

**Wiltshire Council**

**Health and Wellbeing Board**

**2 December 2021**

---

**Subject: Public health workforce campaign**

---

**Executive Summary**

In November 2021 the chairs of the Health and Wellbeing Board requested options to inspire the organisations sitting on the board to implement a workforce wellbeing campaign. With a workforce of c45,000 the prospect of influencing the health and wellbeing agenda on such a scale presents a unique and exciting opportunity. Good health and wellbeing are essential to successful, sustainable workplaces.

With an initial focus on mental health, organisations are being asked to make a commitment to enable a healthy workforce through improved wellbeing and resilience. To support this, each organisation is being asked to implement a suitable and targeted intervention that addresses the health of their workforce.

**Proposal(s)**

It is recommended to the Board that:

- I. Each organisation agrees to collectively enable a healthy workforce through improved wellbeing and increased resilience
- II. Each organisation to implement a suitable and targeted intervention that addresses health and wellbeing in their workforce
- III. Each organisation to monitor and report back on progress in 12 months' time
- IV. Each organisation, and the Health and Wellbeing Board itself, to sign up to the Prevention Concordat for Better Mental Health, a shared commitment by signatories to work together to prevent mental health problems and promote good mental health.

**Reason for Proposal**

To provide organisations of the Health and Wellbeing Board with an evidence-based approach to improving workforce health and wellbeing across agencies collectively.

**Kate Blackburn  
Director of Public Health  
Wiltshire Council**

**Subject: Public health workforce campaign**

---

**Purpose of Report**

1. To provide organisations of the Health and Wellbeing Board with an evidence-based approach to improving workforce health and wellbeing across agencies collectively.

**Relevance to the Health and Wellbeing Strategy**

2. Employment is a primary determinant of health. Increasing the quality of work helps reduce health inequalities, a key theme of the Health and Wellbeing Strategy.

**Background**

3. In November 2021 the chairs of the Health and Wellbeing Board requested some options to inspire the organisations who sit on the board to implement a workforce wellbeing campaign. The purpose of this paper is to set the direction of that campaign, allow discussion and provide recommendations for consideration by the board.
4. Good health and wellbeing are essential to successful, sustainable workplaces. Protecting and improving the health and wellbeing of our employees is critical to the health and economic wellbeing of our population, especially as the impacts of COVID-19 on health and wellbeing are becoming more apparent<sup>1</sup>.
5. Organisations can help employees to thrive by taking a whole person, whole organisation approach to supporting health and wellbeing. That means taking steps to support mental and physical health, creating an inclusive and supportive workplace<sup>2</sup>. The right support is needed across three key areas:
  1. *Prevention* – what can be done to the reduce the likelihood of employees being affected by health and wellbeing issues
  2. *Early intervention* – the actions required to reduce their impact

---

<sup>1</sup> BITC, 2021 – What if your job was good for you? [www.bitc.org.uk/report/what-if-your-job-was-good-for-you/](http://www.bitc.org.uk/report/what-if-your-job-was-good-for-you/)

<sup>2</sup> BITC, 2021 – Health and wellbeing at work summary toolkit <https://www.bitc.org.uk/toolkit/health-and-wellbeing-at-work-summary-toolkit/>

3. *Active rehabilitation* – what can be done to help employees recover, return to work and thrive
6. Based on the population health data of Wiltshire there are a number of lifestyle risk factors that drive poor health which could be prevented. These most commonly relate to smoking, obesity and alcohol consumption:
- Smoking prevalence in adults – **14.6%**<sup>3</sup>
    - Staff who smoke at work are 33% more likely to be absent from work than non-smokers<sup>4</sup>
  - Adults classified as overweight or obese - **63.9%**<sup>3</sup>
    - Excess weight can bring physical, social, emotional and psychosocial problems, leading to onset of preventable long-term illness, stigma, discrimination and reduced life expectancy<sup>5</sup>
  - Adult population drinking more than 14 units per week - **28.7%**<sup>3</sup>
    - Estimated that alcohol misuse costs English economy £7.3 billion each year<sup>4</sup>
7. These lifestyle indicators demonstrate the different topic areas of potential focus for workplace wellbeing programmes. However, we know from the evidence that if individuals do not have good mental health, wellbeing and resilience then interventions or programmes to improve physical health will very often not succeed<sup>6</sup>.
8. Therefore, it is recommended that organisations initially focus on enabling a healthy workforce through improved wellbeing and increased resilience, which is an excellent first stage to overall health and wellbeing being improved.
9. Mental health problems have increasingly been shown to precede, and be important in the recovery from, physical health problems. The unhealthy lifestyles and behaviours which plague the public's health – smoking, excess alcohol consumption, misuse of illicit drugs, consumption of, sugary foods and over-eating in general – are used because they are perceived to be effective in managing stress<sup>6</sup>.
10. Evidence suggests that improving mental wellbeing can contribute substantially to improving physical health, reducing morbidity and mortality<sup>6</sup>. Addressing mental health can impact on other workplace health issues as highlighted in table 1 below:

---

<sup>3</sup> PHE Fingertips

<sup>4</sup> BITC, 2018 – Drugs, alcohol and tobacco: A toolkit for employers <https://www.bitc.org.uk/toolkit/drugs-alcohol-and-tobacco-a-toolkit-for-employers/>

<sup>5</sup> BITC, 2018 – Physical activity, healthy eating and healthier weight: A toolkit for employers <https://www.bitc.org.uk/toolkit/physical-activity-healthy-eating-and-healthier-weight-a-toolkit-for-employers/>

<sup>6</sup> FPH - <https://www.fph.org.uk/policy-advocacy/special-interest-groups/special-interest-groups-list/public-mental-health-special-interest-group/better-mental-health-for-all/relationship-with-physical-health-and-healthy-lifestyles/>

Table 1

<b>Workplace issue</b>	<b>Mental health link</b>	<b>Local indicator - Wiltshire</b>	<b>National indicator – England</b>
Musculoskeletal (MSK) health	Ongoing MSK problems linked to depression/stress	<b>20%</b> - people reporting a long term MSK problem (2020) <sup>3</sup>	<b>18.6%</b> - people reporting a long term MSK problem (2020) <sup>3</sup>
Diet/activity	Eating well/increased activity - play an important role in combatting mental health problems	<b>63.9%</b> - adults (18+) classified as overweight or obese (19/20) <sup>3</sup>	<b>62.8%</b> - adults (18+) classified as overweight or obese (19/20) <sup>3</sup>
Alcohol/drug use	Impact on health and wellbeing, particularly in terms of being active, disrupting sleep and affecting people’s mental health	<b>28.7%</b> - adult population drinking more than 14 units per week (2021) <sup>3</sup>	<b>25.7%</b> - adult population drinking more than 14 units per week (2021) <sup>3</sup>
Domestic abuse (DA)	Profoundly affects people’s mental health	<b>19,350</b> – adults estimated to have experienced DA in 12 months to March 2020 <sup>7</sup>	<b>1.6m women; 759k men</b> <sup>7</sup>
Suicide	Mental health often a contributory factor. Impact on friends, family and work colleagues	<b>9.6 per 100,000</b> suicide rate <sup>3</sup>  130 deaths by suicide, 71 of which were in full time employment (2018-2020)	<b>10.4 per 100,000</b> suicide rate <sup>3</sup>

## Main Considerations

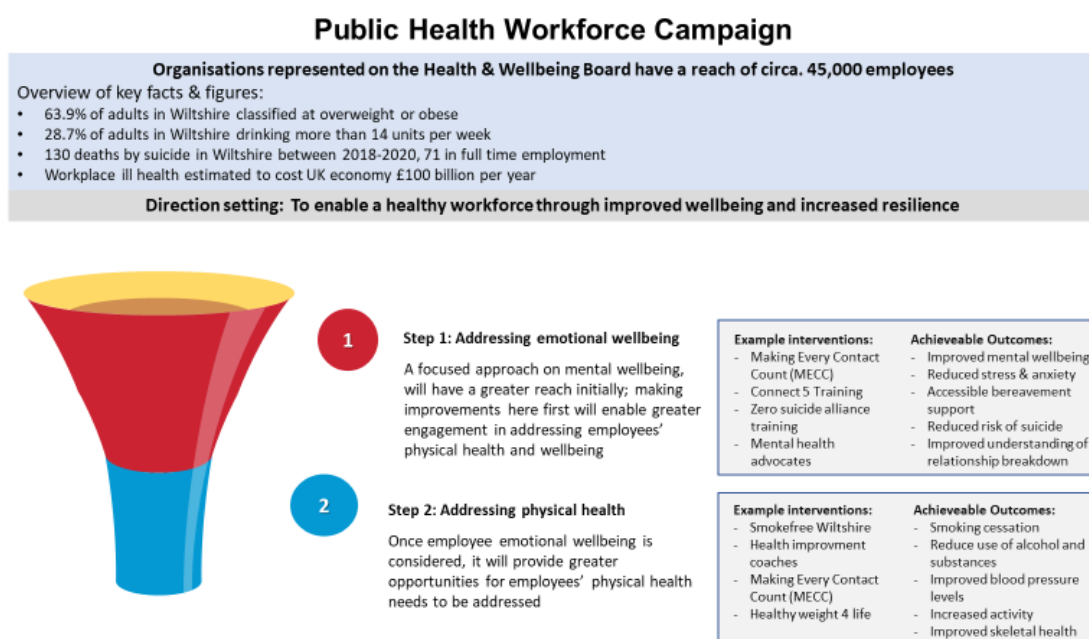
11. Whilst individual organisations will have established policies and processes to support employee wellbeing, it must be acknowledged that more could be done on this important agenda as the organisations of the health and wellbeing board together.
12. This is a unique opportunity to work collectively towards achieving the common goal to improve the health and wellbeing of our individual workforce/employees. The organisations in attendance at Wiltshire’s Health and Wellbeing board represent a workforce population c45,000; the

<sup>7</sup> Wiltshire Intelligence - <https://www.wiltshireintelligence.org.uk/recovery-isna-domestic-abuse/>

ability to influence the workforce health and wellbeing agenda on such a scale is an exciting prospect.

13. Organisational focus should initially be on enabling a healthy workforce by improving wellbeing and increased resilience. Concentrating efforts here is an excellent first stage to improve overall health and wellbeing being.
14. Figure 1 below identifies the proposed direction of travel for the organisations of the board and illustrates a range of health interventions for organisations to consider and sign up to. This starts with wellbeing and resilience but depending on where your organisation currently is with supporting the workforce this need not be limited to step 1 below.
15. There are a number of key interventions that we would recommend are systematically applied across the organisations to support wellbeing and resilience and these are detailed in full in Appendix 1 with indicators for monitoring progress.

Figure 1



## Next Steps

16. Good health and wellbeing are essential to successful, sustainable workplaces. The health and wellbeing of any workforce is an organisational priority and even more so given the impact of COVID-19 on society. The focus on mental health continues to grow and is the basis for this Health and Wellbeing Board workforce wellbeing campaign.
17. The board is asked to consider the following recommendations:

- I. Each organisation agrees to enable a healthy workforce through improved wellbeing and increased resilience
- II. Each organisation to implement a suitable and targeted intervention that addresses health and wellbeing in their workforce
- III. Each organisation to monitor and report back on progress in 12 months' time
- IV. Each organisation, and the Health and Wellbeing Board itself, to sign up to the [Prevention Concordat for Better Mental Health](#), a shared commitment by signatories to work together to prevent mental health problems and promote good mental health. See Appendix 2 for further details.

**Kate Blackburn**  
**Director of Public Health**  
**Wiltshire Council**

---

Report Authors:  
Public Health

## Appendix 1 - Interventions and outcomes

Emotional wellbeing:

Example interventions	Achievable outcomes
<ul style="list-style-type: none"> <li>• Making Every Contact Count (MECC)</li> <li>• Connect 5 training</li> <li>• Zero Suicide Alliance training</li> <li>• Mental health advocates</li> </ul>	<ul style="list-style-type: none"> <li>• Improved mental wellbeing</li> <li>• Reduced stress &amp; anxiety</li> <li>• Reduced sickness absence</li> <li>• Accessible bereavement support</li> <li>• Reduced risk of suicide</li> <li>• Improved understanding of relationship breakdown</li> <li>• N° of trained mental health advocates in organisation</li> </ul>

Physical wellbeing:

Example interventions	Achievable outcomes
<ul style="list-style-type: none"> <li>• Smokefree Wiltshire</li> <li>• Health improvement coaches</li> <li>• Healthy weight 4 life</li> <li>• Making Every Contact Count (MECC)</li> </ul>	<ul style="list-style-type: none"> <li>• Smoking cessation</li> <li>• Reduced use of alcohol and substances</li> <li>• Improved blood pressure levels</li> <li>• Increased physical activity</li> <li>• Improved skeletal health</li> </ul>

Contact/further information:

Intervention	Contact/further information
<ul style="list-style-type: none"> <li>• Making Every Contact Count</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="mailto:Kate.jennings@wiltshire.gov.uk">Kate.jennings@wiltshire.gov.uk</a></li> <li>• <a href="https://www.makeeverycontactcount.co.uk">https://www.makeeverycontactcount.co.uk</a></li> </ul>
<ul style="list-style-type: none"> <li>• Connect 5</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="mailto:Kerri.lavender@wiltshire.gov.uk">Kerri.lavender@wiltshire.gov.uk</a></li> </ul>
<ul style="list-style-type: none"> <li>• Zero Suicide Alliance training</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="https://www.zerosuicidealliance.com/training">https://www.zerosuicidealliance.com/training</a></li> </ul>
<ul style="list-style-type: none"> <li>• Smokefree Wiltshire</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="mailto:Mary.devers@wiltshire.gov.uk">Mary.devers@wiltshire.gov.uk</a></li> </ul>

	<ul style="list-style-type: none"> <li>• <a href="https://www.wiltshire.gov.uk/public-health-stop-smoking">https://www.wiltshire.gov.uk/public-health-stop-smoking</a></li> </ul>
<ul style="list-style-type: none"> <li>• Health improvement coaches</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="mailto:Health.coaches@wiltshire.gov.uk">Health.coaches@wiltshire.gov.uk</a></li> <li>• <a href="https://www.wiltshire.gov.uk/public-health-improvement-coaches">https://www.wiltshire.gov.uk/public-health-improvement-coaches</a></li> </ul>
<ul style="list-style-type: none"> <li>• Healthy weight 4 life</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="mailto:Katie.smith@wiltshire.gov.uk">Katie.smith@wiltshire.gov.uk</a></li> <li>• <a href="https://www.wiltshire.gov.uk/public-health-weight">https://www.wiltshire.gov.uk/public-health-weight</a></li> </ul>



## **Appendix 2 - Prevention Concordat for Better Mental Health**

### **About the concordat**

The [Prevention Concordat for Better Mental Health](#) is underpinned by an understanding that taking a prevention-focused approach to improving the public's mental health has been shown to make a valuable contribution to achieving a fairer and more equitable society.

The concordat is intended to provide a focus for cross-sector action to deliver a tangible increase in the adoption of public mental health approaches across:

- local authorities
- the NHS
- public, private, voluntary, community and social enterprise (VCSE) sector organisations
- educational settings
- employers

The definition of the concordat has been agreed by a number of organisations. It represents a public mental health informed approach to prevention. It promotes relevant NICE guidance and existing evidence-based interventions and delivery approaches, such as 'making every contact count'.

### **Consensus statement**

The [consensus statement](#) describes the shared commitment of signatories to work together via the Prevention Concordat for Better Mental Health, through local and national action, to prevent mental health problems and promote good mental health.

### **Why sign?**

Signing the consensus statement and committing to a plan to address the prevention and promotion of better mental health is a cost-effective, evidence-based approach to reducing health inequalities and preventing future harm.

### **How to become a signatory**

To be recognised as a Prevention Concordat signatory, you need to agree to the consensus statement and produce an action plan addressing the 5-domain framework.

The domains are:

- understanding local needs and assets
- working together

- taking action for prevention and promotion, including reducing health inequalities
- defining success and measuring outcomes
- leadership and direction

#### Sign-up process

1. Contact [publicmentalhealth@phe.gov.uk](mailto:publicmentalhealth@phe.gov.uk) to request a Prevention Concordat Commitment action plan template
2. PHE will contact you to discuss your application and review a draft action plan
3. Email your final application form to [publicmentalhealth@phe.gov.uk](mailto:publicmentalhealth@phe.gov.uk)
4. PHE will contact you within 2 to 4 weeks of submission with the result

After signing up to the Prevention Concordat Commitment, new signatories will receive a formal certificate and will be listed on the Prevention Concordat for Better Mental Health webpage.