Guidance from NICE to support the Healthy Workplace

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What is NICE

The National Institute for Health and Care Excellence (NICE) is the independent organisation responsible for providing national guidance and advice to improve health and social care.
Our role

• Develop national guidance, standards and metrics, and a range of information services on safe, effective and cost-effective practice for health and social care

• Improve the quality and productivity of healthcare, public health and social care

• Help improve outcomes

• Reduce inequalities and unwarranted variation in the availability and quality of practice and care.
Core principles of NICE’s work

- Based on the best evidence available
- Expert input
- Patient and carer involvement
- Independent advisory committees
- Genuine consultation
- Regular review
- Open and transparent process
- Social values and equity considerations
The NICE portfolio 2016

- Medicines
- Clinical practice
- Public health
- Social care
- Devices & diagnostics
- Quality standards
- Indicators and performance metrics
- Information services

NICE
Why use NICE guidance?

• Based on the best available research
  • Effectiveness: what works and for whom
  • Cost-effectiveness: value for money approaches
• Helps fulfill duties under Health & Safety at work Act, HSE regulations, Disability Discrimination Act, Employment Rights Act etc
• Improve local services & improve health and wellbeing outcomes - promote positive workplace morale, & increase productivity
• Identify cost savings and make best use of available resources
Workplace policy and management practices to improve the health and wellbeing of employees (NG13)

• How to improve the health and wellbeing of employees, with a focus on organisational culture and the role of line managers
• Published June 2015 (replacing 2005 guideline), updated March 2016

Who is it for?
• Employers, senior leadership and managers (including line managers), human resource teams and all those with a remit for workplace health (L&D, trainers, occupational health, health and safety, unions, professional bodies)
• Employees, people who are self-employed, and other members of the public
Workplace policy and management practices to improve the health and wellbeing of employees (NG13)

- Provides business case and economic modelling for strengthening role of line managers
- Chaired by Paul Lincoln, Chief Executive, UK Health Forum [committee included medical director of Saga, chief exec of Ipswich Building Society, DPH, health workplace managers, academics, lay]
- No cost effectiveness studies found, so ready reckoner developed, with costs found from searching literature
Recommendations (NG13)

1. **Organisational commitment:** proactive, visible & positive commitment from the very top, and throughout everything

2. **Physical work environment:** reflect statutory requirements and best practice (e.g. manual handling, facilities and equipment)

3. **Mental wellbeing at work:** supportive environment, respect for work-life balance.

4. **Fairness and justice:** provide support and address quickly

5. **Participation and trust:** staff have a voice and feel valued

6. **Senior leadership:** aware that supporting employee wellbeing is a central part of their role, positive role models

7. **Role of line managers:** acknowledge their key role, give training and resources

8. **Leadership style of line managers:** positive role models with a clear vision, avoid negative behaviour

9. **Training of line managers:** provide and recognising need for support

10. **Job design:** involve employees, flexible working

11. **Monitoring and evaluation:** of new activities and progress
Organisational commitment

Employers, senior leadership and managers, human resource teams, and all those with a remit for workplace health should:

- Make health and wellbeing a core priority for the top management. Value the strategic importance and benefits of a healthy workplace. Employers should encourage a consistent, positive approach to all employees' health and wellbeing.

- Establish the business case for ensuring employees' health and wellbeing. Make clear the link between employees' health and wellbeing and improved productivity.

- Ensure all managers in the organisation, including directors and board members, are committed to the health and wellbeing of their workforce and act as good role models.

- Incorporate health and wellbeing in all relevant corporate policies and communications. For example, by ensuring employees work reasonable hours and have regular breaks.
- Make communication clear to ensure that employees have realistic expectations of what's possible, practical and affordable

- Be aware that a return to work from sickness does not necessarily indicate that an employee's health and wellbeing has improved. When developing return to work policies, take into account that aggressive return to work procedures can encourage presenteeism to the detriment of the organisation

- Recruit managers who have the positive leadership traits associated with improved employee health and wellbeing. These traits include being open and approachable and encouraging new ideas

- Ensure health and wellbeing policies are included in any induction, training and development programmes for new staff

- Have a proactive and visible commitment to health and safety and its role in improving the health and wellbeing of employees, that is, view health and safety as part of the culture of a caring and supportive employer – not only a statutory requirement
Related guidance from NICE

• Workplace interventions to promote smoking cessation (PH5)
• Physical activity in the workplace (PH13)
• Workplace health: long-term sickness and incapacity to work (PH19)
• Mental wellbeing at work (PH22)

In development:
• Workplace health: support for employees with disabilities and long term conditions (due April 2017)
• Quality Standard - Healthy workplaces: improving employee mental and physical health and wellbeing and lowering sickness absence (due Jan 2017)
Practical support and resources

- Baseline assessment tool
- Resource impact report / costing report
- Business case tools
- Economic models and modelling reports
- Shared learning examples
- Guide to resources
- Slide set
- Implementation advice
- Checklist for managing absence

www.nice.org.uk/about/what-we-do/into-practice
Support to use guidance in practice

Workplace health: long-term sickness absence and incapacity to work

NICE guidelines [PH19]  Published date: March 2009  Register as a stakeholder

Tools and resources

Tools to help you put the guidance into practice.

- **Business case**
  - Business case
    - 26 March 2009  Excel 110.5 KB

- **Checklist**
  - Checklist for managing absence
    - 08 April 2009  Word 521.5 KB

- **Costing report**
  - Costing report
    - 26 March 2009  Word 666 KB

- **Guide to resources**
  - Guide to resources
    - 08 April 2009  Word 196.5 KB

- **Slide set**
  - Slide set
    - 08 April 2009  PowerPoint 310.5 KB

- **Shared learning**
  - Shared learning information

- **Guidance into practice**
  - About the Into practice guide
    - Using NICE guidance and quality standards to improve practice
Workplace health: long-term sickness absence and incapacity to work

Register as a stakeholder

Guidance  Tools and resources  Evidence  History

Filter by Title  Filter

A NICE approach! Using Evidence and Guidance to demonstrate the impact of a VCS organisation in the field of work and health to potential commissioners.

Shared Learning  October 2014

De-medicalising long term sickness absence, human solutions to 'stress' and common mental health problems

Shared Learning  January 2012

Moving vocational rehabilitation closer to primary care to prevent long term sickness absence

Shared Learning  February 2011

Workplace health: management practices

Guidance  Tools and resources  Evidence  History

Filter by Title  Filter

Implementing the Workplace Wellbeing Charter in 3 small businesses in Bath and North East Somerset (B&NES) in 2014-15

Shared Learning  September 2015
Improving health and social care through evidence-based guidance

Find NICE guidance
Workplaces

Register as a stakeholder

3 new and 1 updated products since December 2015.

NICE Pathways - mapping our guidance

- Managing long-term sickness and incapacity for work
- Physical activity
- Promoting mental wellbeing at work
- Workplace health: policy and management practices

NICE quality standard

- Bronchiolitis in children (Qs122) June 2016

NICE guidelines

- Mental wellbeing at work (PH22) November 2009
- Physical activity in the workplace (PH13) May 2008
- Workplace health: long-term sickness absence and incapacity to work (PH19) March 2009
- Workplace health: management practices (NG13) June 2015

NICE advice

- Workplace health (LGB2) July 2012

In development

- Workplace health: support for employees with disabilities and long term conditions
- Healthy workplaces: improving employee mental and physical health and wellbeing and lowering sickness absence

Quality standards

April 2017
January 2017
Workplace health: policy and management practices overview

Employers, senior leadership and managers, and human resource teams

- Organisational commitment
- Work environment
- Equality and engagement
- Senior leadership
- Role and leadership style of line managers
- Job design
- Monitoring and evaluation

Training

About

Resources

These resources provide help with planning ahead for NICE guidance, understanding where you are now, and conducting improvement initiatives.

Workplace health: management practices: resource impact report

These resources provide help with planning ahead for NICE guidance, understanding where you are now, and conducting improvement initiatives.

Workplace health: management practices: baseline assessment tool

Workplace health: management practices: resource impact report
Workplace health: policy and management practices overview

Organisational commitment

These recommendations are for employers, senior leadership and managers, human resource teams and all those with a remit for workplace health.

Make health and wellbeing a core priority for the top management of the organisation. Value the strategic importance and benefits of a healthy workplace. Employers should encourage a consistent, positive approach to all employees’ health and wellbeing.

Establish the business case for ensuring employees’ health and wellbeing. Make clear the link between employees’ health and wellbeing and improved productivity.

Ensure all managers in the organisation, including directors and board members, are committed to the health and wellbeing of their workforce and act as good role models.

Incorporate health and wellbeing in all relevant corporate policies and communications. For example, by ensuring employees work reasonable hours and have regular breaks.

Make communication clear to ensure that employees have realistic expectations of what’s possible, practical and affordable.

Be aware that a return to work from sickness does not necessarily indicate that an employee’s health and wellbeing has improved. When developing return to work policies, take into account that aggressive return to work procedures can
Fast access to authoritative health and social care evidence and best practice through a web-based portal.
Register as a stakeholder to comment on draft guidance and standards during the consultation period prior to final publication.

Join a committee
Contribute to the development of guidance and quality standards. Vacancies are advertised.

Become a NICE Fellow or NICE Scholar
Join us for a fixed period, for a day or more each month, to share your expertise, enthuse your colleagues or work upon an agreed research project of mutual interest. In return benefit from NICE’s expertise, mentorship and support.
Staying up to date with NICE

- Website [www.nice.org.uk](http://www.nice.org.uk)
- **NICE News** - monthly e-newsletter keeping you up to date consultations, published and forthcoming guidance
- Sign up for monthly Social Care Stakeholder Update email – email [socialcaresh@nice.org.uk](mailto:socialcaresh@nice.org.uk)
- 25,000+ people now follow us on Twitter for guidance updates [@NICEcomms](https://twitter.com/NICEcomms)
- General inquiries [nice@nice.org.uk](mailto:nice@nice.org.uk)

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**New guidance and standards**

Thousands of men with enlarged prostates could be helped by new NICE guidance on laser device

Laser treatment recommended in new NICE guidance could benefit more than 13,000 men with a benign enlarged prostate. The guidance recommends the GreenLight XPS laser system for patients who aren’t at high risk of complications from treatment, such as those men without urinary retention or an increased risk of bleeding, and whose prostates are smaller than 130ml.

Read more

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**Improving home care services for older people**

Home care services need to prioritise older people’s needs and wishes so they are treated with dignity, a new NICE quality standard says. The quality standard highlights how social care providers can help older people maintain their independence for as long as possible.

Read more

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**Updated NICE quality standard identifies areas for breast cancer improvement**

NICE’s latest quality standard published today, says people who have been...
Thank you

• Website www.nice.org.uk

• NICE Evidence www.evidence.nhs.uk

• Email annie.coppel@nice.org.uk

• Enquiries email nice@nice.org.uk