



HSE Healthy Workplace Framework

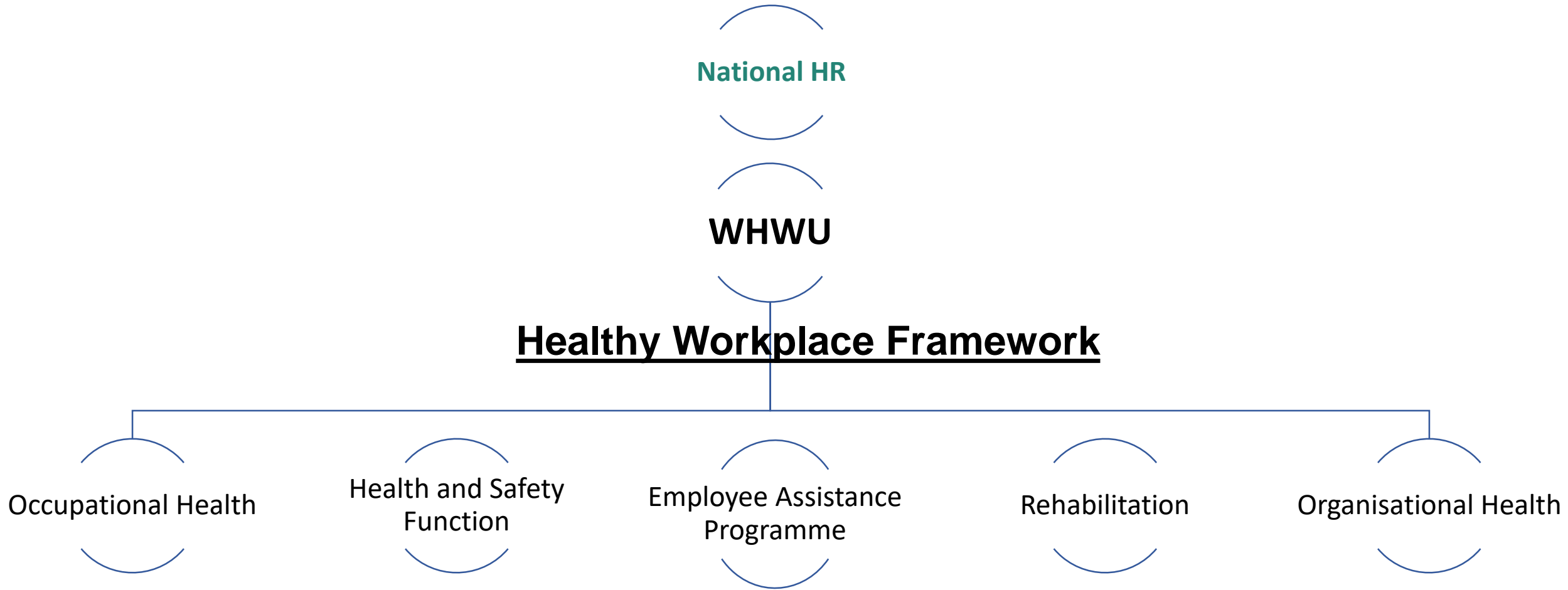
Úna Twomey, Business Manager, HWF

Open Disclosure Webinar

12th October 2022



Healthy Workplace Framework





Aim of The Healthy Workplace Framework

- The provision of **integrated support** through **resources** and **guidance**, to **managers and staff**, with a focus on the **entire employee experience**.
- The HWF model will bring **together all HSE areas** that have a role, remit or responsibility for healthcare worker **safety, health and wellbeing** at an operational level on the ground
- Provide guidance on communication channels and content development for staff



Context

- **HSE Corporate Safety Statement (2021)**
- **National Service Plan (2022)**
- **HSE Corporate Plan (2021-2024)**
- **Health Service People Strategy (2019-2024)**
- **Sláintecare (2019)**



WHO: a global framework and model

The World Health Organisation (2010) defines a healthy workplace as one:

“in which workers and managers collaborate to use a continual improvement process to protect and promote the **health, safety and well-being** of all workers and the sustainability of the workplace by considering the following, based on identified needs





Healthy Workplace Framework in Action

- HSE WorkPositive^{CI}
- Employee Assistance Programme
- National Health & Safety Function
- Organisational Health
- Learning, Education, Training & Development
- National Human Resources
- Staff Engagement
- Organisation Design & Development

- Occupational Health
- National Health & Safety Function
- Organisational Health
- Workplace Health & Wellbeing Unit
- National Human Resources
- Rehabilitation

**Physical
Work
Environment**

**Psychosocial
Work
Environment**

**Personal
Health
Resources**

**Community
Involvement**

- Volunteer Ireland
- Community activities & supports e.g. Parkrun
Community Games
- National QPS Team
- Values in Action

- National Psychosocial Framework
- Health and Wellbeing
- Workplace Health & Wellbeing Unit
- Occupational Health
- National Human Resources



Progress to date

- **The HSE Executive Management Team** approved and endorsed the establishment of a **Steering Group** to develop, for consideration, an approach to implementation of a Healthy Workplace Framework for the HSE that provides for the governance and operationalisation of a Healthy Workplace Framework and Action Plan at national and operational level.
- Broad representation including:
 - Acute and Community operations
 - Acute and Community HR
 - National QPS Team
 - National HR incl. Capability and Culture
 - CCOs office incl. NDTP and ONMSD
 - Strategy and Research Health and Wellbeing



Progress to date

- To help progress the work of the Steering Group, five work streams were established.

GOVERNANCE

DATA

COMMUNICATIONS

EDUCATION &
TRAINING

OPERATIONS



Intermediate outcomes

- ✓ **Increased awareness** and knowledge of supports available
- ✓ **Line manager capacity** to support staff strengthened
- ✓ Effective **communication**, promotion of supports
- ✓ **Strengthened supports** regarding all aspects of workplace safety, health, wellbeing, recovery and rehabilitation with a focus on the entire employee experience
- ✓ **Oversight of the healthcare worker general safety, health and wellbeing**; and exposure to work-related stress and critical incidents;
- ✓ **Enhanced capacity to plan** and respond to safety, health and wellbeing needs of staff
- ✓ Increased **quality of data** and evaluation
- ✓ Improved **capacity and capability to monitor**, evaluate and report all aspects of staff and workplace safety, health and wellbeing



18 month Action Plan

- The first action plan is in on initial implementation – i.e. the early actions that we need to take to **build capacity** in support of a healthy workplace; the **establishment of “healthy workplace teams”**; and **engagement with staff** and key stakeholders to inform and implement a healthy workplace programme at local level.
- This initial implementation phase will also focus on identifying and developing **2-3 priority training and support resources**, and **advancing data collection and analytics** in support of a healthy workplace, relating to key national policies and other sustainability, climate and health and wellbeing initiatives, in order to test, evaluate and refine the 8-Step process.



18 month Action Plan

- Establish **governance** and framework oversight arrangements
- **Communicate** and engage with stakeholders
- **Operationalise** healthy workplace framework (resource WHWU, develop Healthy Workplace Discovery Zone on HSeLand)
- Build the **evidence base** underpinned by research and evaluation (MDS)
- **Monitoring**, Accountability and Effectiveness



National Health & Safety Function

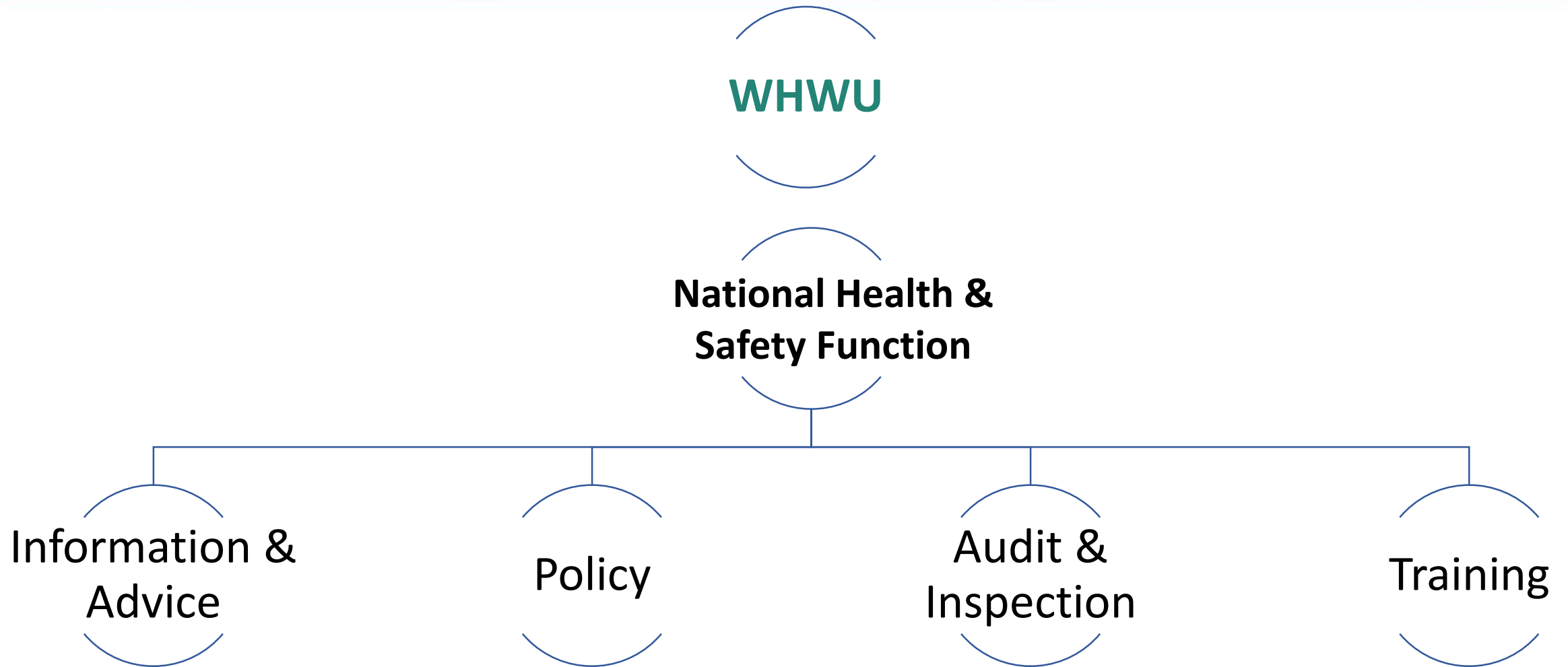
Emer Carroll, Health & Safety Manager

Information & Advisory Team

12th October 2022



National Health & Safety Function (NHSF)





Legal Framework

- Civil Law – duty of care
- Criminal Law

Safety Health and Welfare at Work Act, 2005

Safety Health and Welfare (General Application)
Regulations, 2007

Other safety legislation applies



Criminal Offences

Corporate and Personal Liability:

Where offence has been committed – Body Corporate, Director, Manager or similar officer may be guilty of the offence.

Person whose duties included making decisions that to a significant extent could have affected the management of the undertaking.



Safety, Health & Welfare at Work Act, 2005

Definition of *reasonably practicable*

- Exercised all due care
- Necessary protective and preventative measures
- Identify hazards and assess risks
- Not required to take measures grossly disproportionate to the circumstances

Where the onus of proof – on the accused



Corporate Safety Statement



HSE Corporate Safety Statement 2021



“In summary our aim is to achieve and maintain the highest possible standard with regard to occupational safety and health management and working together we can deliver on our mission to build a better health service.”

Paul Reid, CEO





Safety, Health & Welfare at Work Act, 2005

Duties of Managers:

- Manage & conduct work activities to ensure health and safety
- Manage & conduct work to prevent improper conduct or behaviour
- Design, provide & maintain the place of work, equipment etc.
- Provide safe access & egress
- Prevent risks from physical agents – noise, vibration, radiation
- Safe systems of work
- Welfare facilities
- Provide information, instruction, training & **supervision**



Safety, Health & Welfare at Work Act, 2005

Duties of Managers:

- Hazard identification & risk assessment
- Provide protective equipment/clothing
- Emergency Plans, Serious & imminent danger,— inform, protect, leave
- Report accidents and dangerous occurrences
- Retain services of competent personnel



Safety Management System

- Service Safety Statement
- Risk Assessments
- Training Managing health & safety in the healthcare setting and
 Risk assessment webinars
- Systems of work, Standard Operating Procedures
- Safety Consultation
- Emergency plans
- Accident and incident reporting and investigation



Health & Safety Authority (HSA)

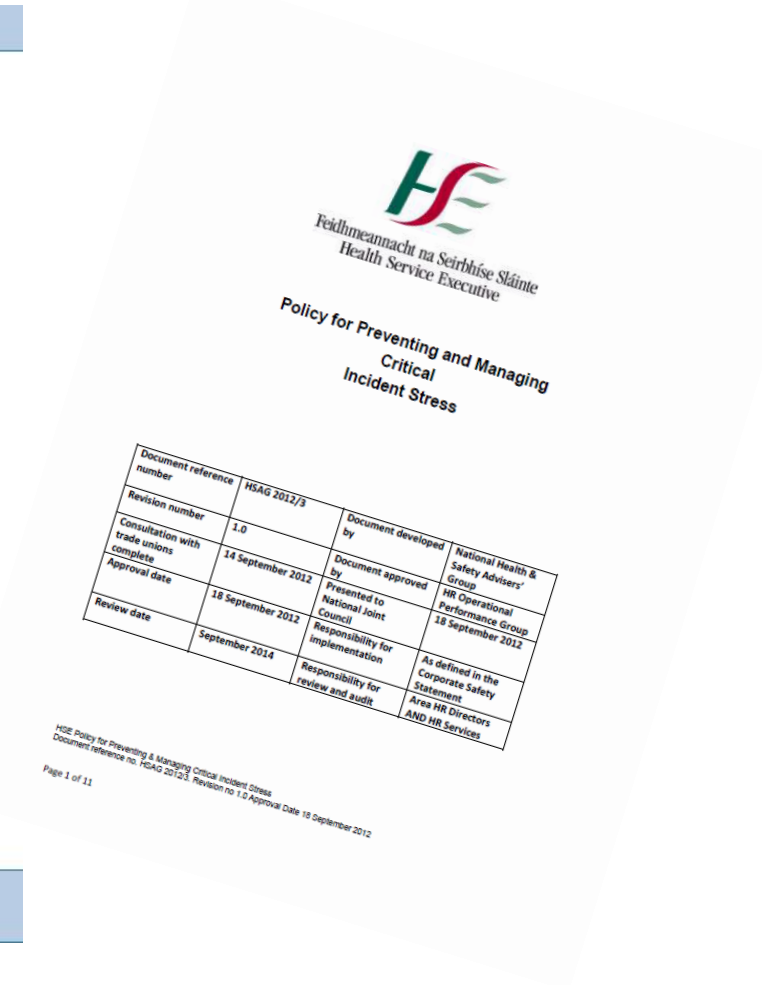
HSA correspondence may include:

- **Report of inspection:** sets out minor breaches and identifies areas where improvements can be made.
- **Improvement direction:** where the inspector considers activities may cause risk to safety or health.
- **Improvement notice:** where there is a contravention of an Act or Regulation. This period will not be less than 14 days.
- **Prohibition notice:** when an activity is likely to involve a risk of serious personal injury. This notice takes effect immediately.



Work Related Stress Exposures

- Management of Stress in the Workplace, 2018
- Preventing and Managing Critical incident Stress





HSE - Work Positive Critical Incident (WPCI)



[GET STARTED](#) / [LOGIN](#)

[EMPLOYEE GUIDE](#) [MANAGER GUIDE](#) [HEALTHY WORKPLACE STEERING GROUP GUIDE](#) [Q](#)

A completely confidential psychosocial risk management process that:

1. Helps managers identify ways to improve employee health, safety and wellbeing

2. Supports Healthy Workplace Steering Groups to develop strategies, supports and other initiatives to reduce risk



Contact us!

Helpdesk

Log your health and safety request at HSE
Safety, Health and Wellbeing @
www.hse.ie/safetyandwellbeing

Phone 1800 420 420
Monday to Friday 10.30 – 12.00 and
14.00-15.30





Supports for Employees in the HSE - Occupational Health & Rehabilitation

Open Disclosure Webinar

– 12 of October 2022



Content

- Role of Occupational Health
- Managing Stress
- Referral process to Occupational Health
- Rehabilitation and Return to work
- Information resources



HSE Occupational Health Services

Occupational Health Service provides an independent, confidential advisory service to both employees and the employer on matters relating to the 'effect of health on work' and 'work on health'.

Occupational Health can provide support for employees with an identified health problem, including stress related matters AND can advise them and their managers about further supports available, such as the EAP.



Managing Stress

- Where the employee may be experiencing work related stress the HSE Policy for Prevention and Management of Stress in the Workplace must be followed.
- A stress risk assessment must be completed so that stressors can be identified and addressed where possible.
- The stress risk assessment should be completed prior to management referral to Occ Health and the risk assessment, including detail on agreed control measures should accompany the referral.



Communicating with an employee who is out of work

- **Early** and **regular** communication is key to:
 - Show support for the employee, answer any questions they have and guide them through the process.
 - Discuss supports available (OH, EAP, HR)
 - Discuss possible rehabilitation opportunities based on their ability to work, now and into the future
 - Plan the work based on staffing availability
- You **can** ask when they may be well enough to return to work.



Suggestions for contact when out of work

- Regular contact:
 - an agreed time and format.
 - Schedule follow up times/days for the next check before the end of the call
- Consider:
 - Is the employee well enough to take/make calls.
 - Is there any reason that they may not be comfortable talking to you about their absence.



Referral to Occupational Health

- **Management referral** - employees can be referred by manager to Occupational Health with absence over 4 weeks or in cases where support is required, with employee consent

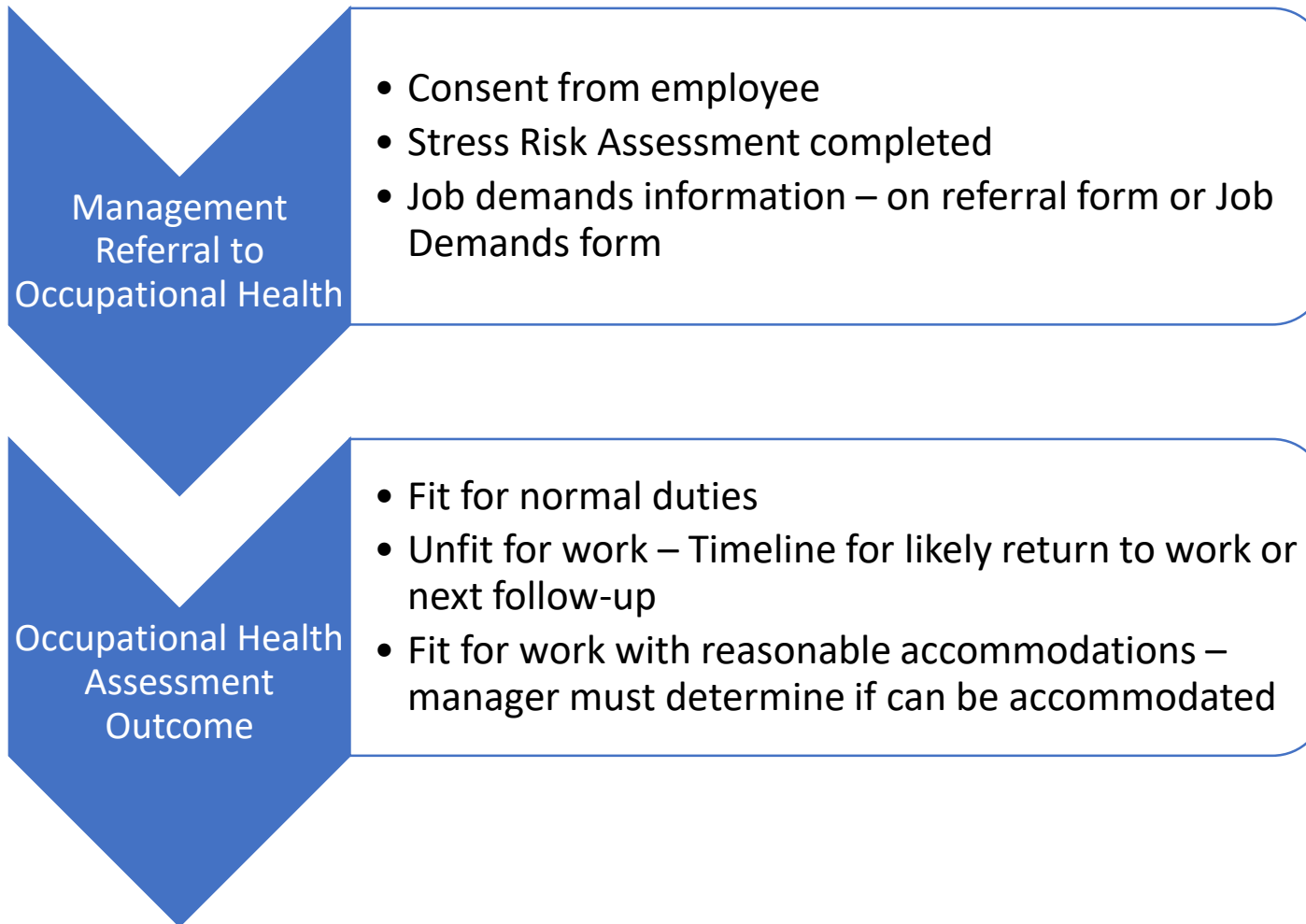
OR

- The employee can **self refer** to Occupational Health

See <https://healthservice.hse.ie/staff/benefits-and-services/occupational-health/>

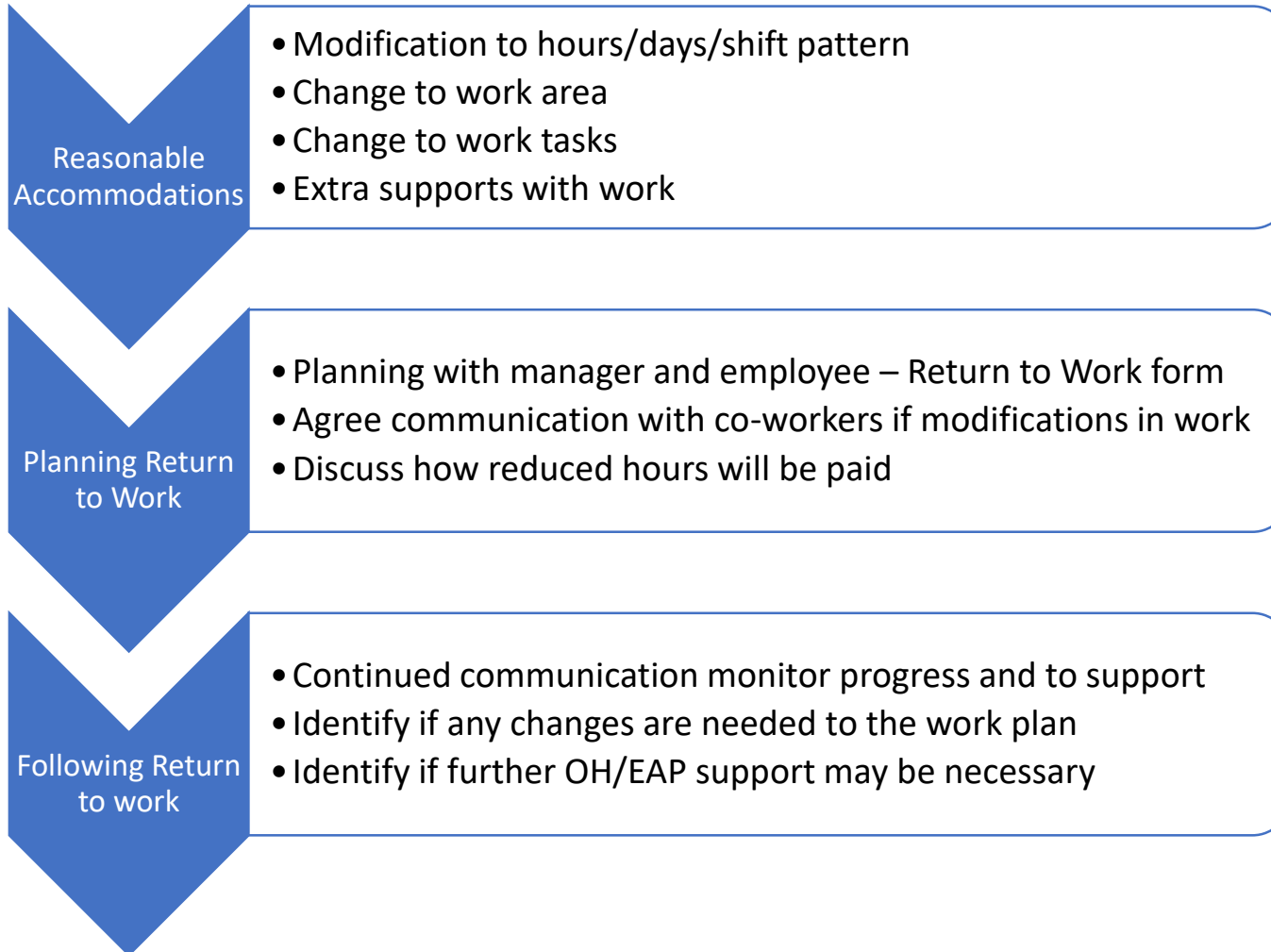


Management Referral process





Rehabilitation and Return to Work





Information Resources

- Information for managers and employees on Occupational Health referral process - <https://healthservice.hse.ie/staff/benefits-and-services/occupational-health/>
- Information on Stress Management in the HSE - [https://assets.hse.ie/media/documents/Policy for prevention and management of stress in the workplace 2018 C48Is1D.pdf](https://assets.hse.ie/media/documents/Policy%20for%20prevention%20and%20management%20of%20stress%20in%20the%20workplace%202018%20C48Is1D.pdf)
- Information on Rehabilitation processes - <https://healthservice.hse.ie/staff/benefits-services/occupational-health/rehabilitation.html>
- Work Rehabilitation in the HSE – Training for Managers – Available on HSeLanD
- Returning to Work From Sick Leave - Booklet for employees out of work on sick leave. Available at - <https://healthservice.hse.ie/staff/benefits-and-services/occupational-health/management-referral-information-for-employees/>
- [Dignity at Work elearning module on HSeLanD](#)

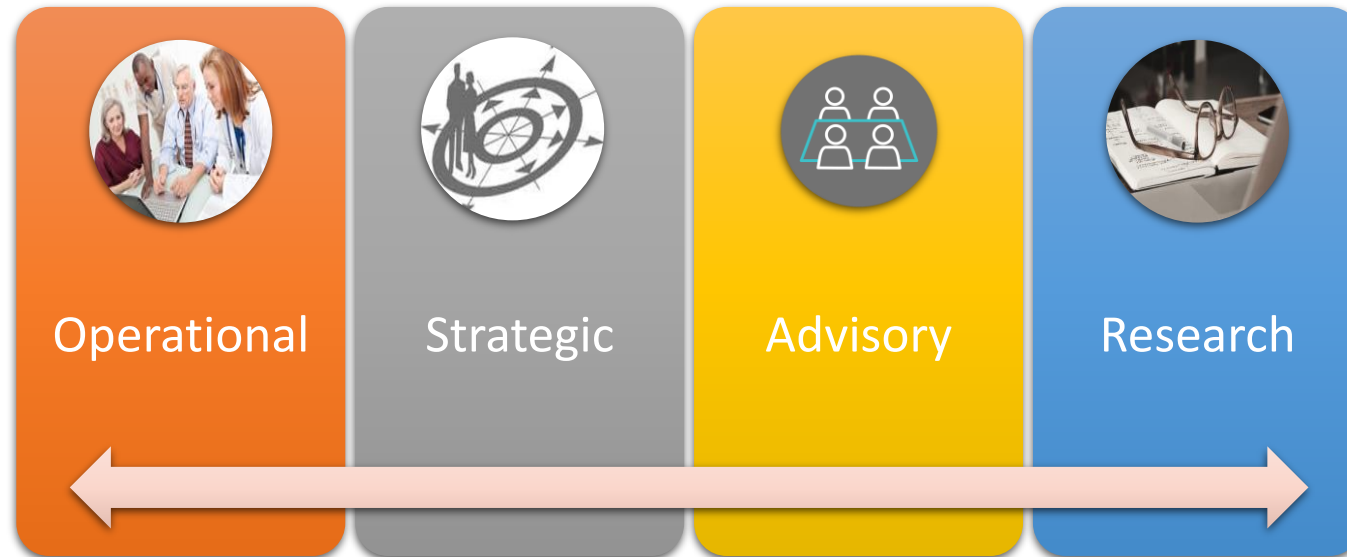


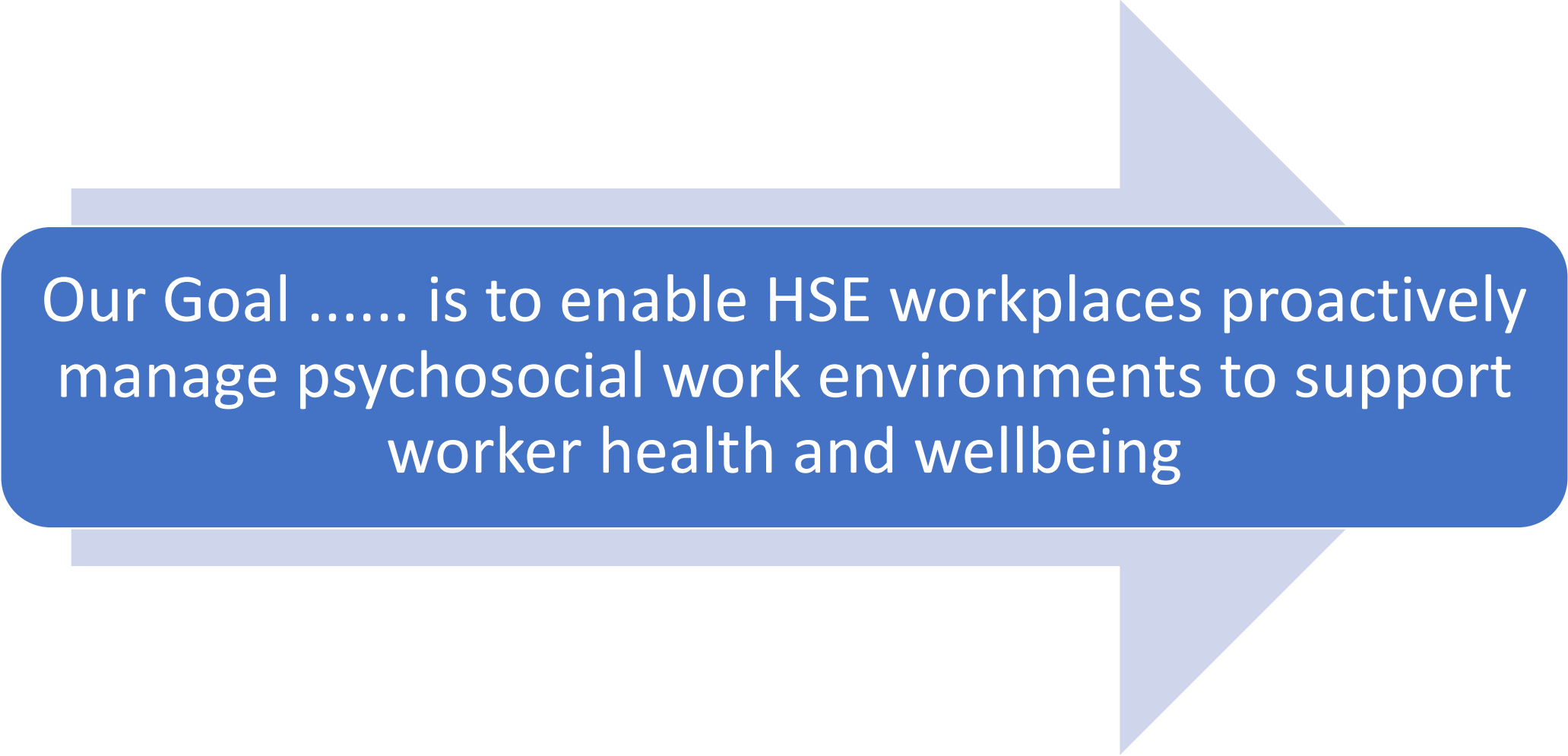
Thank you!

Organisational Health Division HSE Workplace Health & Wellbeing Unit

Nodlaig Carroll MSc OHP, BSc OHS
Organisational Health Lead
Organisational Health Division (Work & Organisational Psychology)
Workplace Health & Wellbeing Unit
National HR
HSE
nodlaig.carroll@hse.ie

Organisational Health Division works over 4 key pillars





Our Goal is to enable HSE workplaces proactively manage psychosocial work environments to support worker health and wellbeing



Seirbhís Sláinte
Níos Fearr
á Forbairt

Building a
Better Health
Service

Supporting HSE Managers

Managers often find ‘managing people’ aspect of job most challenging and time consuming. This aspect of the management role often requires confidence and competence that can be obtained through professional development and appropriate and specialist support.

Research suggests that Covid-19 pandemic has potentially placed immense pressure on managers; new services were developed, HCWs were redeployed, some HCWs were asked to work from home/remotely etc.

Often times for various reasons relationships at work can become strained, interpersonal conflict can escalate, work environments can feel uncomfortable, unsafe and challenging. Cracks can appear among teams and inappropriate behaviors can become the ‘norm’. It is often very challenging as a manager to address this complex psychosocial work environment especially where historical legacy issues and interpersonal factors are impacting negatively on team morale, individual health and wellbeing and service delivery.



Supporting HSE Managers & Teams - What we do

Assessment, Advice and Effective Interventions for your Psychosocial Work Environment

Support provided;

- **Work and Organisational Psychology Interventions for Teams**
- **Stress Management for Teams**
- **Psychosocial Risk Management for Teams**
- **Psychosocial Wellbeing for Teams**
- **Facilitated Interventions**
- **Advice and Guidance for Managers/Leaders**

Practitioners are experienced facilitators with specialist knowledge and expertise in organisational and occupational psychology, health and safety psychosocial risk factors, organisational development and workplace health and wellbeing



Seirbhís Sláinte
Níos Fearr
á Forbairt

Building a
Better Health
Service

Organisational Health Approach to working
with HSE Workplaces

Support offered both
proactive (prevention) &
reactive (secondary prevention)
and is based on the needs
requirement of the service and
healthcare teams/group

- Bespoke
- Culture Change
- Innovative
- Psychosocial Risk Assessment
- Action Planning
- Engaging
- Team Development

When support may be required

- Reduce and mitigate work stressors
- Address work factors contributing to psychosocial ill-health/strained work environment
- In the aftermath of formal investigation processes
- To resolve interpersonal conflict and find resolution
- Positive team development and team resilience including team self-care

Outcomes

- Find resolution
- Move team into positive change process
- Solutions that form an action plan for implementation – desired outcomes for the team/service
- Service delivery report and action plan
- Signpost to supports

Psychosocial Risk Management supports includes the use of theoretical evidence based tool & methods to identify and clarify work-related stressors as set out under Health and Safety legislation & 2018 HSE Policy for the Prevention and Management of Stress in the Workplace

Our Psychosocial Risk Management Model – PRIMA-EF Approach

PRIMA-EF identifies key aspects and stages and provides best practice guidelines in psychosocial risk management at the workplace (WHO, 2010). It can be used by organisations as the basis for the development of relevant policies, indicators and action plans to prevent and manage work-related stress and workplace violence, harassment and bullying.

The PRIMA-EF model developed by I-WHO (Institute Work Health and Organisation) is supported and recommended by the WHO and has gained impetus following the endorsement of the 'Global Plan of Action in Workers' Health 2008-2017' by the World Health Assembly. This approach is also supported by the ILO Guidelines, OSH prevention and control as outlined in 'Managing work-related psychosocial risks during the Covid-19 pandemic' (ILO 2020).



Signposting to WHWU functions and wider HR supports

As part of their action plan & outcomes, teams can be signposted to other supports available in the HSE that can help them as part of their implementation plan to mitigate psychosocial risks

Teams are often now in a state of ‘readiness’ to work together to learn, grow and change

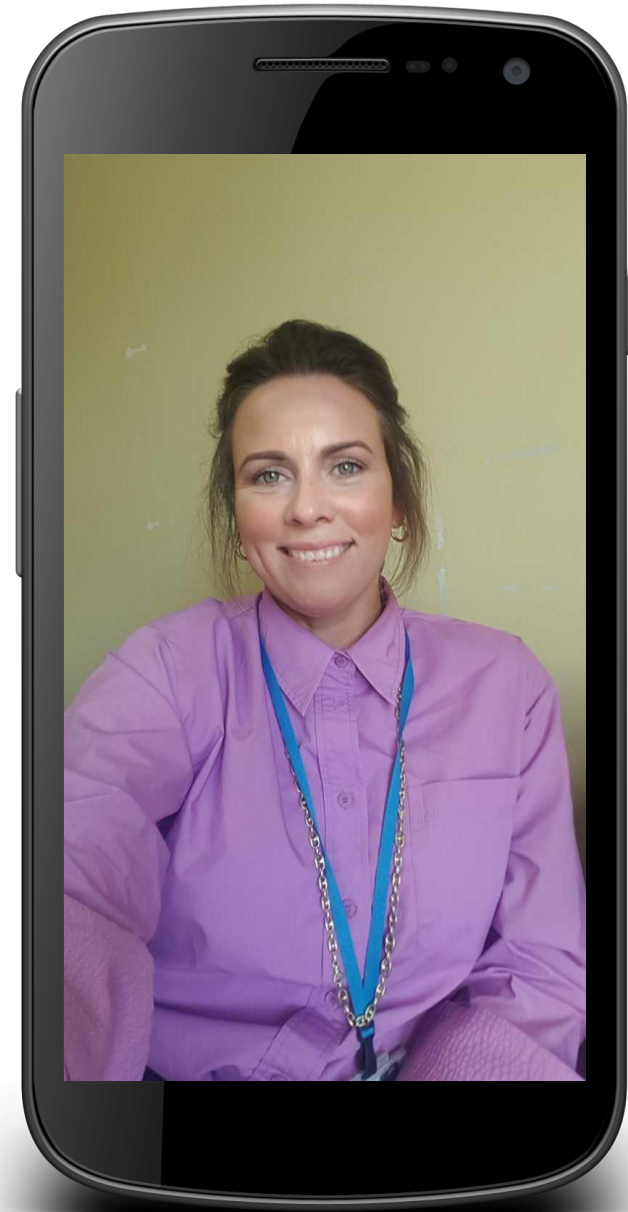


REQUEST REFERRAL FORM

Email
nodlaig.carroll@hse.ie or
hr-wellbeing@hse.ie



*Nodlaig Carroll B.Sc OHS, MSc OHP
Organisational Health Lead*



Seirbhís Sláinte
Níos Fearr
á Forbairt

Building a
Better Health
Service