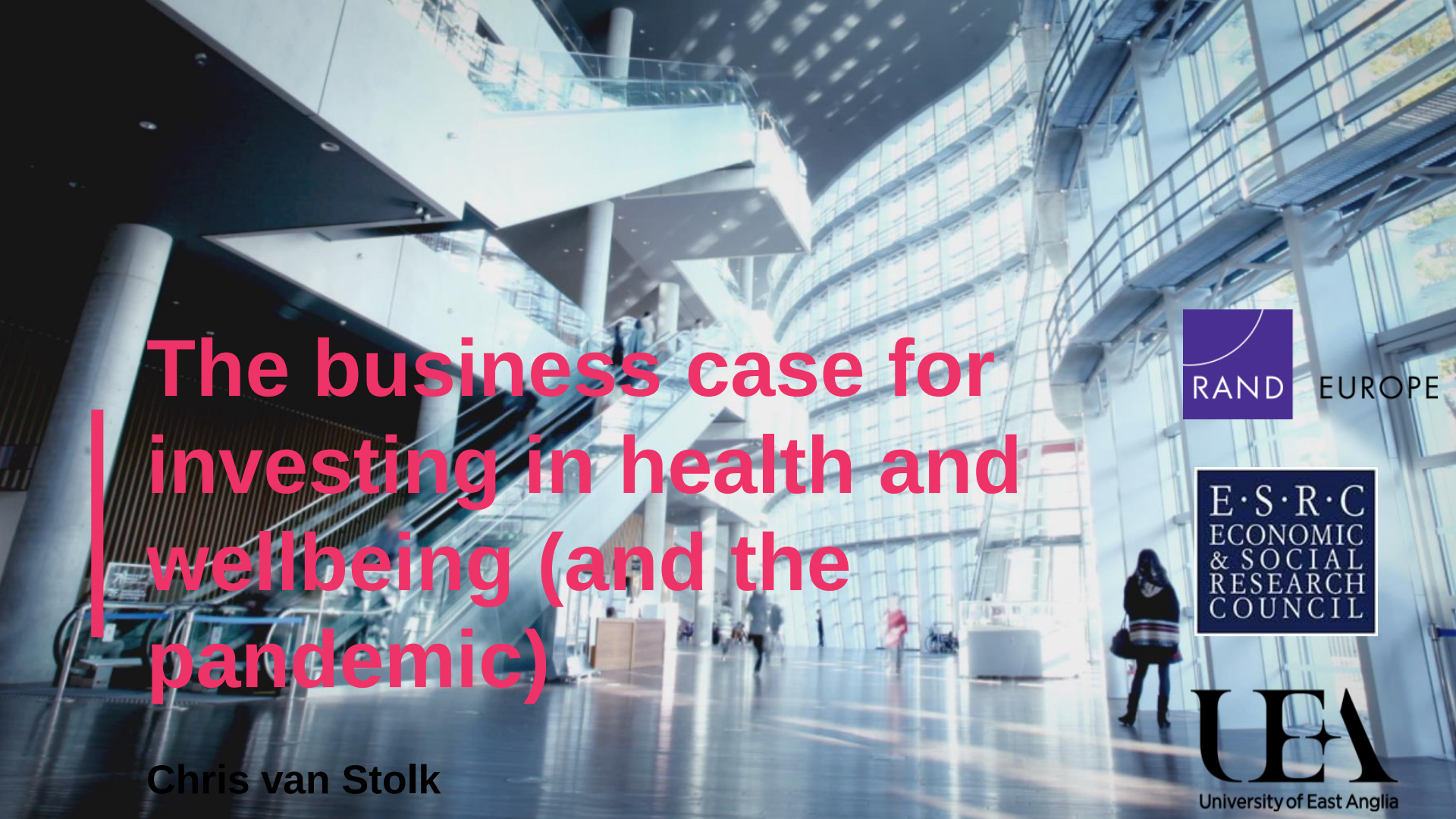


The business case for investing in health and wellbeing (and the pandemic)

Chris van Stolk

RAND EUROPE

E·S·R·C ECONOMIC & SOCIAL RESEARCH COUNCIL

UEA University of East Anglia

UK employers lose 14.6%* (2019) of their working days due to sub-optimal health in their organisations

*Unless otherwise stated, figures in this presentation refer to Vitality Britain's Healthiest Workplace data

BRITAIN'S HEALTHIEST WORKPLACE

absenteeism

+

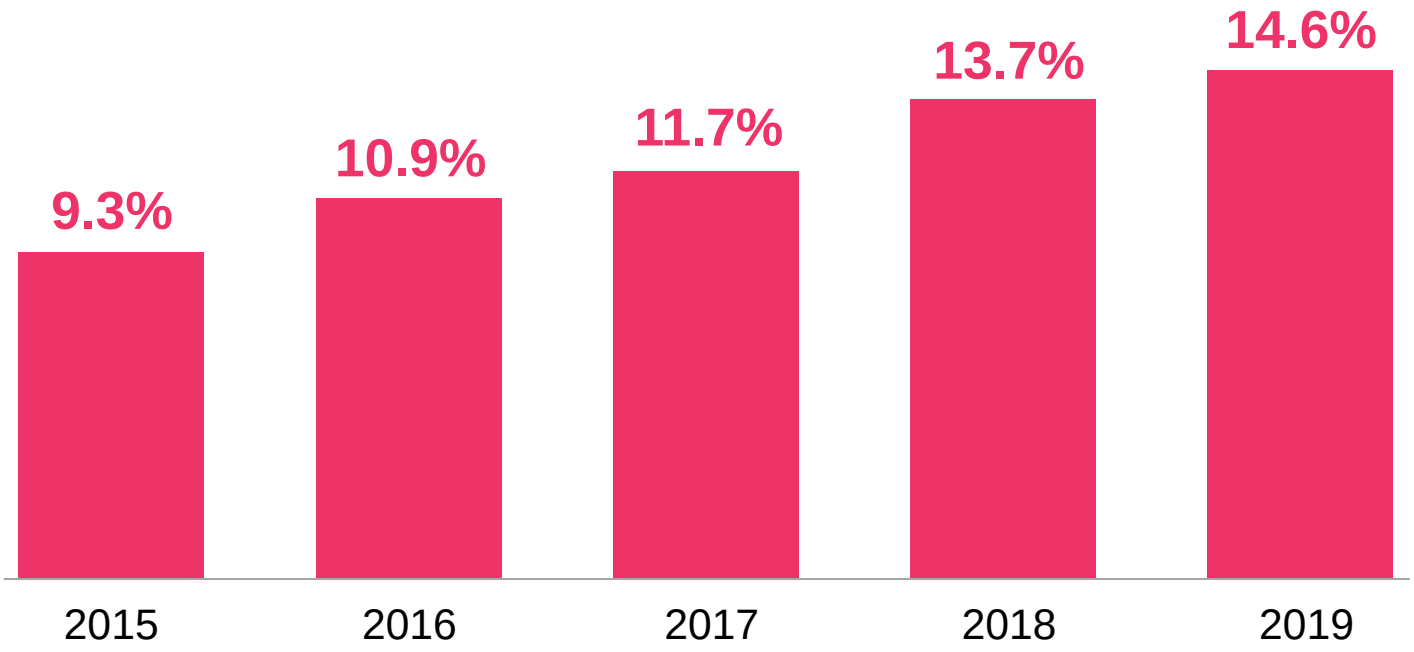
presenteeism

=

annual productivity loss/working days lost

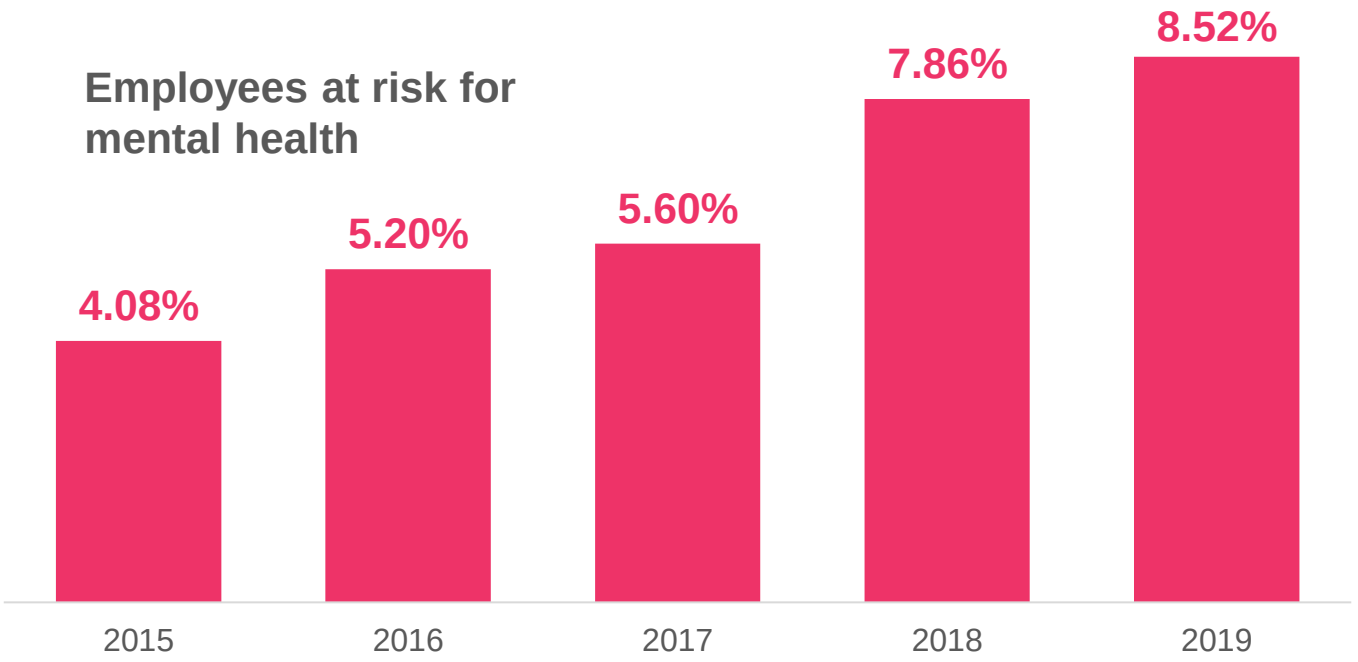
The vast majority of productivity loss is presenteeism

This number is growing over time



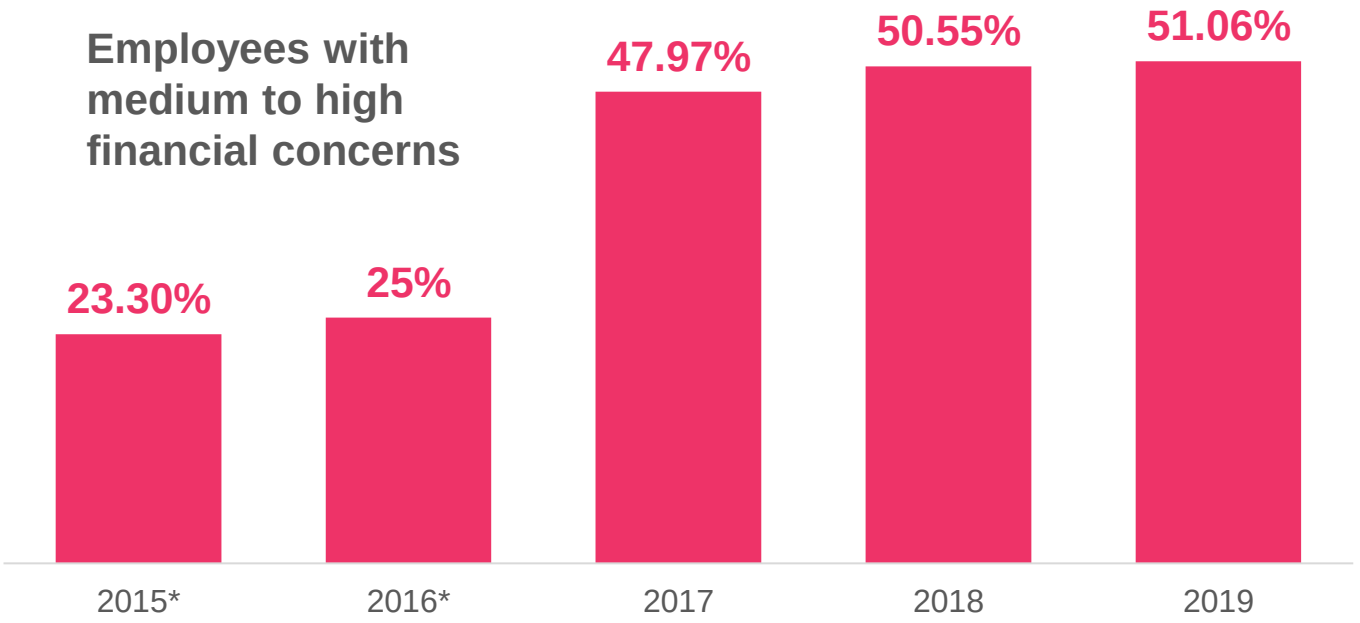
Drivers of productivity over time

Drivers of productivity:
Mental health



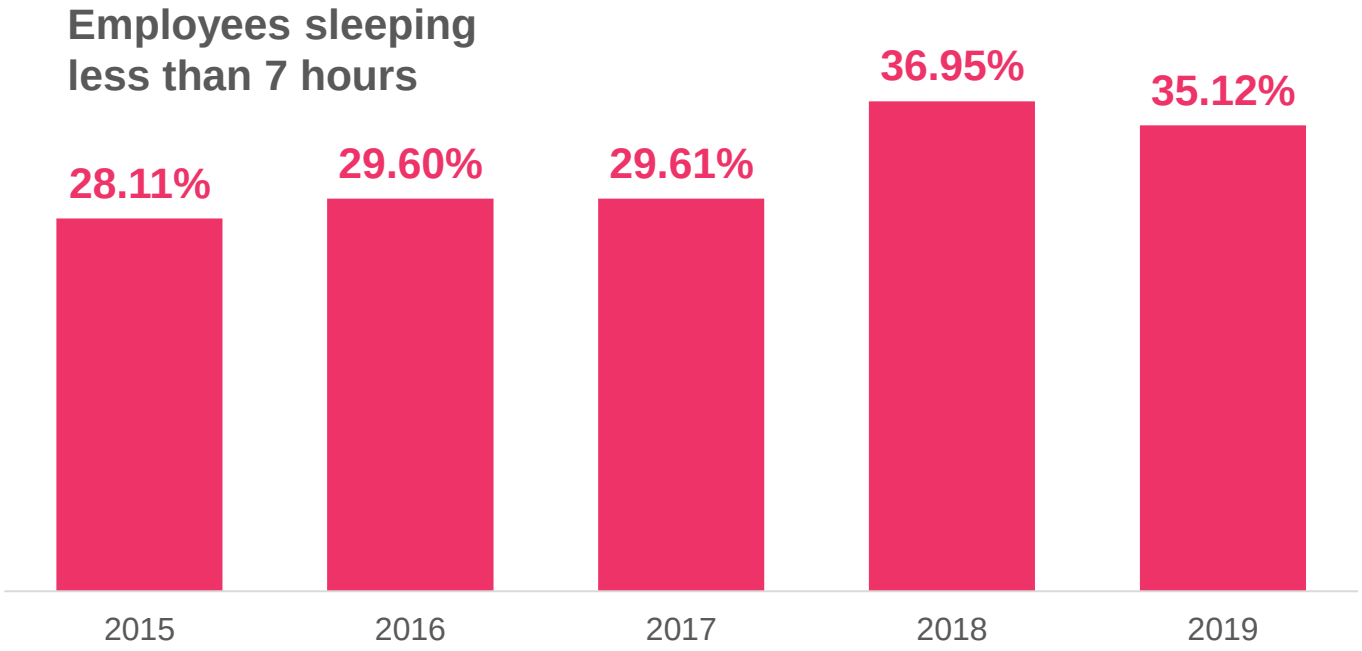
Drivers of productivity

Financial wellbeing



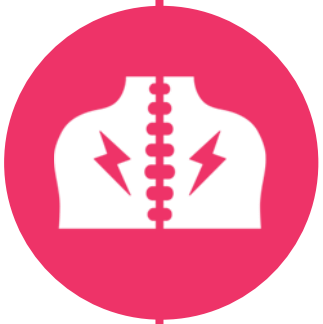
Driver of productivity

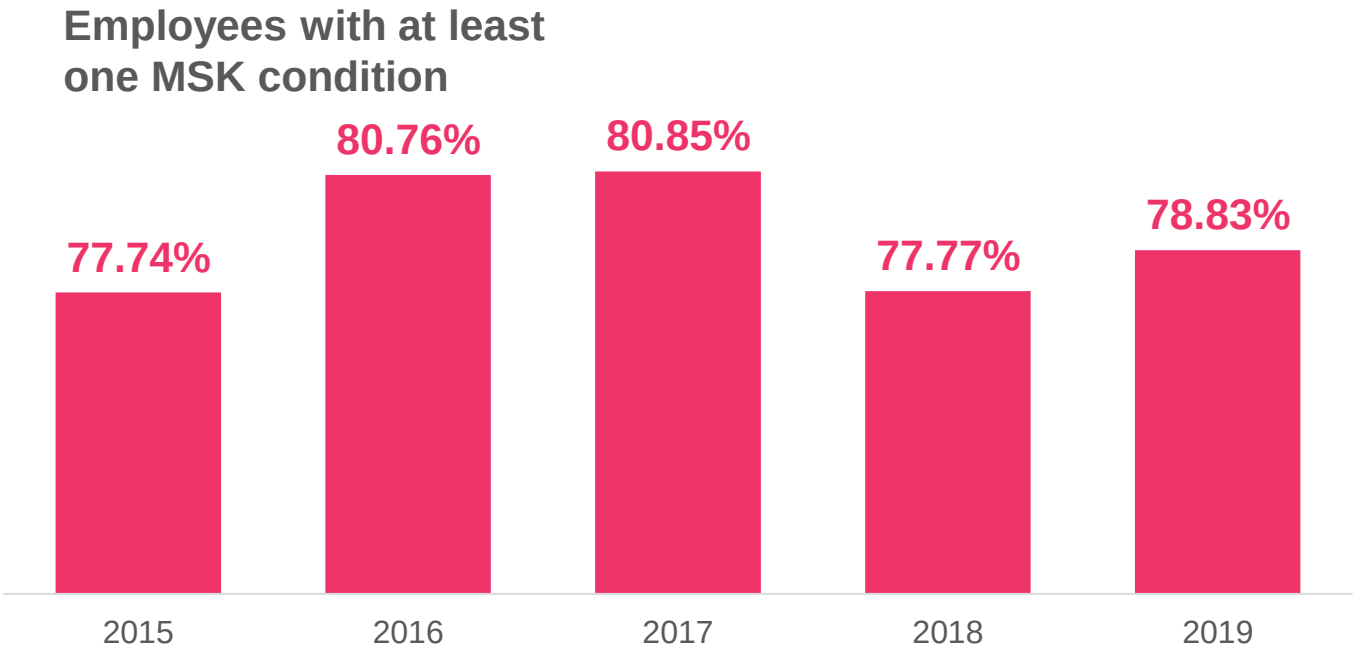
Sleep



Drivers of productivity

MSK





What has changed in the pandemic?

One in five have experienced depression since COVID-19 took hold, compared with one in ten previously (ONS)

One in eight adults developed moderate to severe depressive symptoms during the pandemic, with 6.2% continuing to experience them (ONS)

43% of employees say their general mental health has worsened since the outbreak (CIPD)

What has changed in the pandemic?

39% said their financial security has decreased since the start of the crisis (CIPD)

Over 40% of those surveyed perceive it harder to fall asleep (Sleep Council)

More people are complaining of musculosketal condition compared to before the pandemic (IES)

With additional pressures on people during the pandemic the case for investment in health and wellbeing offers great shared value: good for business, employees and society

In this pandemic
what matters most

Designing a strategy and leadership

Having the right interventions in place

Targeting groups at-risk and most affected

Coherent communication and branding

Building a culture of health and enabling line managers

RAND EUROPE

Chris van Stolk, stolk@rand.org
www.randeurope.org/research/work-and-wellbeing

A Better Starting Place

Kevin Daniels

Developing a Better Starting Place

- Prevention
- Legal obligation
- Public health thinking
- Creates the conditions for other approaches to flourish
  - An on-going process of maintenance

- Better knowledge of not just what to do
- But how to do it
- Developing the business case
- Implementing the practices
- Introduce a *free* on-line resource

Five Ways to Organizational Wellbeing

Quality jobs

Targets ‘decent’ work
- Development & skill use
- Physical & job security
- Involvement & decision latitude
- WLB etc.

What works
- Extensive redesign of practices & HR
- Flexible working
- Training to craft your own job

Can have significant implementation issues
- But these are not insurmountable

Relationships

Targets support & relationships

What works

- A range of activities that involve people engaged in shared activities
- Can be social or work-related
- Need to be on-going & probably varied

- Some practices ‘accidently’ work through social contact
  - e.g. group-based mindfulness

Wellbeing awareness & help for those struggling

Rehab, health promotion & wellbeing skills provision

These tend to work with some caveats

Wellbeing skill provision most reliably so

- Minimum implementation issues
- But implementation an issue

Managers

Significant workplace relationship
- Control of access to development & progression
- Provider of tangible support & advice
- Source of feedback & sensemaker

Set the tone for the group culture
- Including prioritisation of wellbeing

Implementer of new ways of working
- Or frustrater
  - e.g. limiting access to flexible working
  - supporting workplace accommodations or not

Evolving Authentically

- Successful organisations seem to:

- Learn, adapt and persevere – Commitment
- Have an integrated approach – Coherence
- Consult with and inform employees – Communication
- Try to mainstream H&WB by integrating with other practices – Consistency
- Work on changing those norms and practices that get in the way - Creativity

- And the pandemic highlights
- An on-going pattern of past & present activities in relation to employee H&WB concerns
- Notice, understand and acting on changes in employee H&WB concerns

Wellbeing at Work

Is there a business case for a workplace wellbeing programme? This collection will introduce you to the five main areas that affect employee wellbeing and then, through case studies, it will show how wellbeing initiatives can be tailored to your organisation. In addition to the cost-effectiveness, the collection will examine the moral, legal and business case for a workplace wellbeing strategy.

Start next lesson

Editor Picks

A set of lessons carefully chosen by the editors.

Video Feature: Introducing Wellbeing at Work

The Importance of Wellbeing at Work

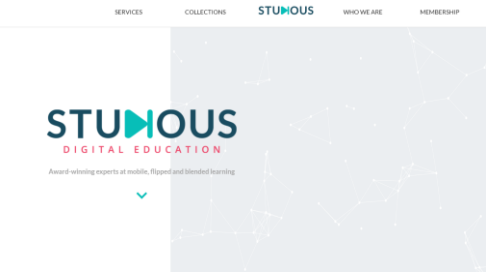
What Could a Wellbeing Programme Look ...

Video Feature: The Business Case for Workplace Wellbeing

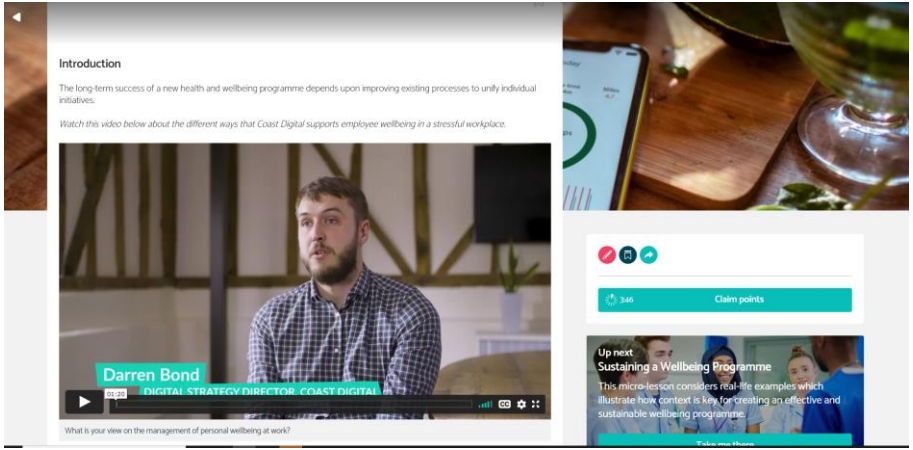
Five Key Areas of Workplace Wellbeing

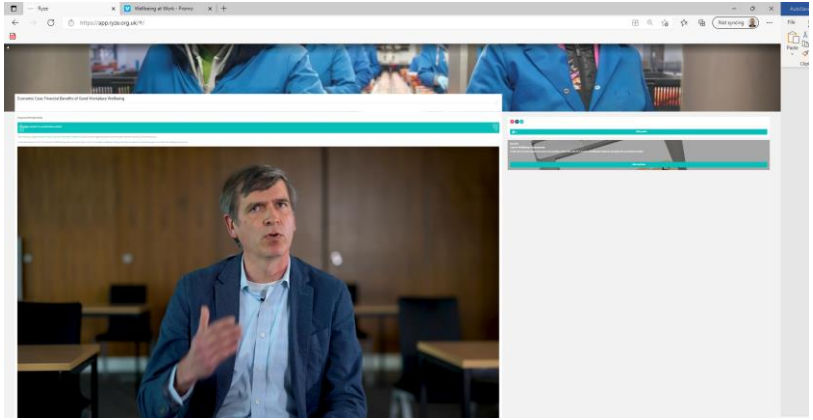
What are the five main areas where wellbeing can be improved in a workplace setting? Following an introduction to the concept of "wellbeing" and wellbeing at work, this track will look specifically at the main areas that affect employee wellbeing.

The Course

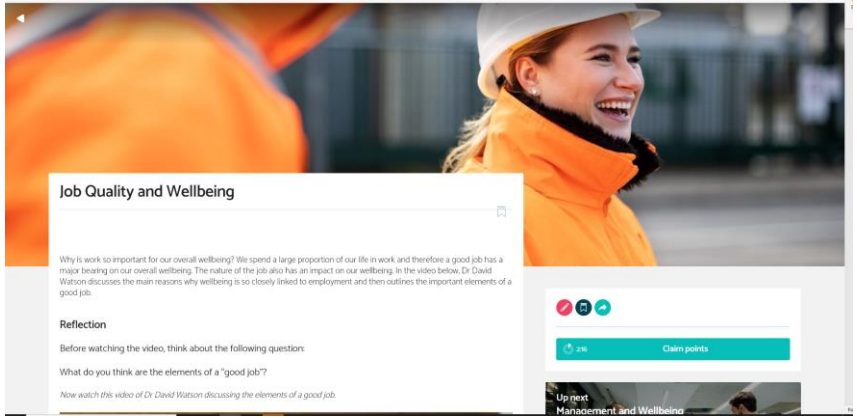


- Aim – to provide sufficient knowledge to make what works (in theory) work in practice
- Each module is broken down into lessons that can be completed in minutes
- Modules include
  - interactive tests
  - video case studies of organisational practice
  - interviews with experts in the field
- Coverage
  - The five key areas from which to build workplace wellbeing
  - The five key principles for implementing a programme
  - Making the business case, economic and moral, for workplace wellbeing


Introduction
The long-term success of a new health and wellbeing programme depends upon improving existing processes to unify individual initiatives.
Watch this video below about the different ways that Coast Digital supports employee wellbeing in a stressful workplace.
Darren Bond
DIGITAL STRATEGY DIRECTOR, COAST DIGITAL
01:20
What is your view on the management of personal wellbeing at work?
346
Claim points
Up next
Sustaining a Wellbeing Programme
This micro-lesson considers real-life examples which illustrate how context is key for creating an effective and sustainable wellbeing programme.



Video Feature: Interview with Paul Farmer, Mind
Critical Thinking
What do you think contributes to the high financial cost of poor employee wellbeing?
What are an employer's responsibilities with respect to employee mental health and wellbeing?
Is there an ongoing and open conversation about mental health in your workplace? If not, what could be done to facilitate this?
Claim points
Up next
Social Relationships and Wellbeing
Take me there
Paul Farmer
CHIEF EXECUTIVE, MIND


Job Quality and Wellbeing
Why is work so important for our overall wellbeing? We spend a large proportion of our life in work and therefore a good job has a major bearing on our overall wellbeing. The nature of the job also has an impact on our wellbeing. In the video below, Dr David Watson discusses the main reasons why wellbeing is so closely linked to employment and then outlines the important elements of a good job.
Reflection
Before watching the video, think about the following question:
What do you think are the elements of a "good job"?
Now watch this video of Dr David Watson discussing the elements of a good job.
236
Claim points
Up next
Management and Wellbeing

How to Access

- Details can be found here:
- https://vimeo.com/647280257/5874f382d0

- Via desktop/laptop
- Go to: https://app.ryze.org.uk/#/ - click on links to wellbeing at work

- Via portable device
- Download Ryze app from on-line store (it's free too)

ES/N003586/1 & ES/S012648/1

www.uea.ac.uk/esi/home @WorkLearnWell
www.rand.org/randeurope.html @RANDEurope

https://app.ryze.org.uk/

& coming soon: evolveworkplacewellbeing.org

access to course & a range of other tools, guidance & links to free resources

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