



# Wellbeing at Work

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Presentation for The Operational Research Society

People Analytics Special Interest Group

# Why is wellbeing a business-critical agenda?

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## It is too costly not to be

- **1 in 4 people experience from mental ill-health** each year across the globe (WHO, 2022)
- **Mental health is a leading cause of absence** (consistently in top two causes with musculoskeletal conditions)
- **12 billion working days** (50 million years of work) will be lost to depression and anxiety between now and 2030 (WHO, 2022).
- **Cost of work-related depression alone to Europe €617 billion a year**, (
- **Employers have a duty of care** under local and international directives to protect and support mental health

## There is a clear ROI

- For every **US\$1 invested in treatment or support, there is a return of US\$4** in improved productivity and health (WHO, Deloitte, 2022)

## There is a call for parity in investment between mental health vs health and safety

- Costs of workplace injury and ill-health £16.2bn, of which £5bn is due to work-related stress (UK HSE, 2021)
- 18 days vs 8 days – the average days absent for work-related ill-health vs injury

## Integrated part of the new ES(H)G agenda

- This is not about an 'additional' ask, it is about how we work: Healthy people, healthy planet, healthy profits
- Good mental health is about good management practices & good work
- Known links with attraction, inclusion, retention, sustainability, Health and Safety,

# What is Wellbeing?

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Wellbeing is often defined as ‘the state of being comfortable, safe or happy’ and is an overall indicator of how someone feels about their life’. (WHO, 2022)

It’s a complex combination:

- Satisfaction with our lives
- Sense of self worth
- Day-to-day mood and experiences
- Overall wider mental health
- Overall physical health

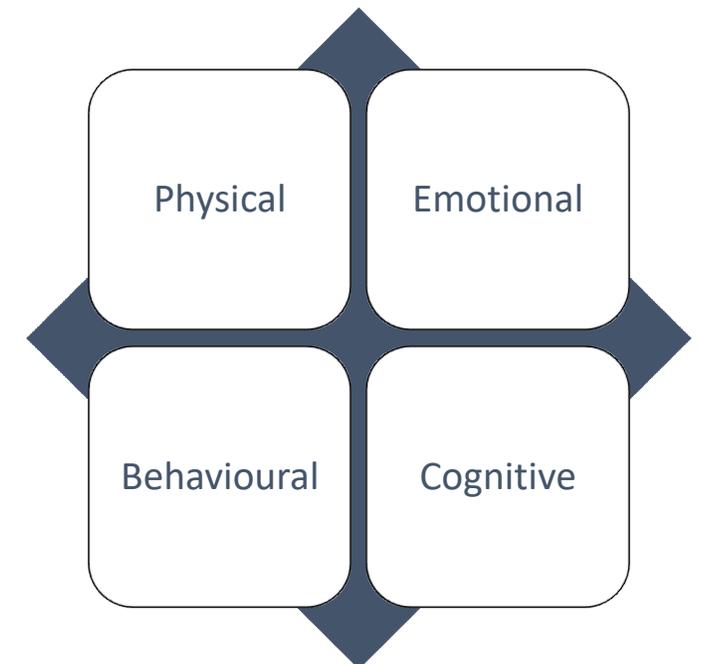


# What is Mental Health?

“Mental health is a state of wellbeing in which an individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and is able to make a contribution to his or her community.”

(World Health Organization)<sup>1</sup>

- We all have a mental health
- We all need to take care of our mental health





# Working Well

The role of work design and management

# How does work impact our mental health?

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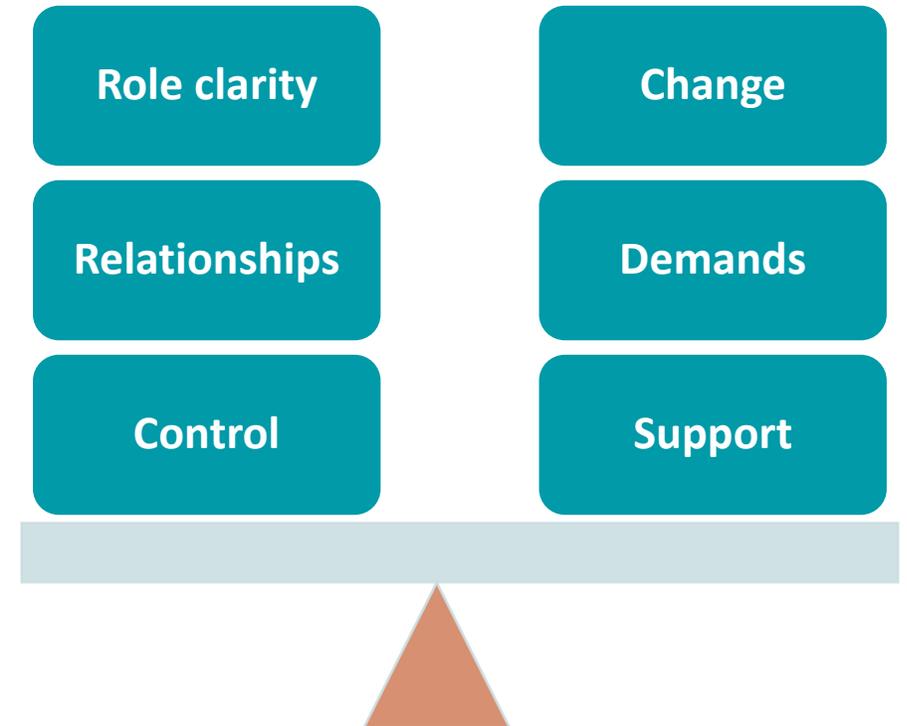
When it is stressful.

*'Work-related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities'*

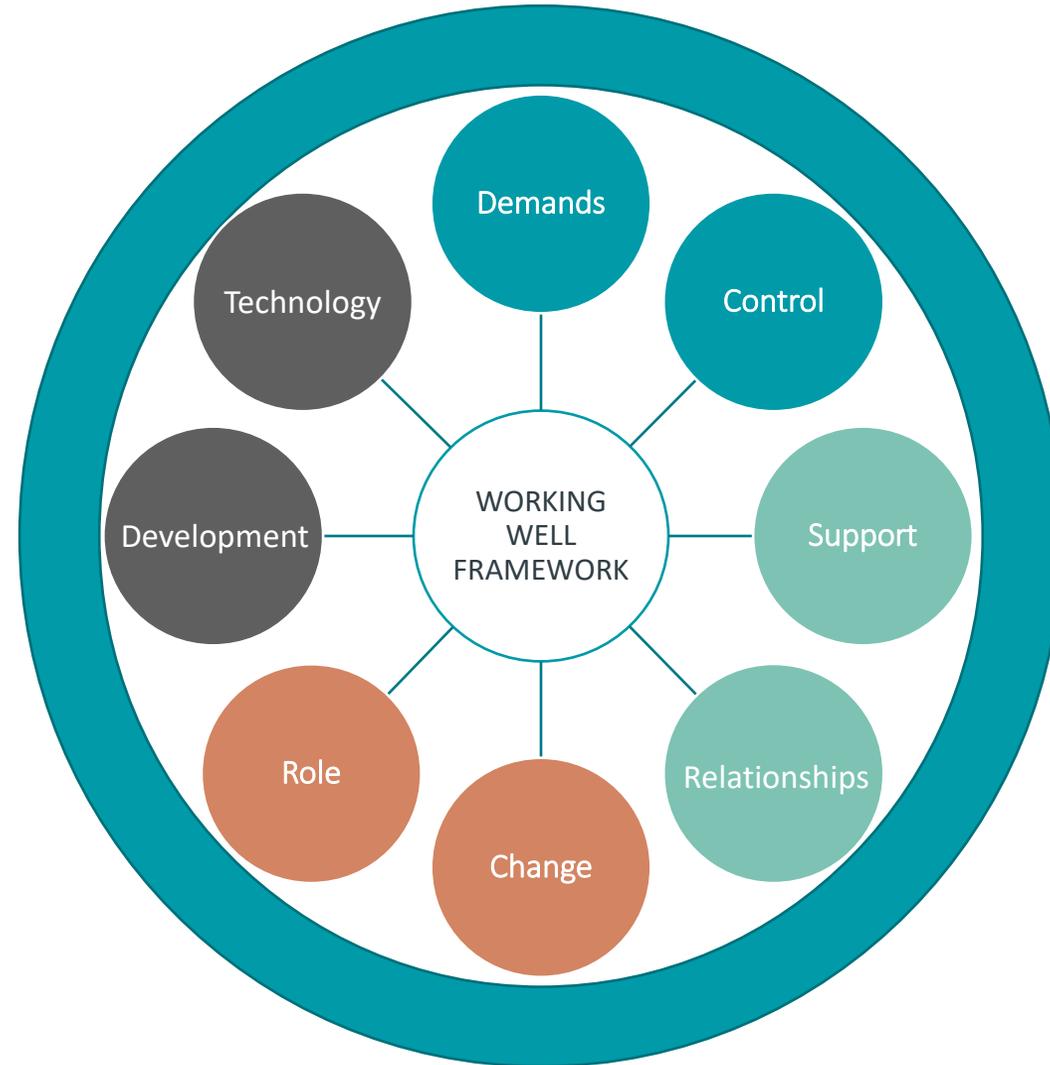
World Health Organisation

- The difference between pressure vs stress
- The role of demands and resources

If not properly designed and managed work can impact physical and psychological health outcomes.



# The Working Well Framework

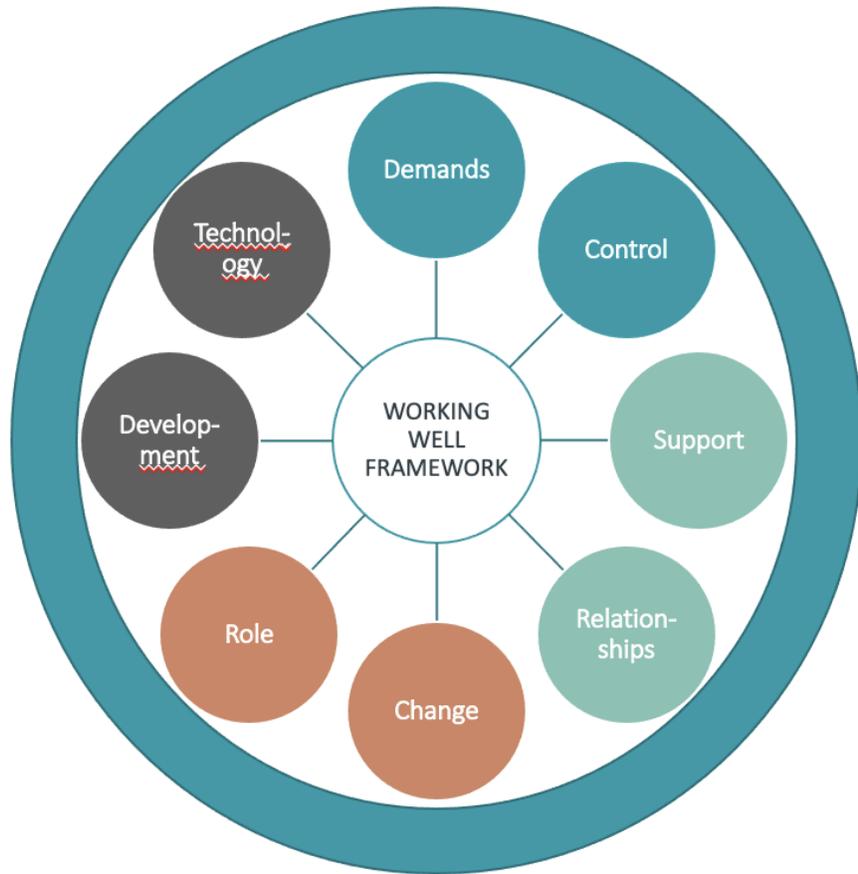


Aligned with national frameworks:

- ISO45003
- WHO's PRIMA-EF
- HSE Management Standards for Work Stress
- European Agency for Safety and Health at Work

# The science behind the Working Well Framework

Exposure  Harm



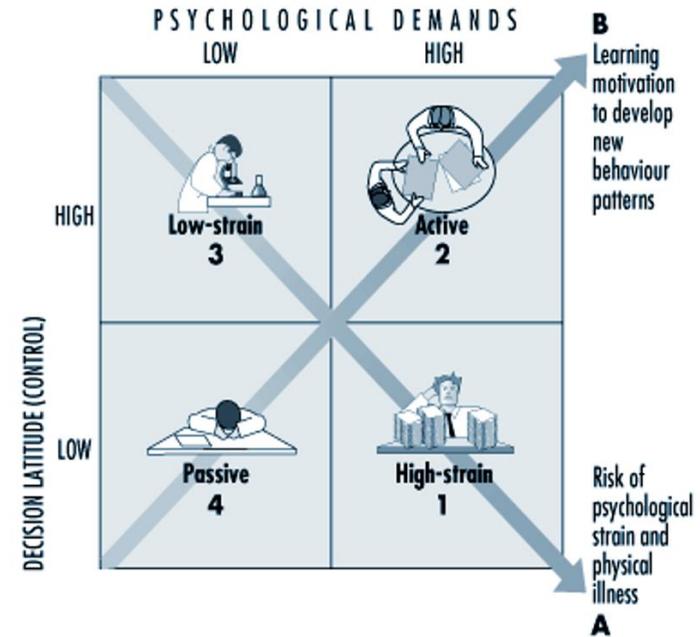
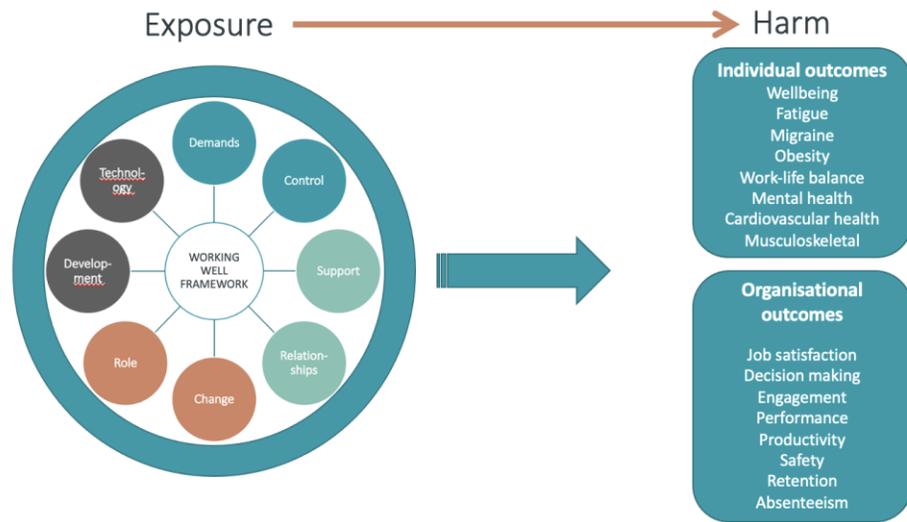
## Individual outcomes

- Wellbeing
- Fatigue
- Migraine
- Obesity
- Work-life balance
- Mental health
- Cardiovascular health
- Musculoskeletal

## Organisational outcomes

- Job satisfaction
- Decision making
- Engagement
- Performance
- Productivity
- Safety
- Retention
- Absenteeism

# The science behind the Working Well Framework (cont.)



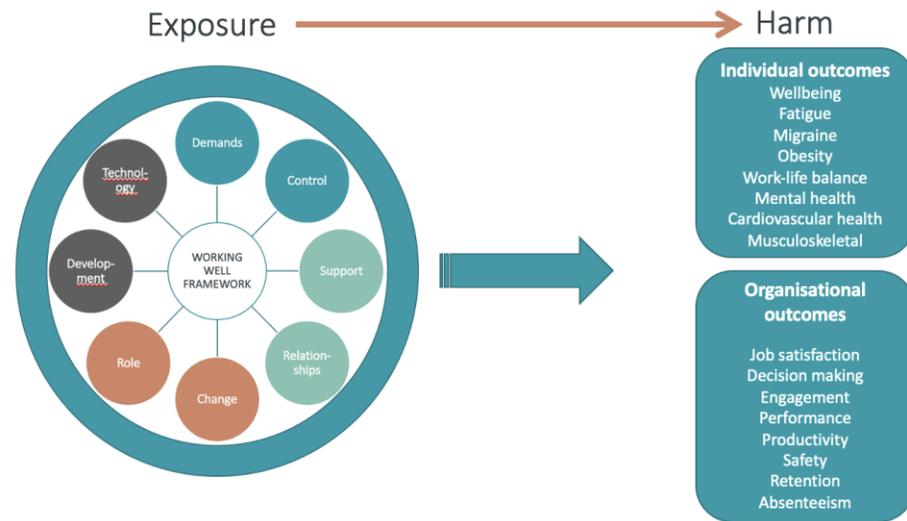
Evidence shows that there are:

- **Direct relationships** between work and health
- **Indirect relationships** between work and health

Evidence shows that there are:

- **Synergistic effects** that amplify or buffer impact
- **Amplified benefits** of working well for at risk groups

# The science behind the Working Well Framework (cont.)



## Examples of evidence

- Up to 26 x Risk of bullying to health
- 2.2 x Risk of cardio from job demands
- 2.8 x Risk of retention from stressful work
- 1.6 x Risk of burnout from high job demands

## BUT

If 30% of a group report high job demands then attributable risk is 7%

i.e. 7% burnout in that group could be prevented by managing work demands

# Three Levels of Interventions

## How?



### Primary: Prevention

Provide good work conditions for employees through well designed and managed jobs. Routinely monitor and identify risks to mental health at source, and take action to remove or reduce them

Identify concerns through conversation, gap analysis & risk assessment. Prevent through job redesign or systems changes



### Secondary: Development

Provide timely and appropriate opportunities for employees to develop the skills, knowledge and confidence for those who are unable to manage their work or health

Develop work-specific or technical skills  
Develop skills in psychological techniques and practices



### Tertiary: Support

Provide timely access to support employees who are experiencing struggle

Employee Assistance Provision, Mental Health First Aiders, counselling services, Occupational Health provision

# How well are your workforce and how effective are your wellbeing activities? Considerations for measuring activity, response and progress

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## Prevention

Are you actively monitoring for risks and hazards in **all** roles?

Are roles clearly salient for all employees?

Do employees know what mechanisms are in place for identifying or reporting risks or concerns?

## Development

Do all employees have equal access to development programmes?

Are 'high risk' groups or professions given appropriate tailored training?

Are the programmes tailored to your organisational needs?

## Support

Are all employees aware of how and where they can access support?

Are there mechanisms in place to help employees return to work after an absence?

Are your supportive practices evidence-based?

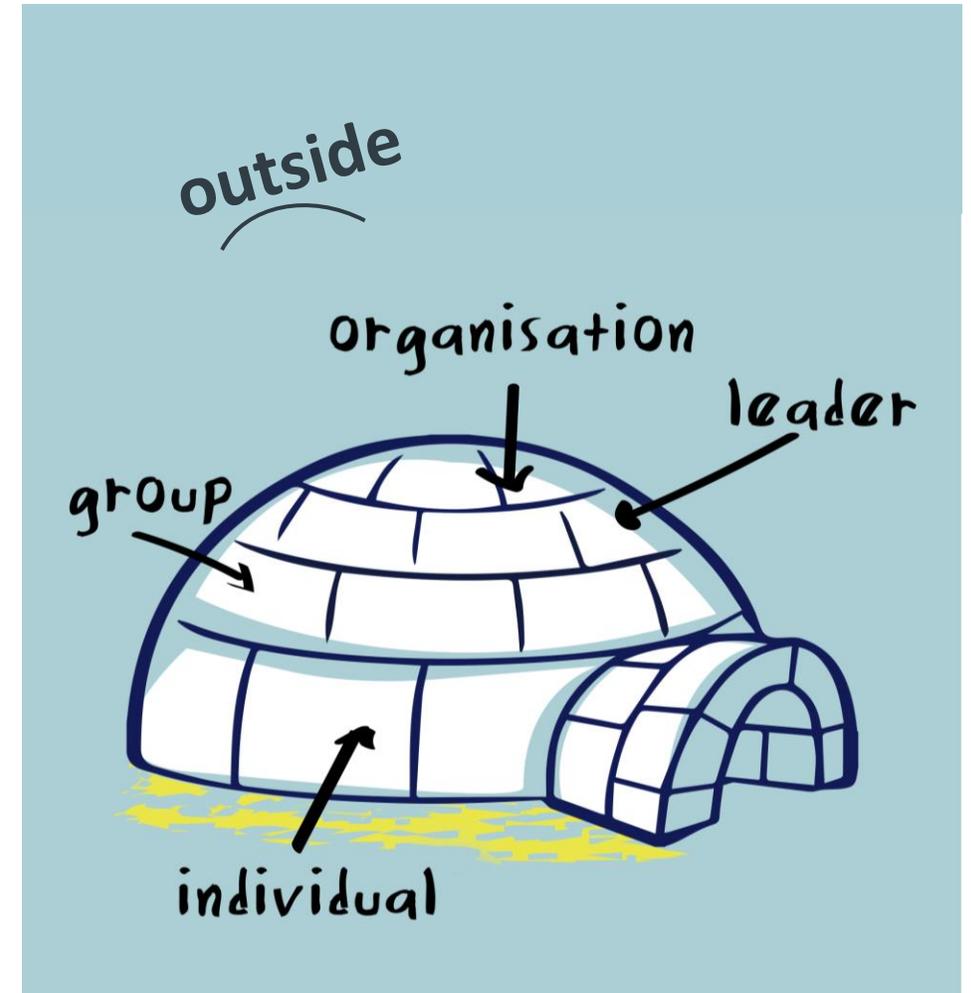


# The IGLOO approach to wellbeing at work

A framework for shared responsibility

# The Igloo Framework

Level	Responsibility to....
Individual	<ul style="list-style-type: none"><li>• Understand and take action to maintain health and work needs</li><li>• Voice and share needs appropriately to access relevant support</li></ul>
Group	<ul style="list-style-type: none"><li>• Behave considerately towards others</li><li>• Advocate and support of colleagues</li></ul>
Line manager	<ul style="list-style-type: none"><li>• Behave in a way that promotes and protects health</li><li>• Monitor workplace risks and take action to prevent risks where possible</li><li>• Signpost support where needed</li></ul>
Organisation	<ul style="list-style-type: none"><li>• Provide access to policies and monitor consistency of practices within local areas</li><li>• Develop employees with the knowledge and skills to fulfil their responsibilities</li><li>• Monitor workplace risks and take action to prevent risks, develop resources to cope with job demands and provide support services</li></ul>
Outside	<ul style="list-style-type: none"><li>• Variation dependant on national culture and policy</li><li>*Organisations to be aware of cultural norms and the external support available within local community</li></ul>



# To learn more about our work

This collage features several key documents and web pages:

- HSE Executive** website showing the **Line Manager Competency Indicator Tool**.
- som** (Supporting Occupational Health and Wellbeing Professionals) **COVID-19 return to work guide** for managers.
- CIPD** **MANAGING AND SUPPORTING EMPLOYEES WITH LONG-TERM HEALTH CONDITIONS** guide for people professionals.
- affinity health at work** **Return to Work** page with **Six Steps to return to work**.
- affinity health at work** **Welcome to Return to Work** hub.
- affinity health at work** **the IGL00** report for returning to work.
- affinity health at work** **WHAT IF YOUR JOB WAS GOOD FOR YOU?** report.
- affinity health at work** **LONDON HEALTHY WORKPLACE AWARD** circular diagram.





# Thank you