **A third of people (33%)** with a long-term condition felt their colleagues don't understand the impact of their condition.

➤ **39%** don't feel confident discussing their workplace health with their employer.

➤ **Over 1 in 7 (15%)** wouldn't disclose a long-term health condition such as arthritis to their employer.

Make sure your employees know and understand the communication process:

- Who should they talk to?
- What happens when a risk or specific MSK issue is reported?
- Is there an opportunity to give feedback on any action that was taken?








This is particularly important for line managers and those in a position of responsibility for others:

- Be approachable
- Be clear about the support that can be offered
- Stay in touch with employees on sick leave.

Develop a plan that considers prevention, early intervention and rehabilitation and return to work.

Look for quick wins and simple things to get the ball rolling:



-  A workplace risk assessment and a wellbeing survey can help identify MSK problems, providing some immediate feedback so you can start improving straight away.
-  Work with staff to develop your approach. Harness your workforce to deliver it together.
-  Encourage your senior leadership to become involved.
-  Encourage and support your health and safety lead. Engage and empower your employees to become wellbeing champions for MSK health
-  Work with others. Consider win-win partnerships with external resources and organisations. Link your wellbeing activities to national awareness days.
-  Encourage minibreaks during the working day
-  Signpost employees to sources of information and support.

Managing MSK health

Prevention, early intervention, and support

The ultimate goal is to provide a workplace that

- takes preventative action,
- encourages early intervention for any MSK problem and
- accommodates effective rehabilitation and return to work plans.



Resources



You can help employees by signposting the best support available for MSK problems provided by the NHS, Public Health England, the Chartered Society of Physiotherapy and the voluntary sector.

The NHS has video exercise guides for different parts of the body, which can raise awareness of preventative behaviours, both in and out of work. Almost everyone has low back pain at some time so it is worth getting everyone engaged.

Be 'MSK Aware®'

Good musculoskeletal (MSK) health gives us mobility and is integral to a full and healthy working life. MSK problems such as back pain are amongst the commonest causes of work loss. MSK health and mental health are closely linked and both need to be considered. Employers can enable people to have full and productive working lives through promoting musculoskeletal health and preventing work loss due to musculoskeletal problems.

- ✓ **Recognise the importance of MSK problems and the risks within your workplace**
 - ✓ **The characteristics of the work:** physical and mental demands, shift patterns, variations in workload
 - ✓ **The characteristics of your workforce:** age spectrum, experience, gender, fitness, mixture of skills and expertise, staff shortages,
 - ✓ **The MSK problems of your workforce:** sickness records, staff surveys and appraisals
- ✓ **Open conversations**
 - ✓ **Have open conversations:** people suffer in silence for too long and then, when they do go off work, it is likely to be for a long time. Enable and encourage employees to talk about a MSK problem as soon as it arises so you can then act to help.
- ✓ **Reduce risks in the workplace**
 - ✓ **Match** the employee's capabilities and the demands of the job.
 - ✓ **Equip** employees with the necessary skills to cope with the demands of their job, through training and other support.
 - ✓ **Encourage** employees to place a high value on health and safety at work.
 - ✓ **Understand the law** for example, obligations relating to risk assessment and safety committee regulations.
- ✓ **Promote MSK health**
 - ✓ **Create a work environment that supports a healthy lifestyle** enabling regular physical activity, avoidance of being sedentary and supporting a healthy diet.
- ✓ **Act early**
 - ✓ **Act before a musculoskeletal problem becomes a longterm problem:** the sooner a MSK problem is managed, the less likely there will be long-term work loss. Often simple adjustments to their work and workplace can be taken to enable the employee to stay in work. Encourage and enable early access to professional support.
- ✓ **Help people manage their own health**
 - ✓ **Find out what help your employees need** and know where to signpost them for support that will enable them to manage their conditions whilst at work.
- ✓ **Support employees to stay or return to work**
 - ✓ **Management of MSK problems** needs good communication and a joined-up approach that involves the **employee**, their **healthcare team**, and their **employer and manager** enabling them to return or stay at work. Know how you can help.
- ✓ **Train managers and employees to understand MSK health**
 - ✓ **Training** to enable staff to do their jobs in a safe and sustainable way, minimising risks to their health.
 - ✓ **Managers need to be** aware of and understand the importance of MSK health, the risk factors for MSK problems,, know how to communicate with and support employees and know what support is available if someone has a problem. They must know their health and safety responsibilities and understand how to implement health and safety protocols and risk assessment tools.

Musculoskeletal health in the workplace:

a guide for employers

- Toolkit has been developed for employers.
- Content based on research evidence and on the experiences of what employers and employees, including those with musculoskeletal problems, have found to reduce the impact of such problems on work.
- Developed for PHE and the Arthritis & Musculoskeletal Alliance (ARMA) by Business in the Community, Forster Communications and the Bone and Joint Research Group, Royal Cornwall Hospital.
- Many experts, employers, employees and organisations have also contributed their knowledge.



Certificate Level



Healthy
Workplace

The Cornwall Hotel, Spa and Estate

- Renewed sense of community
- Managed to create an environment that openly discusses mental health and removed previous associated stigma
- Much better attended staff events





Bronze Award



Healthy
Workplace

Age UK Cornwall & IOS



Bronze Award

- 6 people signed up to the Joint Pain advice programme and are making positive changes for the benefit of their backs, hips and knees
- A programme of lunch & learn sessions across a wide range of health & well-being topics have been very well attended, informative and fun
- Enthusiastic support from the Chair of Trustees and senior team for all health and wellbeing activity in particular our commitment to Mental Health First Aid training for all managers



Bronze Award

Buttermilk Confections

- Introducing of the healthy work place with checks every three months promoting healthy well being
- NHS over 40's health check offered to all staff and a good uptake on free flu jabs available to all staff
- Basket ball set bought and used by staff in the to unwind as part of our promotion of exercise in the work place

Cornwall Care



Bronze Award

- 9 new Mental Health First Aiders trained
- Introduction of Survival Kits to support employees when they join the organisation but also those going through Bereavement, and Mental Health issues.
- Implementation of Neyber – a Financial Wellbeing platform providing resources and tools to build their financial knowledge and confidence but also the opportunity to apply for a staff loan or savings plan.



Bronze Award

Kernow Veterinary Group

- Mental Health First Aid Personnel- The Practice Director and HR Coordinator undertook the 2-day MHFA training in 2019
- Implementing Health and Wellbeing Champions in each of our surgeries
- HALT Campaign (Hungry, Angry, Lonely, Tired) Ensuring we had healthy snacks and meals available to our out of hours surgery and a weekly fruit allowance and delivery to each surgeries for all staff to access



Bronze Award

Legacy Properties

- Support for staff wellbeing comes from the highest level in the organisation, with the Managing Director on board to support and encourage the various health campaigns during 2019
- NHS Health Checks delivered to staff over 40 and the Healthy Workplace team have supported with healthy eating and healthy weight sessions
- Various health campaigns have been promoted over the year, including Stoptober and a Macmillan lunch for cancer awareness

St Uny C of E Academy



Bronze Award

- Making adjustments to our marking policy to help achieve a work life balance.
- New leadership has restored a culture of team work and team support to school for staff and children alike.
- Community and school events have restored a sense of pride in our place of work and the job that we do.



Silver Award



Healthy
Workplace

Angel Fulfilment Services Ltd



Silver Award

- Expanding from 4 to 6 enthusiastic Health Champions
- NHS Health Checks delivered to staff over 40 and regular healthy weight sessions offered to all staff
- Guide Dogs “Walk Your Socks Off” campaign was a real highlight completing 100k steps collectively

ARCOL UK Ltd



Silver Award

- Mental Health – Ongoing training has provided the tools and resources to allow ARCOL to support employees
- Continue to raise the profile of health and wellbeing – mentally and physically, display boards, training, meetings, health initiatives, over 40s health checks and Joint Pain Advice sessions
- Supporting a number of colleagues through some challenging personal circumstances

Aspire Academy Trust Core Service Team



Silver Award

- Health Assessments accessed
- Team Away Day successfully implemented to build a united team who share vision, strategy and values
- World Mental Health day celebrated to promote, raise awareness and understanding of mental health



Silver Award

Buzz Interactive

- Having full team workshops, designed to bring the team together and encourage healthy work-life relationships called 'Culture and communication', this has helped make sure that everyone is on the same level and that no-one feels alone
- Continuing with free fruit for healthy snacks and regular breaks, which seems to be particularly popular during midmorning and mid-afternoon
- Having team sessions on 'when good is good enough' making sure staff don't feel stressed aren't putting too much work on themselves

Children's Hospice South West



Silver Award

- Gaining Senior Management and organisation buy in with all the challenges that brings and achieving a Silver Award in our first year of registration on the Healthy Workplace Award Scheme
- In support of CHSW's mental health framework we currently have 16 trained MH First Aiders across the organisation; this figure is due to increase during 2020
- Through the establishment of the Workplace Health Group and Workplace Health Champions, we run a variety of Health and Wellbeing sessions, staff events, training and campaigns all of which have and are continuing to be well attended by staff across the organisation.

Coastline



Silver Award

- Training 13 colleagues as Mental Health First Aiders and seeing first-hand the impact they've been having within teams
- Holding a marathon challenge that involved 23 colleagues and raised over £5,900 for charity
- Introducing the ability for colleagues to purchase an extra week's annual leave to help with work/life balance

Cornish Mutual



Silver Award

- 35 people across the organisation had Applied Suicide Intervention Skills Training
- We had a record number of 20 runners taking part in the ROC 5K
- We have introduced a Healthy Tuck Shop

Cornwall Development Company



Silver Award

- NHS Health Checks and Health Assessments delivered to 72 staff, with more booked for April
- 10 staff completed Step into Health programme
- Communications Group set up to assist with dissemination of information to staff by writing regular newsletter and arrange team building/social events

Cornwall Partnership NHS Foundation Trust



Silver Award

- Introduction of Board & Senior Topic Based Health Champions plus a growing number of trained Staff Health Champions
- Introduction of the Mental Health First Aiders to CFT with a great uptake and interest
- Success in becoming one of the four NHS Healthy Weight Declaration pilot programme in the South West region.

King's Service Centre



Silver Award

- A trained Mental Health First Aider in the office, with plans for more this year
- Awareness sessions for Suicide and Skin cancer
- Free fruit available to the whole office, topped up twice a week

Richard Lander School



Silver Award

- 30 staff undertook the NHS Over 40s Health Checks
- More than 20 staff have attended the after work fitness sessions
- Richard Lander School became the first Sugar Smart secondary school in Cornwall

Sharp's Brewery



Silver Award

- The introduction of Life Leave offering all staff the opportunity to take up to 10 paid days per year on top of their holiday entitlement to use for a moment that matters to them
- We provided sleep hygiene courses for all of our brewing team shift workers who found the course really useful in dealing with changing sleep patterns
- We increased our Mental Health Champions from 2 to 14!!!
An amazing achievement enabling our staff to have access to a Mental Health Champion across all of our site

St Stephen Churchtown Academy



Silver Award

- Secret buddy system has allowed colleagues to look out for each other through acts of kindness
- Health Checks provided for staff through the School Advisory Service
- World Mental Health Day celebrated and promoted with relevant signposting available to staff who might be affected

Trewithen Dairy



Silver Award

- Monthly BBQs held from March to October and include all staff including night shift workers
- 4 staff participated in the Samworth Challenge which included a day of kayaking, orienteering and mountain biking raising £4000 for Cornwall Air Ambulance
- Sick pay scheme introduced and a full time HR Manager recruited in 2019

Wave Multi Academy Trust



Silver Award

- Senior leadership team have completed stress management and Making Every Contact Count training
- Dedicated health and wellbeing section in the half-termly staff newsletter and on the intranet
- ‘Coffee Stop Tuesday’ which allows all staff to take time out to catch up, reflect and destress without the worry of work for a short time

Whyfield



Silver Award

- We have improved our office environment for all staff with the changes we have made
- We have increased productivity & profitability as the team feel valued and motivated
- We feel we stand out from the crowd as an employer due to the workplace environment we have here and are being recognised for that

YMCA Cornwall



Silver Award

- Absence levels down to 2.29 days lost per person
- All front line staff trained in mental health first aid plus some managers
- Introduced two standing desks with plans for more if staff want them



Gold Award



Healthy
Workplace

Connor Downs Academy



Gold Award

- We have bought water bottles for each member of staff from our wellbeing budget
- National Accreditation achieved through Trauma Informed Schools on 27th June 2019, which has had a positive impact on the lives of our pupils and our staff
- We have introduced Fruity Fridays - where a range of fruit is available in the staff room

Cornwall Housing



Gold Award

- Branded Cornwall Housing water bottles have been given out to all our staff, with a push on the importance of Hydration to colleagues throughout the organisation, as well as having water coolers installed to every site and free tea and coffee available for employees-this in addition enabled us to provide a case study for the SugarSmart Campaign in September
- NHS Health Checks offered out to over staff over 40 years of age and Joint Pain sessions to colleagues suffering from long term hip, knee or back pain
- New staff room at the Threemilestone depot, which has been very well received and made a huge difference for staff taking breaks away from work

Cornwall Music Service Trust



Gold Award

- Mental Health Awareness - Excellent 'Understanding Stress & Building Resilience' training, which was well attended as well as the NHS 'One You' mental health quiz shared with all staff on World Mental Health day
- NHS over 40's health checks with Graham Hicks was held over two days, leading to individuals making positive changes in lifestyle
- Free flu jab offered to all colleagues not eligible for the free NHS vaccine, protecting colleagues and their families from the flu.

Flying Start Nurseries (S.W.) Ltd



Gold Award

- Developing a well-being focused return to work process for staff
- Training 22 senior staff in different mental health and well-being tools which consequently has created a mental health toolkit to support all staff
- Consolidating our Silver Award and progressing to achieve Gold Award by continuing to develop a health and well-being focused company that benefits all employees

Forms Plus Ltd



Gold Award

- Time to Change Pledge – Our action plan was approved and we pledged to be part of Time to Change, a growing social movement that works with employers, schools and communities to help reduce the stigma and raise awareness around talking about mental health. They have lots of resources that we use for activities and group discussions.
- Team Building Day – We spent the first part of the day getting to know ourselves, our working styles and traits. Then we went on to play lots of team games which highlighted how we work as a team. We led partners around blindfolded and had to work out how to turn over a carpet whilst we were all standing on it. There was lots of laughing!
- Tanita BMI and Over 40's health checks – a continued favourite and helps maintain awareness around keeping active and eating healthy.



Gold Award

Frugi (Cut4 Cloth Limited)

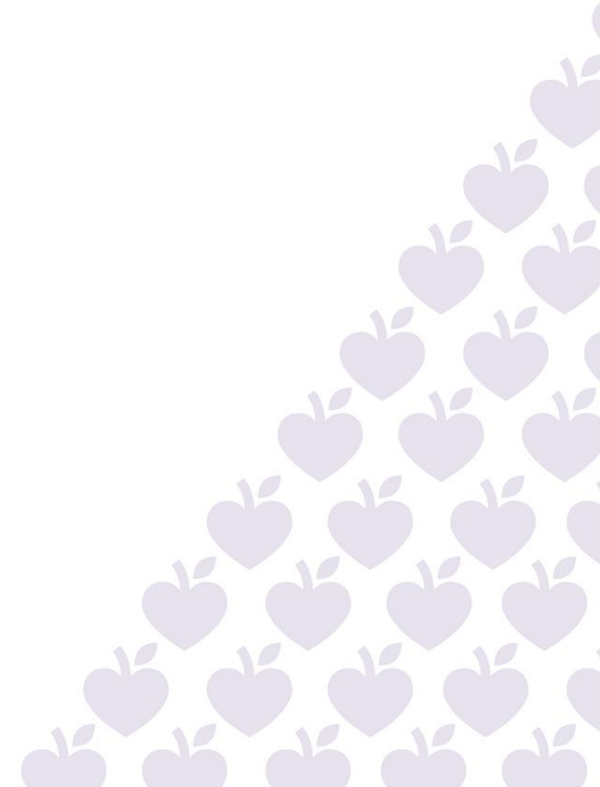
- Increased and high engagement levels throughout all of our healthy workplace activities over the last 12 months with 83% of employees saying that these activities has had a positive impact on them!
- RED January – we had a high response to lunchtime walks for everyday of January to promote both physical and mental wellbeing and it's great that these walks have carried on all year round
- We have supported various charities throughout the year, raising money for some fantastic charities whilst promoting national campaigns, such as: Pyjamas for PanCan (we all opted our pyjamas for the day), Macmillan Coffee Morning and taking part in the 5K Pretty Muddy to raise money for Cancer Research

LumiraDx Care Solutions



Gold Award

- Company training on resilience
- Stand-up desks for all employees
- Over 40s health checks



Mount Hawke Academy



Gold Award

- Staff awareness workshop and plenty of resources both online and on paper for all staff to access
- Buddy system for staff, where staff could share little 'pick me ups' with their buddy.
- Health checks for all staff, where many staff acted upon their results!

Ocean Housing



Gold Award

- Our sickness rates have lowered over the last 5 years, year on year as a result of our pro-active management of absence & health support
- Trained over 170 staff over 2019 with Making Every Contact Count and Mental Health Awareness training with the support of Healthy Workplace
- Doubled our total of Mental Health First Aiders in 2019 to 8, with another 4 ready to attend their sessions in 2020

Pendennis Shipyard



Gold Award

- Mask fit test booklet written and distributed
- New travel guidance booklet
- Successful PHEW (Pendennis Health Education Week) (especially man-down)



PharmaLex UK Services Ltd, Cornwall



Gold Award

- Taking a different approach to mental health and inviting in guest speakers to present information on the 'Food Mood link' and allow the team to discuss their own eating habits
- Making a local treasure hunt an annual summer activity that includes the physical activity of the treasure hunt with a team social element afterwards
- A member of the team put together a presentation on kidney disease based on their own family's experience

Proper Cornish



Gold Award

- Receiving a glowing endorsement of the Companies Health and Wellbeing activities from a colleague who had previously not engaged with the Health and Wellbeing focus at all. Having a significant impact on this colleague's health and wellbeing through Joint Pain Advisor appointments and on site yoga
- Listening to feedback and creating an onsite, in work time 'Men's' yoga which is now well attended. This is also supported by subsidised onsite massage available to all colleagues
- Supporting our local charity Hugs with colleagues volunteering during the working day to create a sensory garden

Rodda's



Gold Award

- 11 trained Mental Health First Aiders
- Recognition Days
- Macmillan Coffee Mornings – record amount raised!



Sandy Hill Academy



Gold Award

- Maintaining the feeling of being one big family within the staff team despite changes and growth
- Introduction of house point system to encourage staff to get involved in activities
- Walk Programme introduced which has encouraged more staff to walk to work

Shortlanesend School



Gold Award

- Our natural and innate ability to support each other, be in tune with each other and have honest and comforting conversations at critical times
- Our drive to raise awareness and significant amounts of money for a range of charities throughout the year, often involving the whole school community
- The whole community guidance and support we achieved whilst a wonderful and inspirational colleague spent a year living with cancer - ensuring that she maintained her positive attitude and played a very full role in school life

St Austell Brewery



Gold Award

- In house MHFA training in order to be able to carry out a rolling program – 39 employees trained so far
- Mental health awareness week held incorporating events to reach the large male workforce including talks by the 'Man Down' organisation, mindfulness and sleep sessions and nutrition for mental health talks
- Links made with the Alzheimer's society and presentations given by OH manager to all Pub managers in order to create more dementia friendly environments

St Breock Primary School



Gold Award

- An understanding that healthy, mindful staff means happy, healthy and mindful children and this is what we are committed to shaping at St Breock
- Keeping up to date with notifications, posters, relevant courses etc so that all staff are aware and signposted to where they can get support/more information
- Commitment to the monitoring of staff and pupils wellbeing and embedding healthy lifestyles

The Cornwall College Group



Gold Award

- Enabling **105** staff to become Mental Health First Aiders
- Promoting the importance of hydration and sustainability by giving all new staff a branded water bottle, and launching a hydration challenge
- Organising a 'staff away day' in July where people had the opportunity to go to our Bicton campus and take part in fun activities like digger driving, clay pigeon shooting, kayaking and flower arranging. We also provided a BBQ and cream teas!

Truro and Penwith College



Gold Award

- Continuing to embed new ideas and ways of engaging staff into an ongoing holistic approach to Health and Wellbeing at work
- Absence rates continue to be well below national and sector specific figures
- Introduction of a one to one appointment service for staff access advice on weight loss, diet, physical exercise, injury prevention and reducing anxiety and stress through physical activity



Best Newcomer



Healthy
Workplace



Health
Champion



Healthy
Workplace

Nominations



Health
Champion

- | | |
|----------------------|--------------------|
| 1. Annabelle Forrest | 8. Nigel Hughes |
| 2. Stuart Chappell | 9. Richard Hoskins |
| 3. Jo Carter | 10. David Munn |
| 4. Jade Trevenna | 11. Jon Wide |
| 5. Zoe Field | 12. Steve Mulcahy |
| 6. Liz Brealy | 13. Peter Cook |
| 7. Clare Pengelly | 14. Jennie Coe |



Health
Champion



Healthy
Workplace



Mentor Award



Healthy
Workplace



Micro Business Award



Healthy
Workplace

Make Me A Plan



- Creating a flexible working structure that has improved wellbeing and reduced a staff member's blood pressure
- Putting the personal lives of the team first so that childcare, studies, hobbies and friends and family time can be prioritised
- Genuine flexible working - aside from a few fixed appointments and client meetings, the team can work their weekly hours whenever and wherever they want

Perranporth Preschool



- We are very proud of the open conversations and support our team give each other
- We as a company feel amazing, as we feel we have been able to give our staff extra support which has helped them in the workplace and outside of the work place
- The strength in the team is outstanding! We have never had a stronger team. We do feel this is due to us as a company opening up to our staff and working more closely together, this is thanks to healthy workplace



Awards 2020

A caring workplace

Human connection is a basic need; therefore, relationships matter. Because people spend so much of their time at work, a caring workplace—an environment of understanding, community, and support can nurture positive relationships. This social aspect of work is vital to building a workplace where employees are engaged.





Awards 2020

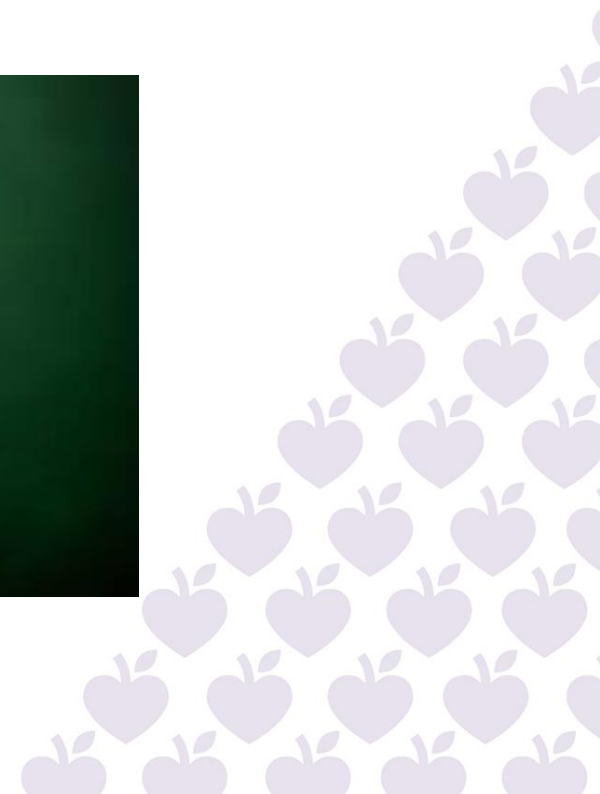
“

TAKE CARE OF YOUR EMPLOYEES,
AND THEY'LL TAKE CARE OF YOUR
BUSINESS. IT'S AS SIMPLE AS THAT.
HEALTHY, ENGAGED EMPLOYEES ARE
YOUR TOP COMPETITIVE ADVANTAGE

**Richard
Branson**

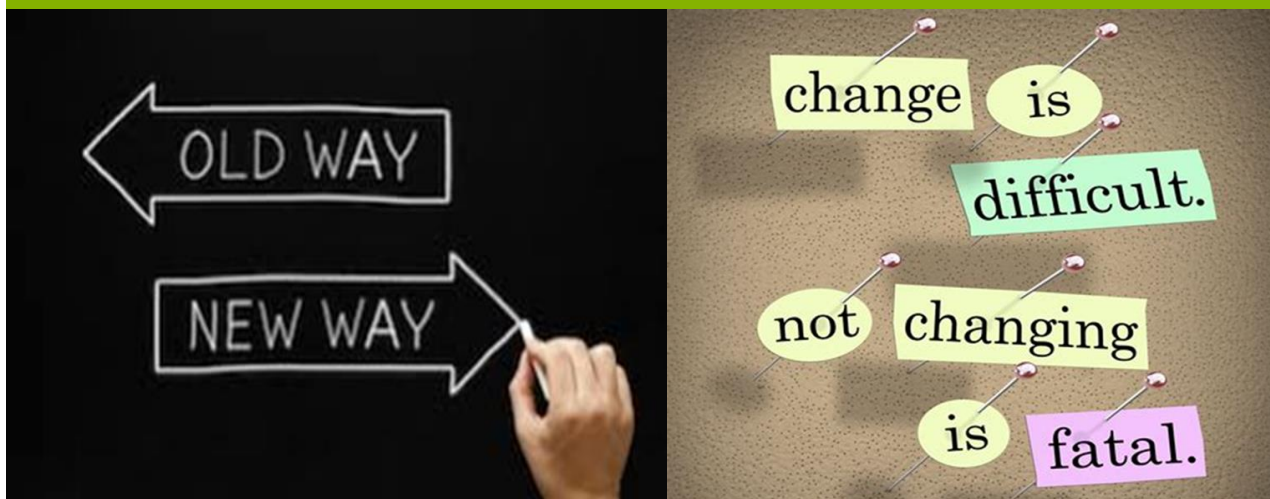


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Awards 2020





Awards 2020



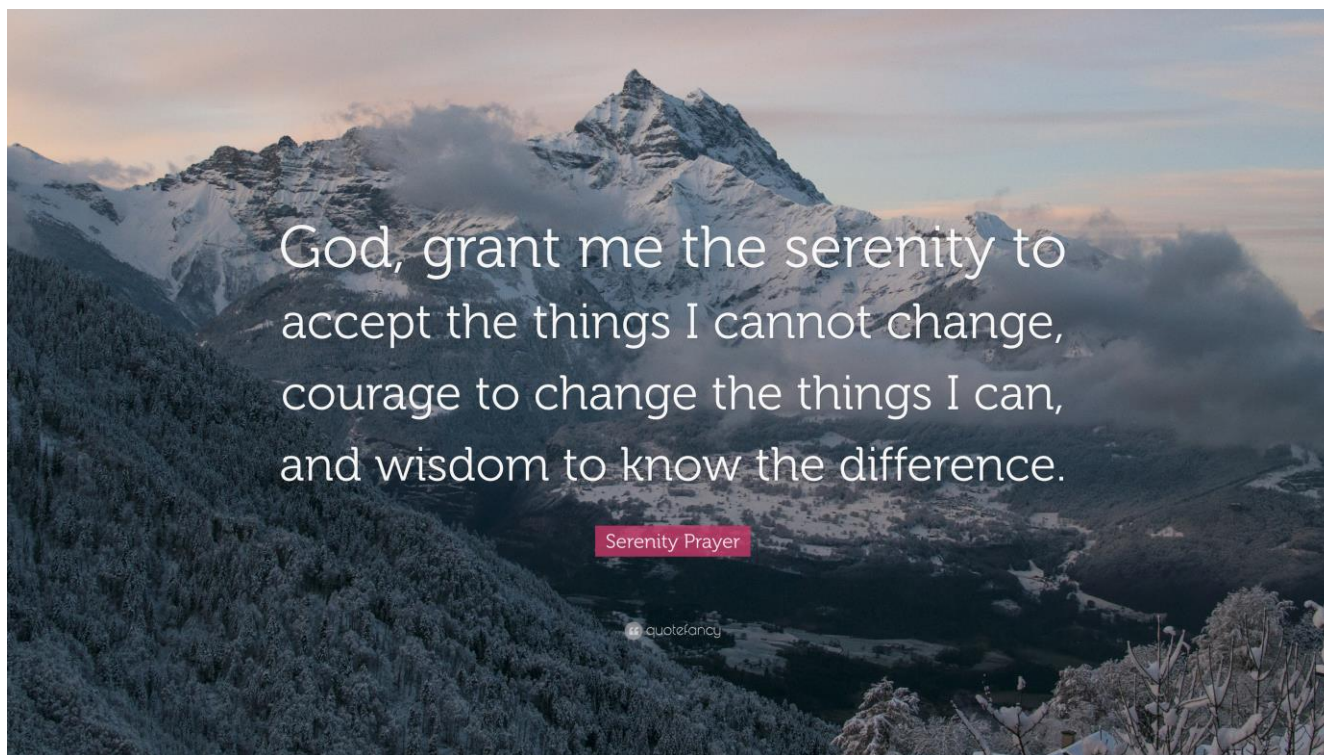


Awards 2020





Awards 2020



Lunch, Networking & Daily Mile

