Understanding Health Risks whilst Creating & Sustaining a Well Workplace

Introduction

This tool is designed to help you in your understanding of the health needs within your working environment and population. It is not designed to provide you with full compliance with legal requirements but to provide a direction as to where you may wish to improve the management control of risk.

This tool is designed over five tiers

- Understanding your organisation's health
- Policy, Strategy & Leadership
- Specific Occupational Health risk
- Wellbeing
- Attendance Management

No technical expertise in Occupational Health is required to complete the tool. There will however be a requirement to access management information coupled with an insight into the management processes within the organisation. Some question sets may be more pertinent than others to individual organisations.

Following completion of each set of questions within the tiers you will find signposts to a variety of information and links to further support you in managing the health needs or risks identified. You may also find it useful to refer to the ENA Health & Wellbeing Framework in completing the document. http://2010.energynetworks.org/occupational-health/

Understanding your organisation's health

Name of Organisation	
Name & role of person completing assessment	
Date of assessment	

Identifying your health needs

Do you currently maintain a record of any health data? (this may be in the form of sickness absence data, occupational health data etc.) YES / NO

What does your recorded health data tell you are the top three health causes for:

Long term absence (28 days plus)?

1.

2.

3.

Short term absence?

1.

2.

3.

What does data from other sources (Employee Assistance Programme data, insurance data, wellbeing programme data etc) tell you about the health needs within your organisation?

The recording and analysis of data enables you to identify health trends and hotspots, allowing you to focus future activity on eliminating or reducing the risks to health.

Work Related Health Risks within Business

Do you have any areas where health surveillance is mandatory? e.g. Lead, Asbestos, Specific chemicals, Ionising Radiation. YES / NO

If answered yes, please provide detail:

Do you have areas where fitness for work assessments are required? Working at Height, confined spaces, colour blindness for electricians.

If answered yes, please provide detail:

Do you have areas where there is exposure to a known hazard and where a validated method exists to detect the early signs of the associated condition e.g. Noise, Vibration? YES/NO

If answered yes, please provide detail:

Policy, Strategy & Leadership

1. Leadership	Yes	No
Are health issues discussed, challenged and championed at Executive Board Level?		
Has the Board been engaged and agreed the extent of the health management programme?		
Is the health or the organisation recognised within the annual business plan?		
Are there specific health targets / key performance indicators in place within your organisation?		
Are senior managers measured specifically on health performance?		
Are colleagues made aware of workplace risks and controls in place to minimise them?		
Have all managers received training in Health & Safety?		
Have all Health & Safety Representatives received training in Health & Safety?		
Are health and safety meetings held and recorded within the organisation, with evidence of staff representatives being involved?		

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. It is important when developing health management programmes that the aspirations of the leadership of the organisation are consistent and clear.

Consideration should be given to measuring performance, annual objectives, business self appraisal, assurance audits, feedback from stakeholders and through effective health reporting and investigation.

Supporting information & links

- ENA Health & Wellbeing Framework http://2010.energynetworks.org/occupational-health/
- Building the Case for Wellness (PWC 2008) http://www.dwp.gov.uk/health-work-and-well-being/resources/
- Health & Safety Executive http://www.hse.gov.uk/managing/index.htm

2. Strategy	Yes	No
Is there a Health & Safety Policy in place within your organisation?		
Do your Health & Safety management systems cover key occupational health risks?		
Does your Business Continuity Plan include planning for occupational health risk?		
Health, Safety and Wellbeing expectations should be set out in the Policy and built into the strategic planning and decision making processes. Clear health and safety goals and plans should be established, ensuring that risks are evaluated and legal requirements met.		

3. Your Organisation	Yes	No
Are health roles and responsibilities clearly defined?		
Are key occupational health competencies defined?		
Is there a dedicated budget in place to deliver the health plan?		
Is specialist professional occupational health advice available within your organisation?		

Ownership for delivery must be established through clear roles and responsibilities working to a professional code of ethics, allocating competent resources, actively engaging and communicating with employees, safety representatives and employee representatives, suppliers/contractors and others on health and wellbeing issues, and ensuring that documented systems are in place and maintained to deliver these expectations.

Supporting Information & Links

- Occupational Health Advisory Group Guidance Notes http://2010.energynetworks.org/ohag/
- Occupational Health accreditation scheme www.seqohs.org

4. Controlling Health Risks	Yes	No
Is there a risk assessment process in place to identify health hazards and assess risks?		
Is there a system in place within your organisation which identifies individuals who are at high risk of exposure to occupational health hazards?		
Does the organisation have a risk based health surveillance programme in place to monitor employee health where exposure to hazards has been identified?		

Supporting Information & Links

- Health & Safety Executive http://www.hse.gov.uk/risk/index.htm

5. Planning	Yes	No
Have you plans to deliver legally required health activity?		
Are plans in place to address your strategic health risks?		
Is there occupational health input into major project planning?		
Are there documented local site plans in place reflecting health risk priorities?		
Are there procedures in place to manage specific health risks to the local environments?		
Are plans reviewed when a new health hazard is identified?		

Supporting Information

- **Appendix A Health Assessment table – Job Titles**

- **Appendix B Health Assessment table – Hazards**

6. Implementation & Evaluation	Yes	No
Is progress measured against health risk control plans?		
Are health performance indicators measured and analysed? (e.g. attendance rates, occupational illness rates etc)		
Does exposure monitoring take place where indicated for health risk?		
Is data from health surveillance and fitness for work programmes reviewed by senior managers?		
Are occupational health trends reported upon and reviewed by senior managers?		
Is the trend analysis shared with health and safety representatives?		
Is there a programme of external / internal audit of occupational health processes and outcomes in place?		
Are contractor / supply chain organisations subject to occupational health audit?		
Are learning outcomes from audits communicated to the business?		
Continuous improvement will take place by promoting the sharing of health and wellbeing lessons learned inside and outside the company through regular analysis and review. Supporting Information & links - Reporting of Injuries, Diseases & Dangerous Occurrences Regulations 1995 - Management of Health & Safety at work Regulations 1999		

Specific Occupational Health Risk

1. Noise	Yes	No
Has Noise been identified as a risk within your organisation? (if no proceed to next section)		
Are risk assessments involving the workforce completed and available to view?		
Does exposure monitoring take place?		
Do the Health & Safety Plans identify actions to manage noise risk?		
Have those personnel with higher exposures been identified?		
Has the at-risk workforce been informed and instructed in risk control measures?		
Are health surveillance programmes in place where indicated?		
Are trends in exposure and health surveillance results used to identify continuous improvement?		
Are appropriate records maintained within health surveillance programmes?		
Are resources allocated for specialist support? (assessment, surveys etc)		
Are control measures in place where risk has been identified (noise elimination, PPE etc.)		
Supporting Information & links - Occupational Health Advisory Group Guidance Notes http://2010.energynetworks.org/ohag/ - Health & safety Executive http://www.hse.gov.uk/noise/index.htm - The Control of Noise at Work Regulations 2005		

2. Vibration	Yes	No
Has Vibration been identified as a risk within your organisation? (if no proceed to next section)		
Are risk assessments involving the workforce completed and available to view?		
Does exposure monitoring take place?		
Do the Health & Safety Plans identify actions to manage vibration risk?		
Have those personnel with higher exposure been identified?		
Has the at-risk workforce been informed and instructed in risk control measures?		
Is there a procedure in place to review tools / equipment and identify lower vibration alternatives?		
Have relevant personnel been trained in the use of vibration controls?		
Are tools regularly maintained?		
Are health surveillance programmes in place where indicated?		
Are trends in exposure and health surveillance results used to identify continuous improvement?		
Are appropriate records maintained within health surveillance programmes?		
Supporting Information & links - Occupational Health Advisory Group Guidance Notes http://2010.energynetworks.org/ohag/ - Health & Safety Executive http://www.hse.gov.uk/vibration/index.htm - Control of Vibration at Work Regulations 2005		

3. Hazardous Substances	Yes	No
Has COSHH been identified as a risk within your organisation? (if no proceed to next section)		
Has an audit of COSHH been undertaken?		
Are risk assessments involving the workforce completed and available to view?		
Has the at-risk workforce been informed and instructed in risk control measures?		
Is there a process in place for reducing exposure to chemicals other than the use of PPE?		
Has exposure monitoring been identified and carried out where appropriate?		
Has an audit of the effectiveness of controls been carried out?		
Are health surveillance programmes in place where indicated?		
Are health surveillance results used to identify continuous improvement?		
Are appropriate records maintained within health surveillance programmes?		
Is there a process in place for review of incidents of accidental exposure?		
Are training procedures in place for those identified as handling chemicals?		
Supporting Information & links - Health & Safety Executive http://www.hse.gov.uk/coshh/index.htm - Control of Substances Hazardous to Health (COSHH) Regulations 1999		

4. Asbestos	Yes	No
Has asbestos been identified as a risk within your organisation? (if no proceed to next section)		
Are risk assessments involving the workforce completed and available to view?		
Have asbestos containing materials been identified across all assets?		
Do relevant personnel have information and relevant training?		
Is an asbestos management plan in place?		
Are there arrangements in place to ensure that the asbestos register informs relevant activities at the planning stage?		
Haas the condition of asbestos containing materials been reviewed?		
Are staff informed of reporting and recording procedures, including what to do if they suspect asbestos is present or an inadvertent exposure has taken place?		
Supporting Information & links - Health & Safety Executive http://www.hse.gov.uk/asbestos/index.htm - Control of Asbestos Regulations 2005		

5. Manual Handling	Yes	No
Has manual handling been identified as a risk within your organisation? (if no proceed to next section)		
Are risk assessments involving the workforce completed and available to view?		
Is there a key performance indicator in place for work related Musculo Skeletal Disorder reduction?		
Has a manual handling reduction plan been identified?		
Is an information and training programme in place for employees who are expected to carry out manual handling tasks?		
Are there processes in place to record work related incidences of Musculo Skeletal injury?		
Are incident based reviews carried out?		

Supporting Information & links

- IOSH Occupational Health Toolkit
  http://www.iosh.co.uk/information_and_resources/our_oh_toolkit/musculoskeletal.aspx
- ENA MSD Case Studies http://2010.energynetworks.org/occupational-health/
- OHAG Guidance Notes 2.2 Management of Back Pain in the Electricity Industry
  http://2010.energynetworks.org/ohag/
- Health & Safety Executive http://www.hse.gov.uk/msd/index.htm
- BOHRF: Back Pain at Work
- Manual Handling Operations Regulations 1992

Attendance management

Absence rate per FTE _____ (Total number of workday days lost / number of Full time Equivalents)

Direct cost of absence to organisation _____ (Total number of working days lost x average cost of salary)

Indirect costs may include the effects on productivity, management and administration time, quality of service, social security contributions and the hiring of replacement workers. Estimates have shown that the indirect costs of absence can be as high as 100% of the direct costs.

Attendance Management	Yes	No
Is an attendance management policy in place that is clear and known to staff?		
Are attendance management processes in place and followed?		
Are levels and types of absence recorded and monitored, and interventions undertaken where trends indicate work based causes of absence?		
Are return to work procedures designed to support rehabilitation and early return to work with adjustments made to accommodate this where indicated?		
Are Occupational Health services accessible and known to managers and staff?		
Are trends and levels of attendance reviewed and analysed regularly by members of the senior leadership team?		
Does organisational policy consider the option of flexible working?		
Have line managers undergone training in managing attendance?		

The management of absence and attendance is critical to the success of organisations; any measures that employers can put in place to encourage reliable attendance will play an important part in reducing their operating costs and increasing efficiency and productivity. It is therefore important for employers to adopt and implement an effective attendance management policy and associated procedures.

Supporting information & links

- IOSH Occupational Health Toolkit http://www.iosh.co.uk/information_and_resources/our_oh_toolkit.aspx
- IOSH rehabilitation guide 'A Healthy Return' http://www.iosh.co.uk/information_and_resources/policy_and_consultation/policies/rehabilitation.aspx
- Occupational Health Advisory Group Guidance Notes http://2010.energynetworks.org/ohag/
- Health & Safety Executive http://www.hse.gov.uk/sicknessabsence/index.htm
- Managing Rehabilitation & Management Competencies Report (BOHRF)
- Manager Support for Return to Work following Long Term Sickness Absence Guidance (BOHRF HSE CIPD)
- Work and Health – Changing how we think about common health problems (Waddell & Burton 2006)
- Equality Act 2010
- Data Protection Act 1998
- Access to Health Records Act 1990
- Access to Medical Reports Act 1988

Wellbeing

1. Workplace Wellbeing	Yes	No
Is there a commitment to proactive workplace wellbeing demonstrated at Board Level?		
Is there a plan in place to address strategic wellbeing within your organisation?		
Is there a framework in place to facilitate workplace wellbeing?		
Are lifestyle / wellbeing assessments offered within the organisation?		
Is there access to early intervention programmes to facilitate early return to work?		
Supporting Information & links - Working for a Healthier Tomorrow – The Black Report (2008) http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_083560 - ENA Health & Wellbeing Framework http://2010.energynetworks.org/occupational-health/		

2. Mental Health	Yes	No
Are there arrangements in place to identify areas of risk to mental health?		
Is the impact on mental health considered when going through organisational change?		
Do you have a performance measure in place for monitoring work related stress?		
Are arrangements made to ensure ongoing involvement of staff including a change communications strategy?		
Is there access to an Employee Assistance Programme?		
Are opportunities considered for flexible and/or alternative ways of working?		
Supporting links & Information - Health & Safety Executive http://www.hse.gov.uk/stress/index.htm - IOSH Toolkit http://www.iosh.co.uk/information_and_resources/our_oh_toolkit/stress.aspx - ENA Case studies http://2010.energynetworks.org/occupational-health/ - OHAG Guidance notes 2.1 Stress http://2010.energynetworks.org/ohag - SHIFT organisation http://www.shift.org.uk/ - BOHRF Workplace interventions for people with common mental health problems - Fair Change: Prospect Guide to Organisational Change		

Further Support

Having started this exercise do you need additional professional support to complete the health needs assessment process? YES / NO

If answered yes, where are you going to seek this support?

Action Plan (please complete as required)

Date	Action	Responsibility	Complete by:

Appendix A – Basic Health Assessment Table – By Job Title

Job Title (examples - please insert those relevant to your organisation)	Pre-placement assessment	Fitness for work assessment	Respiratory surveillance	Audiometry	Skin health assessment	HAVS assessment	Step Test	Wellbeing Assessment
Administrator								
Craftsman								
Jointer								
Off shore worker								

Key: ⊘ Required by legislation   R Demonstrated as best practice   # Not legally required

Appendix B – Basic Health Assessment Table – By Hazards

Hazards (examples – please insert those relevant to your organisation)	Pre-placement assessment	Fitness for work assessment	Respiratory surveillance	Audiometry	Skin health assessment	HAVS assessment	Step Test	Visual acuity	Blood pressure	Urinalysis	Colour Vision	Statutory Medical	Wellbeing assessment
Asbestos													
Chemical (respiratory sensitisers)													
Chemical (skin sensitisers)													
Confined Spaces													
Driving													
Extremes of Temperature													
Lone Working													
Noise													
Night Work													
Vibration													

Key: ⃠ Required by legislation   R Demonstrated as best practice   # Not legally required