



The Health Benefits of Good Work What is Good Work?

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Health Benefits - 2010





The Position Statement



The Consensus Statement





Australasian Faculty of Occupational & Environmental Medicine (AFOEM)

Royal Australasian College of Physicians

New Zealand Consensus Statement on the Health Benefits of Work

At the heart of this consensus statement regarding the health benefits of work is a shared desire to improve the welfare of individuals, families and communities.

Realising the health benefits of work for all New Zealanders requires a paradigm shift in thinking and practice. It necessitates cooperation between many stakeholders, including government, employers, unions, insurance companies, legal practitioners, advocacy groups, and the medical, nursing and allied health professions.

We, the undersigned, commit to working together to encourage and enable New Zealanders to achieve the health and wellbeing benefits of work. We acknowledge the following fundamental principles about the relationship between health and work:

- · Work is generally good for health and wellbeing.
- Long term work absence, work disability and unemployment have a negative impact on health and wellbeing.
- · Work must be safe so far as is reasonably practicable.
- Work is an effective means of reducing poverty and social exclusion, including that faced by Maori and Pacific people and other currently disadvantaged groups. With appropriate support, many of those who have the potential to work, but are not currently working because of economic or social inequalities, illness or acquired or congenital disability, can access the benefits of work.
- Work practices, workplace culture, work-life balance, injury management programs and relationships within workplaces are key determinates, not only of whether people feel valued and supported in their work roles, but also of individual health, wellbeing and republishing.
- Individuals seeking to enter the workforce for the first time, seeking reemployment or attempting to return to work after a period of injury or illness, face a complex situation with many variables. Good outcomes are more likely when individuals understand the health benefits of work, and are empowered to take responsibility for their own situation.
- Health professionals exert a significant influence on work absence and work disability, particularly in relation to medical sickness certification practices. This influence provides health professionals with many opportunities for patient advocacy, which includes, but is not limited to, recognition of the health benefits of work.

Government, employers, unions, insurance companies, legal practitioners, advocacy groups, and the medical, nursing and allied health professions all have a role to play in promoting the health benefits of work. Through actions appropriate to our various areas of responsibility or activity, we arroe to:

- · Promote awareness of the health benefits of work;
- Offer support and encouragement to those attempting to access the health benefits of work;
- Encourage employers' continuing support of workers' occupational health; and
 Advocate for continuous improvement in public policy around work and health, in line with the principles articulated above.





What is Good Work?





Position Statement | 2013

Good work is good for workers' health. The next step is to characterise what is meant by 'good work'. Broadening our understanding of workplace health and safety culture to include health and wellbeing and productive engagement in the workplace can result in significant benefits for the individual, employer and the community.

By identifying the characteristics of good work across the spectrum of work environments, this position statement aims to:

- Foster understanding;
- Promote recognition; and
- Enable intervention strategies and research to create more good work from which individuals and communities can benefit.

The four domains of good work

- 1. Engages and partners with workers and suppliers.
- Engages with the culture of the community in which the work is performed.
- Respects procedural justice and relational fairness

 promotes civility and is intolerant of incivility, discrimination and bullying.
- Appropriately balances job demands, job control, and job security.

An initiative of the RACP's Australasian Faculty of Occupational and Environmental Medicine (AFOEM), Realising the Health Benefits of Work, was launched in 2010 to raise awareness that good work improves health and wellbeing.

The What is Good Work? Position Statement is the third in a series exploring work and health and is supported by a companion Position Statement on Improving Workforce Health and Workplace Productivity.





What is good work?

Good work is a source of productive engagement, economic stability and personal interaction, all of which have a positive impact on recovery or managing an ongoing illness or disability.

With increasing awareness of the health benefits of work, it is important to recognise that not all work has a beneficial impact on health.

When work is good, the impact on the worker's life beyond work can be very significant.

For most individuals, the evidence is compelling: good work improves general health and wellbeing and reduces psychological distress.

The resilience that good work instils can be protective against other challenges the worker faces.

For instance, if someone is facing personal difficulties for reasons such as divorce, or related to the care of a child or ageing parent, their work can provide invaluable social connections and emotional support that they otherwise may not receive.

Improving Workforce Health and Workplace Productivity





Position Statement | 2013

Employers have much to gain from actively engaging with their workers, particularly in relation to organisational factors that impact employees' health and wellbeing.

The role of health in the workplace must be a fundamental principle on which to create and develop workplace culture.

The impact of the workplace on the worker

Underpinning a productive workplace is a healthy workplace culture.

A workplace with substandard organisational culture results in poor worker health and well-being. Poor worker health translates into a lack of worker engagement and productivity losses which have direct and indirect costs.

When workplaces embrace the health of employees as a fundamental principle, employee quality of life improves. There is a sense of support, mutuality, a place where they contribute and feel valued.

An organisational culture that supports the workers' health and wellbeing can have a significant impact on improving the health of workers and increasing worker engagement and productivity.

An initiative of the RACP's Australasian Faculty of Occupational and Environmental Medicine (AFOEM), Realising the Health Benefits of Work, was launched in 2010 to raise awareness that good work improves health and wellbeing.

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The virtuous circle: Health and productivity in the workplace

The evidence is clear and undisputed: organisational characteristics affect the mental and physical health of workers. In this way the relationship between the organisation and the worker can be viewed as symbiotic. When both come together in a cooperative fashion, the result is a healthy and productive workplace.

Furthermore, leadership behaviours and management interaction are linked to employee behaviour in a 'feedback loop'.

Managerial behaviour can cause or prevent workplace stress. High standards of leadership and management practice lead to higher standards of employee health and productivity, which in turn lead to higher standards of leadership. This is another iteration of the virtuous circle that develops through investment in workplace health and productivity.

Empowering businesses to take actions that help keep their workers healthy and productive can help save billions of dollars and improve societal wellbeing.

Good Work





It's more than the absence of harm

- UN's International Labour Organisation "decent work" (2005, 2008)
- The Work Foundation / ACOEM
 "good jobs / healthy work" (2009 and 2011)
- IOSH (Cardiff University)
 "good jobs" (2011)

What is 'Good Work'?





Additional clues?

- Attributes that distinguish high performing companies (WoMACs)
 - Fortune's World's Most Admired Companies
- Trends in human resource management
- Motivators of unpaid volunteer workers
- What works to constructively engage Indigenous workers

Good Work has 4 domains





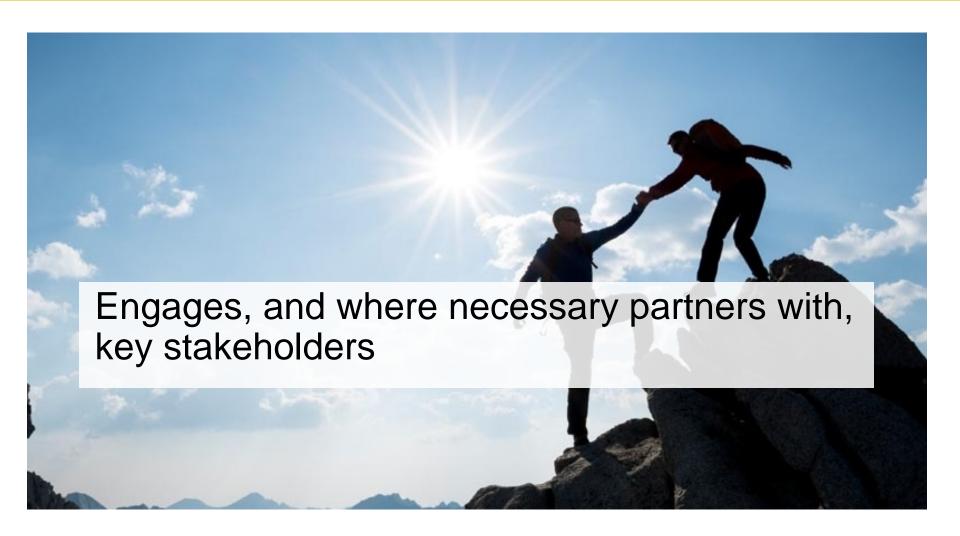
A safe, healthy, engaged and productive workforce

makes a positive contribution to the health and wellbeing of the worker and those affected by the worker

First of Four Domains







Second of Four Domains



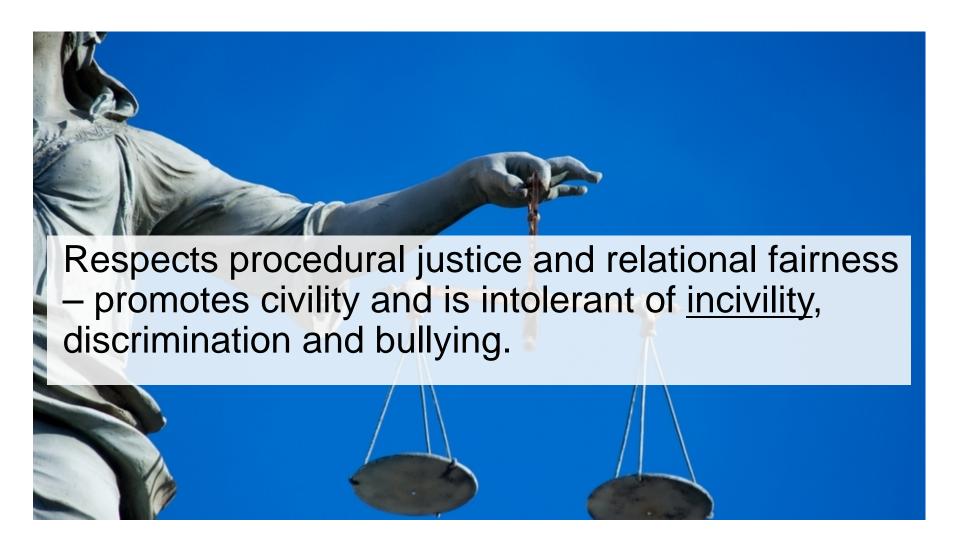




Third of Four Domains







Fourth of Four Domains





By design, appropriately balances job demands, job control, workplace support and job security:

- clear and realistic performance indicators
- uses hard and transparent "people productivity metrics"
- requires matching "the work" and "the individual"
- requires aware managers but not necessarily aware employees
- requires managing change effectively
 - mental and psychological wellbeing

"Life Balance"

The caveats





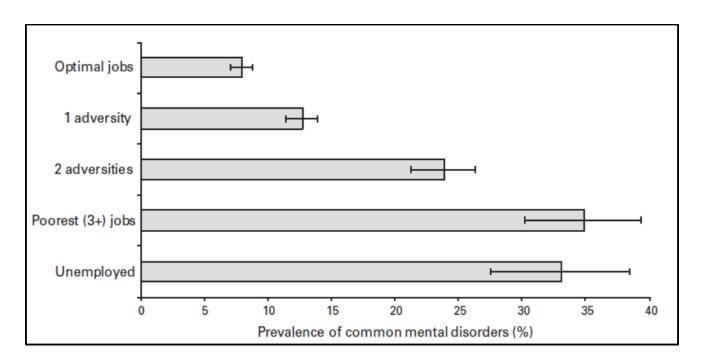
- Not all domains need to be prominent in order for the work to be "good" for the health and wellbeing of the individual
- Not all domains apply equally to all industries
- For any specific industry, when identifying opportunities to enhance the prevalence of "good work", one or two domains predominate

Since 2013





Low control, high demands, insecurity and low job esteem



Butterworth, P., Leach, L.S., McManus, S & Stansfeld, S.A (2013) Common mental disorders, unemployment and psychosocial job quality: is a poor job better than no job at all? Psychological Medicine. Vol 43: 1763-1772).

2014 Protective effect of work





	Re-empl	Unen	Unemployed			Odds Ratio			Odds Ratio			
Study or Subgroup	Events	Total	Event	ts T	otal	Weight	M-H,	Random, 95% CI		M-H, Rand	lom, 95%	CI
Mascaro et al., 2007	1	6	2	7	34	3.7%		0.05 [0.01, 0.52]		•		
Prause & Dooley, 2001	70	284	5	5	117	29.6%		0.37 [0.23, 0.58]		-		
Miyake et al., 2011	21	227	8	5	544	27.6%		0.55 [0.33, 0.91]		-		
Claussen et al., 1993	13	113	2	.5	164	20.8%		0.72 [0.35, 1.48]		-	 	
Brown & Bifulco, 1990	17	88	1	3	62	18.3%		0.90 [0.40, 2.03]				
Total (95% CI)		718			921	100.0%		0.52 [0.33, 0.83]		(*		
Total events	122		20	5								
Heterogeneity: Tau ² = 0.14	4: Chi2 = 8	.66. df =	= 4 (P =	(0.07)	; 2 =	54%			0.005	0.1	1 1) 20
Test for overall effect: Z =			,									
										re-employed		
	2.76 (P =		100		mploy	/ed		Std. Mean Difference		re-employed		unemployed
	2.76 (P =	0.006) mploye	100	Uner	mploy SD		Weight		Favours	re-employed Std. Mean	Favours	unemployed
Test for overall effect: Z =	2.76 (P = Re-e Mean	0.006) mploye	d	Uner Mean		Total	Weight 33.4%		Favours	re-employed Std. Mean	Favours Difference	unemployed
Test for overall effect: Z = Study or Subgroup	2.76 (P = Re-e Mean 1.3	0.006) mploye SD 0.04	d Total I	Uner Mean	SD	Total 164		IV, Random, 95% CI	Favours	re-employed Std. Mean	Favours Difference	unemployed
Test for overall effect: Z = Study or Subgroup Claussen et al., 1993	2.76 (P = Re-e Mean 1.3	0.006) mploye SD 0.04	d Total I	Uner Mean 1.47	SD 0.06	Total 164 35	33.4%	IV, Random, 95% CI -3.21 [-3.57, -2.85]	Favours	re-employed Std. Mean	Favours Difference	unemploye
Test for overall effect: Z = Study or Subgroup Claussen et al., 1993 Winefield & Tiggeman,1990	2.76 (P = Re-e Mean 1.3 0.53 3.7	mploye SD 0.04 0.91	113 40 284	Uner Mean 1.47 1.54 6.8	0.06 1.2 5	164 35 117	33.4% 32.9%	IV, Random, 95% CI -3.21 [-3.57, -2.85] -0.95 [-1.43, -0.47] -0.72 [-0.94, -0.50]	Favours	re-employed Std. Mean	Favours Difference	unemploy

• Reduced the risk of depression













Australasian Faculty of Occupational and Environmental Medicine

CHARTER OF PRINCIPLES

- accommodated in the workplace with a supportive work culture.
- We promote the mental and physical health and well-being of people by fostering a supportive working environment and good interpersonal relationships.
- . We understand that good work promotes good health and increases productivity.
- We advocate for safe and healthy work practices knowing this has socioeconomic benefits for both business and the wider community.
- We recognise that involvement in good work can promote social cohesion and increase peoples' sense of contribution to society

Dr David Beaumont

Presiden

Australasian Faculty of Occupational and Environmental Medicine





the evidence is compelling: good work improves general health and wellbeing and reduces psychological distress



The return





Do it properly and your business will benefit ...

McKinsey's

comparing their top 25% with their bottom 25%

- 2.2X EBITDA
- 2.0X Growth in enterprise/book Value
- 1.5X Growth in net income/sales

References





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