

ECAS7006 Ethical & Professional Challenges

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Wellbeing at Work

Context, Challenges & Solutions

Part One: Concepts & Context

- What do we mean by wellbeing at work?
- Concepts & Definitions
- Individual, Organisational, or Systemic?
- Challenges in designing, implementing and evaluating strategies for wellbeing

Models of Wellbeing



Defining Wellbeing

- Eudaimonic V Hedonic
- Psychological
- Physiological
- Societal
- Financial

Consider your own definition of wellbeing – to what extent do each of these factors contribute, or are they entirely independent?

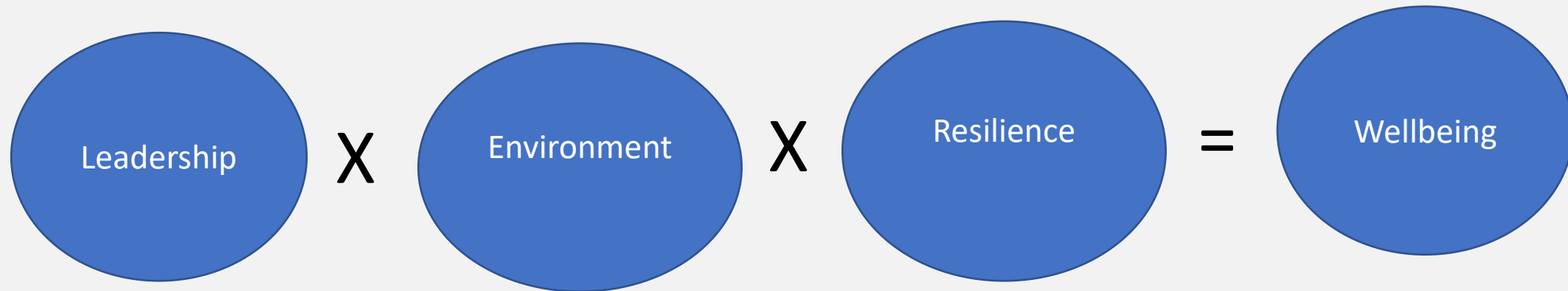
Defining Wellbeing in the Workplace

- Eudaimonic V Hedonic
- Psychological
- Physiological
- Societal
- Financial

What workplace specific factors could contribute to any or all of these factors?

Are they individual or organizational level factors?

Basic Equation for Wellbeing in the Workplace (Hesketh & Cooper, 2019)



Current context – “Post-Covid Recovery”



- Concerns around stress, mental health and wellbeing at work increased during Covid-19 pandemic
- Changing working practices; Working from home, hybrid working, online meetings
- Closure of businesses, managing staff/sickness absence
- Reduction in social contact, travel etc.

Health and wellbeing, Work and Occupational

Psychologists encourage employers to invest in employee wellbeing to move to 'flourishing' post-pandemic

A focus on employee wellbeing, supporting employee choice and compassionate leadership is being encouraged by psychologists in



Current context – “Post-Covid Recovery”



- “Re-building the workforce”
- Developing a sustainable and resilient workforce
- Adaptation to ongoing hybrid world
- Healthy working practices critical



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Work and Occupational

Psychologists urge employers to make the workplace fit for the post-pandemic future

With one in 10 people facing a psychological barrier when returning to the office, employers must take action to help make workplaces fit for the new normal says a study presented at the British Psychological Society Conference 2021 this week.



1 July 2021



The Welsh Context

Well-being of Future Generations (Wales) Act 2015



The Well-being of Future Generations Act gives us the ambition, permission and legal obligation to improve our social, cultural, environmental and economic well-being.



Our Team

Future Generations Commission
Wales

- **Well-being goals**
- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

The Welsh Context: “Post-Covid Recovery”



Cymraeg



[Home](#) > [Coronavirus \(COVID-19\)](#) > [Strategy and evidence: coronavirus](#) >

[Coronavirus reconstruction: challenges and priorities](#) > [COVID-19 reconstruction: challenges and priorities \[HTML\]](#)

¹ [Our Economic Resilience & Reconstruction Mission \(gov.wales\)](#)

POLICY AND STRATEGY

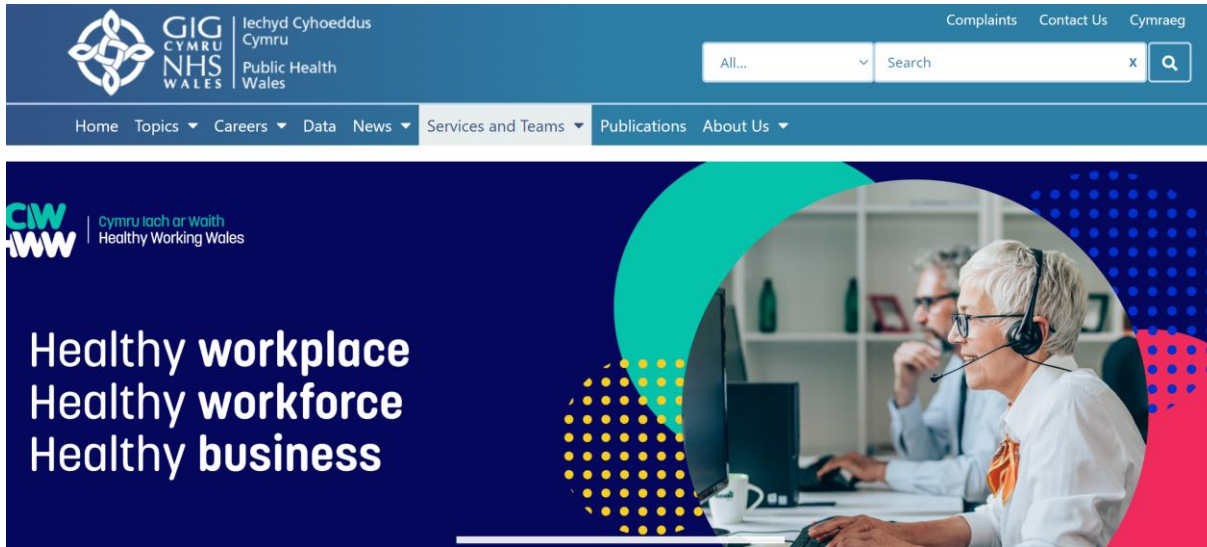
COVID-19 reconstruction: challenges and priorities

Our priorities to help stabilise Wales as we continue to live with coronavirus, prevent longer-term damage and plan to build a new future.

First published: 6 October 2020 Last updated: 6 October 2020

[Our Economic Resilience & Reconstruction Mission \(gov.wales\)](#)

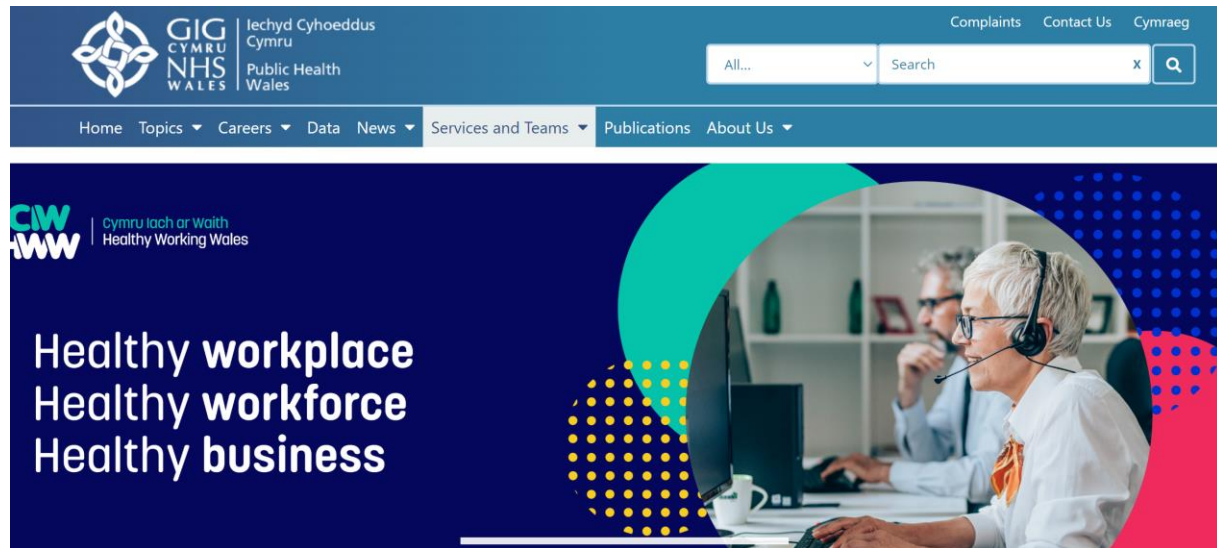
The Welsh Context: “Post-Covid Recovery”



<https://phw.nhs.wales/services-and-teams/healthy-working-wales/covid-19/>

- **Financial Wellbeing in the Workplace**
- **Planetary Health: Employer Action on Environmental Sustainability**
- **Mental Health in the Workplace**
- **Fit for Work**
- **COVID-19 and the Mental Wellbeing of Employees**

The Welsh Context: “Post-Covid Recovery”



<https://phw.nhs.wales/services-and-teams/healthy-working-wales/employer-case-studies/employer-case-studies-responding-to-the-covid-19-pandemic/responding-to-the-covid-19-pandemic-employer-innovation-and-best-practice/>

Responding to the Covid-19 pandemic: Employer Innovation and Best Practice

- encouraging and promoting mental health and well-being;
- promoting physical well-being initiatives;
- staff communication and training;
- staff engagement, recognition and support;
- digital communications;
- heightening infection, prevention and control measures;
- introducing covid policies;
- community support;
- protecting the community;
- reaching out to the community;
- making sustainable changes;
- equality, diversity and inclusion.

Challenges of addressing workplace wellbeing

Growing taxonomy of concepts, constructs and processes under “wellbeing at work” – how do we define wellbeing?

Wide range of different initiatives and interventions – how do we judge the active component of a successful intervention?

Lack of quantifiable statistical data on short and longer-term outcome

Mind and the Workplace Wellbeing Index

Measuring the impact of workplace initiatives designed to promote positive mental health, offering a UK benchmarking process through its Workplace Wellbeing Index

Over three-quarters of employees surveyed felt that their employer encourages openness and discussion about mental health and that 85% of organisations who participated ran initiatives to raise awareness of mental health in the workplace

Only around half of those who disclosed a mental health problem felt that things improved afterwards, with over a quarter of respondents not seeing the support tools used by organisations as being effective

[Workplace Wellbeing Index - Mind](#)

The Evidence Base

- Fox et al. (2021): Systematic review explored the impact of 83 different well-being interventions within the workplace across well-being outcomes that ranged from context-free well-being (e.g. psychological distress), work-specific well-being (e.g. job satisfaction), and work-family well-being (e.g. work-family conflict).
- Interventions within this review were categorised into four types: flexible work and scheduling changes; job and task modifications; relational and team dynamic initiatives; and participatory process interventions
- Highlighted importance of perceived control and employee engagement as critical drivers of well-being
- Need for more robust evaluation tools including process evaluation

The Evidence Base

Ryan et al.'s (2021) systematic review

- concluded that *“further experimental work is required that compares and contrasts workplace wellbeing initiatives to enable a better understanding of how to develop and implement highly effective programs”*.

Brown et al. (2012) Systematic review

- explored the link between physical activity and a range of workplace well-being indicators
- a wide range of outcomes were used to assess the impact of physical activity interventions across these studies
- *“an appropriate evaluation tool are key research priorities if the complex relationships between physical activity and workplace well-being are to be better understood”*.

References

- Abdin, S., Welch, R. K., Byron-Daniel, J., & Meyrick, J. (2018). The effectiveness of physical activity interventions in improving well-being across office-based workplace settings: a systematic review. *Public Health*, 160, 70-76.
- Brown, H. E., Gilson, N. D., Burton, N. W., & Brown, W. J. (2011). Does physical activity impact on presenteeism and other indicators of workplace well-being?. *Sports medicine*, 41(3), 249-262.
- Kimberly E. Fox, Sydney T. Johnson, Lisa F. Berkman, Marjaana Sianoja, Yenee Soh, Laura D. Kubzansky & Erin L. Kelly (2022) Organisational- and group-level workplace interventions and their effect on multiple domains of worker well-being: A systematic review, *Work & Stress*, 36:1, 30-59, DOI: 10.1080/02678373.2021.1969476
- Rongen, A., Robroek, S. J., van Lenthe, F. J., & Burdorf, A. (2013). Workplace health promotion: a meta-analysis of effectiveness. *American journal of preventive medicine*, 44(4), 406-415.
- J C Ryan, G Williams, B W Wiggins, A J Flitton, J T McIntosh, M J Carmen, D N Cox, Exploring the active ingredients of workplace physical and psychological wellbeing programs: a systematic review, *Translational Behavioral Medicine*, Volume 11, Issue 5, May 2021, Pages 1127–1141, <https://doi.org/10.1093/tbm/ibab003>

Thinking critically.....

- Thinking about the readings and podcast you have watched in preparation for this week's session.. Make notes on:
 - ☐ the various definitions of workplace wellbeing you have come across
 - ☐ the implication of poor workplace wellbeing for the individual, organisation and society
 - ☐ the different types of workplace wellbeing interventions you have read about

Thinking critically.....

- What impact has COVID-19 had on you own approaches to work, work-life balance, and wellbeing?
- How does what you have read and watched resonate with your own philosophies around wellbeing at work?

Part Two: Supporting our own wellbeing

- Stress & Coping
- Burnout
- Compassion Fatigue
- Positive Psychology Approaches to Wellbeing, including positive ethics