

Commitment 1 – Board level commitment

1. Introduction

The management of health within a business can range from basic legal compliance to investment in the health of the workforce through proactive wellbeing programmes.

Employees generally consider the behaviour of managers and their attitude towards health and safety to be very important. Those managers who demonstrate their commitment to promoting a positive health culture by engaging with their teams usually achieve good results. It is therefore important when developing health management programmes that the aspirations of the leadership of the organisation are consistent and clear.

Organisations can demonstrate board commitment to health and wellbeing in a variety of ways. These can include, but are not limited to, the setting of health related targets, reporting on health targets in annual reports and investing in wellbeing initiatives within an organisation.

Below are examples of the responsibilities and behaviours individual managers and employees can undertake in order to demonstrate commitment to successfully managing occupational health risks whilst promoting health and wellbeing.

Role	Responsibility	Behaviours
Manager	<ol style="list-style-type: none"> 1. Ensure all employees are aware of company policy. 2. Review generic health risk assessment for job role(s). 3. Identify employees at risk of adverse health effects from specific work activities based on risk assessment. 4. Introduce and promote suitable control measures to minimise or eliminate health risks from work activities. 	<ol style="list-style-type: none"> 1. Concern for each other - challenge practices that endanger health e.g. poor posture, smoking, poor work-life balance. 2. Communicate openly - take time to know your team, encourage them, build trust and open discussion. 3. Balance demands - support your team with good wellbeing practices and delegate control where possible. 4. Set high standards - provide leadership in ensuring that your standards are the minimum expected of your team.

Role	Responsibility	Behaviours
	<ol style="list-style-type: none"> 5. Ensure employees at risk of adverse health effects are included in the Health Surveillance (HS) and Health Assessment (HA) database held and managed by the Occupational Health (OH) Service provider. 6. Allow employees time away from their duties to attend HS & HA appointments and OH consultations as required. 7. Provide employees with the necessary information, instruction and training related to exposure to hazards from work activities. 8. Refer employees to OH when aware or informed of changes in employee health status that affects their fitness to work and their safety and the safety of others. 9. Ensure all sensitive personal data is stored securely and only disclosed to an authorised individual where appropriate. 	<ol style="list-style-type: none"> 5. Proactively involve - talk with team members about the support your company provides and external support systems; EAP, OH, CAB, NHS etc.
Supervisor	<ol style="list-style-type: none"> 1. Assess risk - job/task. 2. Promote risk awareness and control measures implemented. 3. Encourage participation in health and wellbeing programmes, and lead by example. 4. Follow company health surveillance process for commonly encountered health hazards. 5. Ensure the confidentiality of sensitive personal data is maintained. 6. Ensure employees adhere to any recommended restrictions or modifications that have been agreed. 	<ol style="list-style-type: none"> 1. Deliver health and wellbeing excellence - challenge practices that endanger health e.g. poor posture, smoking, poor work life balance etc. 2. Promote health risk awareness - be a good role model by adopting good health practices. 3. Reduce health risks at source - explore ways to protect the good health of your teams without relying on PPE. 4. Encourage the team - be sensitive to changes in team or individual moral, take time to talk and know your teams 5. Involve the team - hold discussions around health and wellbeing at periodic tool box talks.

Role	Responsibility	Behaviours
All employees	<ol style="list-style-type: none"> 1. Comply with company standards. 2. Take reasonable care of their own health. 3. Make an honest and accurate health declaration at the time of all assessments and consultations. 4. Attend OH appointments as required. 5. Notify manager and the OH Team of any changes in health status that affects their ability to perform their duties safely. 6. Adopt and comply with any restrictions applied due to adverse health effects. 7. Notify manager of any changes to their medical condition. 8. Comply with health information provided in relation to specific workplace health risks. 	<ol style="list-style-type: none"> 1. Follow the rules - take personal responsibility for your health and wellbeing 2. Buddy up - support other team members when things get tough. 3. Speak up - challenge poor health practice when you see it e.g. poor posture, not wearing PPE, poor diet 4. Engage – have a positive attitude when attending workplace medicals 5. Be mindful - report developing health conditions to supervisor or OH, e.g. muscle pain, skin or joint problems; and look for company support process. 6. Plan ahead – add healthy foods to family shopping list when planning and planning your work/pack lunches. 7. Get involved – support health and wellbeing interventions in the work place.

2. Building the Business Case for Health

So why make a commitment to health? Your organisation can save money, raise productivity, increase motivation, improve staff retention and improve its reputation. It also has a direct effect on your employees, improving their wellbeing, making them feel valued by their employers and reducing absence.

There is lots of support available to help you build the business case for health within your organisation.

The first step is to understand where your main health issues are and identify if there is a connection with your organisation's bottom line. Start off by reviewing data that you already have available; this might include absence data, accident data, ill health retirement information, claims data etc. Why not benchmark this data against other organisations similar to your own? Sickness absence benchmarks can be found for your sector in the annual CIPD surveys. However it may be useful to get in touch with your colleagues from similar ENA / AEP member organisations to benchmark.

The ENA has developed a needs assessment tool to help you in considering data available within your organisation. This can be found within the Powering Improvement website.

http://www.poweringimprovement.org/images/stories/pdfs/Occupational_Health_content/PI_Health_Needs_Assessment_Tool.pdf

Once you've got a basic understanding of where you are starting from, you can start to identify solutions that could be considered. Think outside the box! The best solutions needn't be the most expensive. Be innovative! Of course what you decide to do will depend upon your business; you might plan anything from a small no cost project to a long term programme that requires a significant investment both financially and in manpower.

There are a number of case studies on the powering improvement website of initiatives undertaken by ENA member organisations – you might gain some inspiration from these.

<http://www.poweringimprovement.org/case-studies/occ-health-case-studies>

When you've identified your initiative, you'll need to work out the costs and benefits.

Consider the initial costs of not carrying out the initiative to your organisation (for example, calculate the cost of absence); once you've done this start calculating the potential savings.

If possible, put this in the language of your business, for example what volume of sales would be required to cover the costs of the losses you've identified?

Don't forget to plan in how you are going to communicate the work you've carried out. How are you going to get the senior managers within your organisation on board? How are you going to engage your colleagues?

Remember that introducing anything new takes time, and may not always be successful.

Consider how you will evaluate the project, learn from any challenges and how you might embed the work you've completed into 'business as usual'.

3. Further information

Further information is available from:

- HSE leaflet 'Making health and safety pay'
www.hse.gov.uk/betterbusiness/large/hsebooklet.pdf
- IOSH www.iosh.co.uk/lifesavings
- IOSH Building the Business Case for Health and Safety
http://www.iosh.co.uk/news_and_events/campaigns/new_campaign_life_savings.aspx
- CIPD absence survey www.cipd.co.uk/_how_fit_is_your_organisation/
- Energy Networks Association. Health & Wellbeing Framework
<http://2010.energynetworks.org/occupational-health>
- Business in the Community – Healthy People = Healthy Profits
http://www.bitc.org.uk/resources/publications/healthy_people_.html
- Dame Carol Black Review – Health, Work & Wellbeing
<http://www.workingforhealth.gov.uk/documents/working-for-a-healthier-tomorrow-tagged.pdf>
- Engaging for Success: Enhancing Performance through Employee Engagement
<http://www.bis.gov.uk/files/file52215.pdf>
- Price Waterhouse Cooper, Building the Case for Wellness (2008)