

Response to Promising Practices for Healthy Workplaces consultation from Public Health England

This document outlines five interventions which focus on musculoskeletal health and physical activity in the workplace. We are happy to provide further detail as needed.

- 1 - MY HEALTHSPAN
- 2 - MSK-FOCUSED HEALTH AND WELL-BEING WORK PLACE ASSESSMENT
- 3 - MSK-FOCUSED FLEX WORKING
- 4 - MSK-FOCUSED INTERNAL COMMUNICATIONS
- 5 - MSK HEALTH AND WELL-BEING BUILDING DESIGN

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## 1 - MY HEALTHSPAN

Description:	'My healthspan' is an offer to employees of a personalised health assessment with a significant musculoskeletal component. The assessment uses a coaching model to support staff to improve their overall health and wellbeing.
Did your organisation develop this intervention/ programme?	Yes
How would you describe the type of the intervention/ programme you offer [from list]	<ul style="list-style-type: none"> <li>Health assessment/screening</li> </ul>
How long has the intervention/ programme been available? [from list]	Launched in April 2017 (8 months)
Which area does your intervention/programme aim to address? [from list]	Musculoskeletal health Physical inactivity Diet and nutrition Weight issues Common mental health issues Other – general health and wellbeing
What is the aim of the intervention? [from list]	<ul style="list-style-type: none"> <li>To manage chronic or long-term conditions</li> <li>To improve employee productivity</li> <li>To improve employee health and/or wellbeing</li> <li>To improve employee engagement</li> <li>To reduce absenteeism and/or presenteeism</li> <li>To support sick or absent employees to remain in, or return to work</li> </ul>
How would you describe the core delivery approach of the intervention/programme? [from list]	<ul style="list-style-type: none"> <li>The intervention/programme is delivered face-to-face with individuals</li> </ul>
Which staff groups is the intervention/programme aimed at? [from list]	<ul style="list-style-type: none"> <li>All staff</li> </ul>
Is the intervention/programme part of a wider offer of staff wellbeing initiatives and benefits?	Yes
Do you provide this intervention/programme across all of your organisation sites or at a single site? [from list]	Available at all current sites
Could the intervention/ programme be easily implemented in another organisation?	Yes
Please specify any other methods which you use to support consistency and implementation across different settings (i.e. trained teams to deliver, licensing agreements, CPD for staff,	Externally trained staff deliver this intervention

exclusive venues for delivery etc.):	
Please indicate your current level of annual spend for the intervention/programme:	N/A
Please indicate the approximate amount of set-up cost for the intervention/programme (e.g. capital expenditure, equipment purchase/hire etc.):	N/A
Please indicate the approximate amount of staff cost for the intervention/programme in the last 12 months (e.g. downtime cost for staff to participate in the programme, internal costs for staff allocated time to administer/deliver the programme, training cost etc.):	N/A
Please indicate the approximate amount of non-staff recurring cost for the intervention/programme in the last 12 months (e.g. upgrade costs, expenses for external intervention/programme facilitators and consultants, miscellaneous cost, travel cost etc.):	N/A
Do you have measures in place to ensure that the intervention/programme can be accessed by diverse groups? [comments]	It is available to all staff
Why do you believe the intervention/programme has a positive impact? [from list]	<ul style="list-style-type: none"> <li>• The intervention/programme is based on existing academic research in the field</li> <li>• Data or feedback has been collected showing a positive impact of the intervention/programme.</li> </ul>
<b>EVALUATION</b>	
How many evaluations have been conducted of this intervention/programme?	0
How was the evaluation conducted? (Internal/external)	N/A
Did the evaluation involve a control group?	N/A
Please provide a link or reference details for the evaluation:	N/A
Do staff implementing the intervention/programme	Externally trained staff deliver this intervention

require formal qualifications, accreditation or training?	
Have you ever measured the return on investment (ROI) of your intervention/programme?	N/A
Any other information	<p>To date a fifth of our staff have signed for this programme. Monitoring and evaluation is currently being developed.</p> <p>This submission focus on our interventions around musculoskeletal health and well-being: we also use a range of other interventions to promote general health and well-being.</p>

## 2 - MSK-FOCUSED HEALTH AND WELL-BEING WORK PLACE ASSESSMENT

Description:	<p>The standard 'desk station assessment' has been developed into a 'health and wellbeing work place assessment' with a musculoskeletal focus. This includes:</p> <ul style="list-style-type: none"> <li>• An annual desk assessment to identify any issues with the work station/working environment;</li> <li>• A range of equipment readily available to support people with musculoskeletal conditions including sit-stand desks; chair-supports and ergonomic keyboard and mouse;</li> <li>• All new staff are asked to identify any musculoskeletal or other issues which may be helped through adjustments.</li> </ul>
Did your organisation develop this intervention/ programme?	Yes
How would you describe the type of the intervention/ programme you offer [from list]	<ul style="list-style-type: none"> <li>• Workplace risk assessments</li> </ul>
How long has the intervention/ programme been available? [from list]	N/A
Which area does your intervention/programme aim to address? [from list]	<p>Musculoskeletal health Physical inactivity</p>
What is the aim of the intervention? [from list]	<ul style="list-style-type: none"> <li>• To manage chronic or long-term conditions</li> <li>• To improve employee productivity</li> <li>• To improve employee health and/or wellbeing</li> <li>• To improve employee engagement</li> <li>• To reduce absenteeism and/or presenteeism</li> <li>• To support sick or absent employees to remain in, or return to work</li> <li>• To meet regulatory requirements in health and wellbeing</li> </ul>
How would you describe the core delivery approach of the intervention/programme? [from list]	<ul style="list-style-type: none"> <li>• The intervention/programme is delivered on-line</li> <li>• The intervention/programme is delivered on-line face-to-face with individuals</li> </ul>
Which staff groups is the intervention/programme aimed at? [from list]	<ul style="list-style-type: none"> <li>• All staff</li> </ul>
Is the intervention/programme part of a wider offer of staff wellbeing initiatives and benefits?	Yes
Do you provide this intervention/programme across all of your organisation sites or at a single site? [from list]	All sites
Could the intervention/ programme be easily	Yes

implemented in another organisation?	
Please specify any other methods which you use to support consistency and implementation across different settings (i.e. trained teams to deliver, licensing agreements, CPD for staff, exclusive venues for delivery etc.):	N/A
Please indicate your current level of annual spend for the intervention/programme:	N/A
Please indicate the approximate amount of set-up cost for the intervention/programme (e.g. capital expenditure, equipment purchase/hire etc.):	N/A
Please indicate the approximate amount of staff cost for the intervention/programme in the last 12 months (e.g. downtime cost for staff to participate in the programme, internal costs for staff allocated time to administer/deliver the programme, training cost etc.):	N/A
Please indicate the approximate amount of non-staff recurring cost for the intervention/programme in the last 12 months (e.g. upgrade costs, expenses for external intervention/programme facilitators and consultants, miscellaneous cost, travel cost etc.):	N/A
Do you have measures in place to ensure that the intervention/programme can be accessed by diverse groups? [comments]	It is available to all staff
Why do you believe the intervention/programme has a positive impact? [from list]	<p>The intervention/programme is based on existing academic research in the field</p> <p>The intervention/programme is based on a programme which has been successfully implemented elsewhere</p>
EVALUATION	

How many evaluations have been conducted of this intervention/programme?	N/A
How was the evaluation conducted? (Internal/external)	N/A
Did the evaluation involve a control group?	N/A
Please provide a link or reference details for the evaluation:	N/A
Do staff implementing the intervention/programme require formal qualifications, accreditation or training?	N/A
Have you ever measured the return on investment (ROI) of your intervention/programme?	N/A
Any other information	This submission focus on our interventions around musculoskeletal health and well-being: we also use a range of other interventions to promote general health and well-being.

### 3 - MSK-FOCUSED FLEX WORKING

Description:	<p>A new approach to flexible working has been developed, with a focus on supporting people with musculoskeletal conditions which often have fluctuating symptoms and can limit people's mobility. Central to this approach is the development of a culture, including training for managers, which focuses on supporting health and well-being through flexibility and inclusion. Flex working includes:</p> <ul style="list-style-type: none"> <li>• Provision of lightweight laptops and IT systems that enable employees to work in ways that best suit their needs, including facilitating remote working;</li> <li>• Flexible working locations, including working from home;</li> <li>• Core hours with flexible start/finish times agreed to support flexible working and enable travel at convenient times;</li> <li>• A focus on outcomes and performance rather than presenteeism, including regular 1-2-1s that include a focus on employee health and wellbeing</li> </ul>
Did your organisation develop this intervention/ programme?	Yes
How would you describe the type of the intervention/ programme you offer [from list]	<ul style="list-style-type: none"> <li>• Task, job, team or work system redesign to promote health, safety or wellbeing.</li> </ul>
How long has the intervention/ programme been available? [from list]	Will be implemented from November 2017
Which area does your intervention/programme aim to address? [from list]	Musculoskeletal health
What is the aim of the intervention? [from list]	<ul style="list-style-type: none"> <li>• To manage chronic or long-term conditions</li> <li>• To improve employee productivity</li> <li>• To improve employee health and/or wellbeing</li> <li>• To improve employee engagement</li> <li>• To reduce absenteeism and/or presenteeism</li> <li>• To support sick or absent employees to remain in, or return to work</li> <li>• To meet regulatory requirements in health and wellbeing</li> </ul>
How would you describe the core delivery approach of the intervention/programme? [from list]	Other (please specify): Mixed approach include staff-produced guidance; Line-manager and employee face-to-face group workshops; On-line guidance.
Which staff groups is the intervention/programme aimed at? [from list]	Other - All staff with some limitations to ensure provision of services outside core hours.
Is the intervention/programme part of a wider offer of staff	Yes



wellbeing initiatives and benefits?	
Do you provide this intervention/programme across all of your organisation sites or at a single site? [from list]	Yes
Could the intervention/programme be easily implemented in another organisation?	Yes
Please specify any other methods which you use to support consistency and implementation across different settings (i.e. trained teams to deliver, licensing agreements, CPD for staff, exclusive venues for delivery etc.):	N/A
Please indicate your current level of annual spend for the intervention/programme:	N/A
Please indicate the approximate amount of set-up cost for the intervention/programme (e.g. capital expenditure, equipment purchase/hire etc.):	N/A
Please indicate the approximate amount of staff cost for the intervention/programme in the last 12 months (e.g. downtime cost for staff to participate in the programme, internal costs for staff allocated time to administer/deliver the programme, training cost etc.):	N/A
Please indicate the approximate amount of non-staff recurring cost for the intervention/programme in the last 12 months (e.g. upgrade costs, expenses for external intervention/programme facilitators and consultants, miscellaneous cost, travel cost etc.):	N/A
Do you have measures in place to ensure that the intervention/programme can be accessed by diverse groups? [comments]	Available to all staff with some limitations to ensure provision of services outside core hours.

Why do you believe the intervention/programme has a positive impact? [from list]	The intervention/programme is based on existing academic research in the field The intervention/programme is based on a programme which has been successfully implemented elsewhere
EVALUATION	
How many evaluations have been conducted of this intervention/programme?	N/A
How was the evaluation conducted? (Internal/external)	N/A
Did the evaluation involve a control group?	N/A
Please provide a link or reference details for the evaluation:	N/A
Do staff implementing the intervention/programme require formal qualifications, accreditation or training?	N/A
Have you ever measured the return on investment (ROI) of your intervention/programme?	N/A
Any other information	This submission focus on our interventions around musculoskeletal health and well-being: we also use a range of other interventions to promote general health and well-being.

## 4 - MSK-FOCUSED INTERNAL COMMUNICATIONS

Description:	<p>We have used a range on internal communications approaches to raise awareness of musculoskeletal health and wider well-being in the workplace and promote positive behaviours.</p> <p>These include:</p> <ul style="list-style-type: none"> <li>• A standard slide in the corporate presentation desk reminding people that it is a standing friendly presentation;</li> <li>• Health promotion posters, with a focus on 'My healthspan', prevention of musculoskeletal conditions and long-term investment in later life health displayed in prominent locations;</li> <li>• Promotion of movement in office spaces, standing meetings/presentations and active travel;</li> <li>• Physical stretching sessions in many training events;</li> <li>• A focus on understanding arthritis as a core part of our corporate induction, and compulsory sessions for employees on the most common forms of arthritis;</li> <li>• Regular information sharing through our intranet on musculoskeletal health;</li> <li>• Key benefits that promote physical activity including the cycle to work scheme and discounted gym membership.</li> </ul>
Did your organisation develop this intervention/ programme?	Yes
How would you describe the type of the intervention/ programme you offer [from list]	<ul style="list-style-type: none"> <li>• Communications/promotion, support/campaigns</li> </ul>
How long has the intervention/ programme been available? [from list]	N/A
Which area does your intervention/programme aim to address? [from list]	<p>Musculoskeletal health Physical inactivity</p>
What is the aim of the intervention? [from list]	<ul style="list-style-type: none"> <li>• To manage chronic or long-term conditions</li> <li>• To improve employee productivity</li> <li>• To improve employee health and/or wellbeing</li> <li>• To improve employee engagement</li> <li>• To reduce absenteeism and/or presenteeism</li> <li>• To support sick or absent employees to remain in, or return to work</li> </ul>
How would you describe the core delivery approach of the intervention/programme? [from list]	Other (please specify): Mixed approach using a range of different communication channels

Which staff groups is the intervention/programme aimed at? [from list]	All staff
Is the intervention/programme part of a wider offer of staff wellbeing initiatives and benefits?	Yes
Do you provide this intervention/ programme across all of your organisation sites or at a single site? [from list]	All sites
Could the intervention/ programme be easily implemented in another organisation?	Yes
Please specify any other methods which you use to support consistency and implementation across different settings (i.e. trained teams to deliver, licensing agreements, CPD for staff, exclusive venues for delivery etc.):	N/A
Please indicate your current level of annual spend for the intervention/programme:	N/A
Please indicate the approximate amount of set-up cost for the intervention/ programme (e.g. capital expenditure, equipment purchase/hire etc.):	N/A
Please indicate the approximate amount of staff cost for the intervention/ programme in the last 12 months (e.g. downtime cost for staff to participate in the programme, internal costs for staff allocated time to administer/deliver the programme, training cost etc.):	N/A
Please indicate the approximate amount of non-staff recurring cost for the intervention/programme in the last 12 months (e.g. upgrade costs, expenses for external intervention/programme facilitators and consultants, miscellaneous cost, travel cost etc.):	N/A

Do you have measures in place to ensure that the intervention/programme can be accessed by diverse groups? [comments]	It is available to all staff
Why do you believe the intervention/programme has a positive impact? [from list]	The intervention/programme is based on a programmes which has been successfully implemented elsewhere  Data or feedback has been collected showing a positive impact of the intervention/programme
EVALUATION	
How many evaluations have been conducted of this intervention/programme?	N/A
How was the evaluation conducted? (Internal/external)	N/A
Did the evaluation involve a control group?	N/A
Please provide a link or reference details for the evaluation:	N/A
Do staff implementing the intervention/programme require formal qualifications, accreditation or training?	N/A
Have you ever measured the return on investment (ROI) of your intervention/programme?	N/A
Any other information	This submission focus on our interventions around musculoskeletal health and well-being: we also use a range of other interventions to promote general health and well-being.

## 5 – MSK HEALTH AND WELL-BEING BUILDING DESIGN

Description:	<p>Taking the opportunity of a new Office location, we are redesigning both our physical workspace and our working practices so that these support health and well-being, and particularly musculoskeletal health.</p> <p>This will include:</p> <ul style="list-style-type: none"> <li>• A new office space ergonomically designed to be accessible and inclusive to people with musculoskeletal conditions;</li> <li>• Office space designed to promote movement;</li> <li>• A variety of working spaces to meet need and support musculoskeletal health;</li> <li>• A range of furniture designed and selected to support musculoskeletal health;</li> <li>• A dedicated well-being space and a 'retreat' room to support physical and mental health.</li> </ul> <p><i>Please see also the flex working intervention.</i></p>
Did your organisation develop this intervention/ programme?	Yes
How would you describe the type of the intervention/ programme you offer [from list]	<ul style="list-style-type: none"> <li>• Other – office design</li> </ul>
How long has the intervention/ programme been available? [from list]	It will be available from November 2017
Which area does your intervention/programme aim to address? [from list]	<p>Musculoskeletal health</p> <p>Physical inactivity</p>
What is the aim of the intervention? [from list]	<ul style="list-style-type: none"> <li>• To manage chronic or long-term conditions</li> <li>• To improve employee productivity</li> <li>• To improve employee health and/or wellbeing</li> <li>• To improve employee engagement</li> <li>• To reduce absenteeism and/or presenteeism</li> <li>• To support sick or absent employees to remain in, or return to work</li> </ul>
How would you describe the core delivery approach of the intervention/programme? [from list]	Other (please specify): Building design
Which staff groups is the intervention/programme aimed at? [from list]	Other – principles ultimately to apply to all office locations
Is the intervention/programme part of a wider offer of staff wellbeing initiatives and benefits?	Yes
Do you provide this intervention/programme across all of your organisation sites or at a single site? [from list]	Other – full intervention in one Office; principles ultimately to apply to all office locations

Could the intervention/ programme be easily implemented in another organisation?	Yes
Please specify any other methods which you use to support consistency and implementation across different settings (i.e. trained teams to deliver, licensing agreements, CPD for staff, exclusive venues for delivery etc.):	N/A
Please indicate your current level of annual spend for the intervention/programme:	N/A
Please indicate the approximate amount of set-up cost for the intervention/ programme (e.g. capital expenditure, equipment purchase/hire etc.):	N/A
Please indicate the approximate amount of staff cost for the intervention/ programme in the last 12 months (e.g. downtime cost for staff to participate in the programme, internal costs for staff allocated time to administer/deliver the programme, training cost etc.):	N/A
Please indicate the approximate amount of non-staff recurring cost for the intervention/programme in the last 12 months (e.g. upgrade costs, expenses for external intervention/programme facilitators and consultants, miscellaneous cost, travel cost etc.):	N/A
Do you have measures in place to ensure that the intervention/programme can be accessed by diverse groups? [comments]	N/A
Why do you believe the intervention/programme has a positive impact? [from list]	<p>The intervention/programme is based on existing academic research in the field</p> <p>The intervention/programme is based on a programme which has been successfully implemented elsewhere</p> <p>Other – design builds on the principles and ethos of the 'well building' standard <a href="https://www.wellcertified.com/">https://www.wellcertified.com/</a></p>

<b>EVALUATION</b>	
How many evaluations have been conducted of this intervention/programme?	0
How was the evaluation conducted? (Internal/external)	N/A
Did the evaluation involve a control group?	N/A
Please provide a link or reference details for the evaluation:	N/A
Do staff implementing the intervention/programme require formal qualifications, accreditation or training?	N/A
Have you ever measured the return on investment (ROI) of your intervention/programme?	N/A
Any other information	This submission focus on our interventions around musculoskeletal health and well-being: we also use a range of other interventions to promote general health and well-being.

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