3rd Annual Trades Union Safety Representative Conference
Occupational Health and Wellbeing

RSSB Occupational Health and Wellbeing Assessment Project

Darryl Hopper
6th November 2013
This presentation has 2 parts:

1. Background to the Workforce Health and Wellbeing Project – the overarching project

2. RSSB Health and Wellbeing Assessment (HWA) Project – a project in focus
Part 1: Background to the Workforce Health and Wellbeing Project
A bit about the ‘Industry Strategy Team’

The ‘Workforce Health and Wellbeing Project’ is being run by RSSB’s Industry Strategy Team

Within this team we also cover:

• Sustainable Development
• Safety Management Systems

Other areas of our work that you may be interested in include:

• Safety Assurance Guidance
• Accident and Incident Guidance
• Road Risk
Occupational health issues are seen to have three fundamental elements:

• The effect of work on health (eg airborne contaminants, asbestos, musculoskeletal disorders, mental health)

• Fitness for work (eg safety critical tasks, drugs and alcohol testing, health assessments)

• General wellbeing (eg obesity, smoking, sickness absence management, rehabilitation)
The project so far…

- June 2011 RSSB highlights to its board the risks associated with poor health management.
- April 2012 following widespread industry engagement and consultation the Workforce Health and Wellbeing Project is established.
- 2012 – 2013 during Phase 1 of the work a baseline of information is gathered and some helpful tools are developed.
- 2013 – 2014 for Phase 2 the project team looks to develop a roadmap for health and wellbeing management within rail and to specify a health data collection framework.
Project Oversight

RSSB Board
The RSSB Board is comprised of Chief Executives and Managing Directors from each constituent of the rail industry.

WHWP PWG
The workforce health and wellbeing project working group provides strategic input.

Key:
- Oversight
- Stakeholder input and direction
- Project Activities

RSSB Project Management

ATOC Fora

FOC Companies

Network Rail

ISLG

Trade Union Membership

Association of Rail Industry Occupational Health Providers

ORR
Aims:

**Phase 1:**
Prepare the ground and develop a platform to enable proactive health management by:

– Continuing to raise health awareness, build the case and appetite for proactive health management
– Understanding capabilities needed to enable proactive management of health
– Assisting rail companies with tools and information so that the industry is proactively responding to the health challenge

**Phase 2:**
Looks to build on the phase 1 platform and set out industry’s needs to establish proactive health management by:

– Developing a roadmap to map out the capabilities needed to improve industry health and wellbeing performance
– Specifying the health data collection framework identified within phase 1
Phase 1 - reports and tools
Phase 2 – a plan for the future

Purpose of the roadmap:

‘We are looking for a roadmap to bring about:

- commitment and understanding for a series of well-planned, effective and prioritised tasks

- that a diverse range of stakeholders believe will improve health and wellbeing management within the railway

- and therefore the health and wellbeing of the Rail Workforce and the efficiency of the sector’.
‘Strategic landscape’ activity enables sharing & capture of diverse perspectives across a broad scope, and identification of key ‘landmarks’ (issues & opportunities)
### Trends & Drivers

<table>
<thead>
<tr>
<th>Category</th>
<th>Past</th>
<th>Short</th>
<th>Medium</th>
<th>Long</th>
<th>Vision</th>
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</thead>
<tbody>
<tr>
<td>Social</td>
<td>Dame Carol Black: ‘work is good for you’</td>
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<td></td>
<td></td>
<td>Rising Obesity</td>
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<td>Technological</td>
<td>Reliable data hard to obtain</td>
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<td></td>
<td></td>
<td>Automation of repetitive and arduous tasks</td>
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<tr>
<td>Environmental</td>
<td>£140m cost of impairment</td>
<td></td>
<td></td>
<td></td>
<td>Climate change → temp rise</td>
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<tr>
<td>Economic</td>
<td>£75m cost of absence</td>
<td></td>
<td></td>
<td></td>
<td>Increasing demands &gt; Capability &lt; Cost for CP6/7</td>
</tr>
<tr>
<td>Political &amp; Legal Inc DfT/ORR</td>
<td>RIDDOR under-reporting</td>
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### Stakeholder Perspectives

<table>
<thead>
<tr>
<th>Workforce</th>
<th>On-board</th>
<th>Trackside</th>
<th>Station &amp; Other</th>
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</thead>
<tbody>
<tr>
<td>TOCs &amp; FOCs</td>
<td>D&amp;A tests</td>
<td></td>
<td></td>
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<tr>
<td>Network Rail</td>
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<tr>
<td>Suppliers, InfraCos</td>
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<td></td>
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<tr>
<td>Other inc Health Professionals</td>
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Worker health has a lower profile than worker and passenger safety.

A reliable supply chain.

### Health & Wellbeing Challenges

<table>
<thead>
<tr>
<th>Work-related</th>
<th>5. Sleep Disorders</th>
<th>Hearing loss</th>
<th>HAVS</th>
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</thead>
<tbody>
<tr>
<td>Non work-related</td>
<td>1. Anxiety, depression, stress</td>
<td>2. Musculoskeletal Disorders</td>
<td></td>
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<tr>
<td>Lifestyle</td>
<td>3. Endocrine Disorders, eg diabetes</td>
<td>4. Heart/Circulatory Conditions</td>
<td></td>
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<tr>
<td>Opportunity &amp; Access</td>
<td>Colour vision</td>
<td>Poor health management limits ability to work</td>
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### Responses & Stakeholder Actions

<table>
<thead>
<tr>
<th>Industry leadership</th>
<th>Leadership → shared vision for H&amp;W management</th>
<th>Create conditions for change</th>
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<tbody>
<tr>
<td>Clinical leadership</td>
<td>Clinical direction for Rail</td>
<td>Develop Health Capabilities</td>
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<tr>
<td>Evidence based action</td>
<td>Peer-review</td>
<td>Evaluate &amp; Feedback</td>
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<tr>
<td>Reporting and metrics</td>
<td>Common classification scheme for health management</td>
<td>Coordinated data collection</td>
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<td>Employee engagement</td>
<td>Engage &amp; Communicate</td>
<td>Respond &amp; Collaborate</td>
</tr>
<tr>
<td>Education &amp; Training</td>
<td>Understand educational and competence requirements</td>
<td>Education to fill gaps</td>
</tr>
<tr>
<td>Behavioural change</td>
<td>Behavioural change / nudging activities</td>
<td>Hazard specific working groups tackle difficult health hazards</td>
</tr>
<tr>
<td>Other</td>
<td>Cross-industry best practice transfer</td>
<td>Knowledge Sharing Programs</td>
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### Other Enablers

<table>
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<tr>
<th>Knowledge</th>
<th>Cross-Industry best practice transfer</th>
<th>Knowledge Sharing Programs</th>
<th>Research solves health problems</th>
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</thead>
<tbody>
<tr>
<td>People &amp; Skills</td>
<td>OH Skill development</td>
<td>SEQCHS widens OH provider market</td>
<td>Smart cards enable health tracking</td>
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<tr>
<td>Facilities &amp; Infrastructure</td>
<td></td>
<td></td>
<td>Voluntary standards improve management of health</td>
</tr>
<tr>
<td>Standards &amp; Regulation</td>
<td>Supply chain provides tools to reduce harm</td>
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<tr>
<td>Supply Chain</td>
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Next Steps

• Bring together the findings of the roadmapping workshops
• Develop a graphic to bring out the main points for communication
• Present the roadmap to the RSSB Board
• Undertake outcome tasks:
  • Develop industry health data collection
  • Focus on OH Provider relationships
  • Focus on voluntary standards
  • Develop other tasks identified on the roadmap…
Part 2: RSSB Health and Wellbeing Assessment (HWA) Project
Play awareness film that leads to DVD interface
Aim:

- To improve the use of health risk assessment by rail industry line managers

Objectives:

1. To set out to line managers, via a media resource and supporting tools, the key messages they should consider in order to develop health risk assessments.
2. To generate within line managers confidence and a willingness to act to tackle the health issues within their workplace.
3. To reach a significant number of industry line managers with the resource and achieve learning of the lessons set out within it.
Why do this research?

<table>
<thead>
<tr>
<th>Where are we now?</th>
<th>?</th>
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<tbody>
<tr>
<td>‘Lack of good and readily available information for railway workers on how to produce or integrate health into risk assessment’</td>
<td>?</td>
<td>?</td>
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<tr>
<td>?</td>
<td>?</td>
<td>Where do we want to be?</td>
</tr>
<tr>
<td>?</td>
<td>?</td>
<td>‘To improve the use of health risk assessment by rail industry line managers’</td>
</tr>
</tbody>
</table>
Some key learning points

• There are different ways of looking at health risk assessment within the organisation
• There is a health risk assessment system that is often unconsciously managed
• There are a number of barriers involved with making risk processes work
• There are different ways of engaging the audience
Different ways of looking at risk assessment

- The health risks of the individual following ill health
- The environment individuals will work in
- Putting into practice the organisational controls already developed
- The health risks of healthy people
- An overlap between the management of [employee] health risk and the management of business risk
Why wellbeing assessment?

Maximum Performance

Good

PERFORMANCE

Good

Eustress

Distress

Optimal Performance

Poor Performance

Low
(Under-Stimulated, Bored)

Moderate
(Optimally Stimulated)

High
(Over-Stimulated, Overwhelmed)

LEVEL OF STRESS

Poor

HEALTH STATUS

Poor
Three elements of health assessment

• **Assess job activities**
  – Looking at the impact of activities relevant to a number of workers carrying out similar tasks

• **Assure individual fitness**
  – Looking at helping an individual return to work or continue working within their own capabilities and specific circumstances

• **Protect and enhance employee wellbeing**
  – Looking at helping psychological issues working conditions and helping reduce undue stresses as far as possible
Three elements of health assessment

Individuals

Organisation

Job

Assess Tasks

Assess Individual Fitness

Health & wellbeing assessment

Protect & Enhance Employee Wellbeing
Creation of a DVD Resource
• High Impact short awareness film
• Process guidance and instruction
• Case studies
• Supporting resources and web links to other resources
Awareness - not training

A non-prescriptive approach to encourage and educate

- Simple visual models
Resource Contents - Process guidance

- User friendly and easy to follow guidance booklet
- Workshop Support Video
Resource Contents – Supporting Resources

- Reference and checklist booklet
- Display Posters
- Links to other resources
Customisation for Brands - Pilot

- Discuss optional delivery of ISLG branded packs

- Piloting the management and liaison regarding internal distribution across the sector
Summary

• A resource that raises awareness about the important health and wellbeing issues
• It covers 3 areas of health assessment
• It asks managers to follow 5 easy steps
• Piloting the own branding from November 2013
• 3 case studies to be played through the day
Any Questions?

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