



Your step-by-step guide to health & wellbeing

This guide is designed to help you form a business case for a health and wellbeing strategy, explore your supplier options, advise on implementing the process and evaluation.

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Helping you find the right health & wellbeing partner

With so many different suppliers in the market there's a lot to consider when choosing the right health and wellbeing partner for your organisation.

Things to consider include:

- Ability to meet your objectives
- Ease of implementation
- Range of services
- Value for money
- Customer service
- Shared corporate values

The importance of working with the right supplier is paramount. Get the partnership right, and the journey to achieving your health and wellbeing objectives will be easier. Get it wrong and you could be pouring time and money down the drain.

When reviewing potential suppliers it's important to evaluate the following factors:

1. One size does not fit all

Just because it worked for one company, doesn't mean it's the best solution for you. Complete your own analysis and be objective in your evaluation.

2. Do your research

- Determine your absence rates and analyse any patterns within your employee demographics / absence types. Knowing typical problem areas will help you have useful conversations with potential suppliers.
- Shop around, use your broker (if you have one), and allow plenty of time. You're making a significant investment, so it's important to do your homework.

- Decide what's important to your company – is it working with a partner that shares your corporate values, is able to provide a flexible solution, or one that goes the extra mile to deliver the best possible customer experience?
- Don't just look at cost, a key criteria when selecting the right supplier is value. The cheapest option may not provide the best overall value, or the best fit with your company.
- Future-proof your strategy. Does the supplier have the flexibility to grow with your health and wellbeing strategy?
- Consider your key stakeholders – each different business area may have different objectives. Decide who your strategy impacts and engage with them from the outset.
- Bear in mind, your ultimate health and wellbeing goal will be achieved via an effective partnership between yourselves and your chosen supplier, therefore be realistic about the time and resource you can commit to the implementation of your health and wellbeing strategy.
- Consider your employees at all times. What are their needs? How can your preferred supplier meet them and how can they help you engage them?

We've developed an evaluation template to help you evaluate your suppliers which is available at westfieldhealth.com/toolkit



How to win the case to invest in employee health & wellbeing

Prevention and early intervention of workplace health and wellbeing issues is better than cure, but convincing internal stakeholders of the business benefits can be challenging.

That's why we've put together this step-by-step guide to help you develop a considered and powerful business case to ensure your staff are 'well beings'.

1. Refer to your overarching corporate, and health & wellbeing objectives

Consider your overall business strategy and how health and wellbeing fits into it – is this well understood? If not, wellbeing programmes are at risk of being eliminated where resources become limited.

Driving business imperatives might include:

- Corporate objectives: controlling costs, improving productivity, product launch, project delivery, etc.
- Risk management objectives: reducing existing risks (reputation, legal, accidents, etc.), meeting legal requirements, etc.
- Personnel / health and wellbeing objectives: absence, presenteeism and engagement, staff turnover, recruitment and retention, rewards strategy, etc.

If you haven't yet got a health and wellbeing strategy, our Health and Wellbeing Planner can help to get you started.

2. Gather evidence of the problems you want to address

Substantiate the nature and extent of any current problems in order to build your business case. This can come from your existing health and wellbeing strategy. This may include:

- Key metrics: absence rate, absence related costs (sick pay, NI contributions, additional staff costs, etc.), estimated presenteeism, staff turnover rate, lost knowledge, recruitment costs, etc.
- Anecdotal evidence from return to work interviews, exit interviews, employee surveys, etc.

- Risk exposure and possible scenarios: legal cases, legal requirements, brand reputation, accidents, etc.

3. Define the SMART objectives for the proposed investment

Align your corporate objectives, health and wellbeing strategy and people strategies, illustrating the impact of investment in employee skills, attitudes and performance on people objectives such as liP status or 'Company of Choice', and ultimately to organisational success.

Set realistic return on investment targets against industry benchmarks, and set SMART objectives based on ranges of acceptable performance.

4. Know your stakeholders and consider their levels of interest and influence over the investment decision

Typical stakeholders include:

1. Senior management
2. Procurement
3. Middle management and first line managers
4. Health & Safety, Occupational Health colleagues or external providers
5. Employees
6. Union representatives

Consider what factors influence the decision maker. Do they have personal interests, and are they financially, emotionally or rationally biased in their decision making?

Are senior stakeholders members of business groups that actively promote health and wellbeing initiatives (BITC, liP, CBI, etc.)?

Does the Finance Director require greater control of costs achievable through better health and wellbeing? (e.g. lower recruitment costs from lower staff turnover).

Does the Human Resources Director focus on goals like liP or 'Company of Choice'?

Can Procurement be convinced that value for money is more important than the lowest price?

Can the introduction of health and wellbeing benefits be demonstrated as being integral to the role of Health & Safety and Occupational Health colleagues?

Can you demonstrate to line managers that health and wellbeing can be truly transformative; it has the power to help you enhance employee engagement, increase productivity and lower absence rates, by showing you how to put your staff's needs first.

Engage with union reps to support the introduction of health and wellbeing benefits to demonstrate the value of union membership.

5. Gather your forces

For a unified impact, HR, Health & Safety, Occupational Health, and unions should work together.

Elicit feedback from your liP Assessor on how to align your proposed investment with other people initiatives.

Seek support and advice from benefit providers or intermediaries. They can help you build a solid business case for investment. You could also employ the services of an external benefits advisor to assist.

Talk to key stakeholders before presenting your final business case to ensure you address their needs and get their buy in.

6. Explain the health & wellbeing investment

Make the decision makers aware of the benefits proposed, with background information, case studies, etc.

- Detail the time and resources required for implementation.
- Set out how tax affects the proposed benefits – any tax efficiencies and savings possible.

- Show how new investment will integrate with related people policies, initiatives and processes.
- Demonstrate the process you followed to arrive at your recommendations, illustrating the pros and cons of the alternatives.

7. State your measures of success and return on investment (ROI)

What are the right measures of success for your organisation?

- Staff participation / benefit take up rates.
- Impact on your organisation's key metrics (monetary where possible): absence rate, absence related costs (sick pay, NI contributions, additional staff costs, etc.), estimated presenteeism, staff turnover rate, lost knowledge, recruitment costs, etc.
- Include a cost-benefit analysis or ROI calculation, stating assumptions and risks. Explain the mechanisms that link the investment to the expected outcomes.
- Have a long term view with ongoing measurement, and a review cycle in order to win sustained investment.

8. And finally, keep communicating with stakeholders

Continue stakeholder communication after getting the go-ahead. Report progress and performance and seek feedback to ensure you receive ongoing support for your health and wellbeing initiatives.



How to achieve employee engagement

You've chosen your health and wellbeing partner, and you're ready to implement your strategy. But how can you ensure that your staff will engage? The following steps will help you on your journey to employee engagement and ultimately achieving your health and wellbeing objectives. The tips that follow will help you communicate and engage your staff with your health and wellbeing programme.

1. Review your original objectives

Before you start to create your communication and engagement plan refer back to the original objectives you set out to achieve when developing your health and wellbeing strategy (see 'How to win the case to invest in employee health & wellbeing' section).

At this stage you will have considered if you are implementing a common health and wellbeing plan across your entire workforce or if you are tailoring it to meet the needs of your different employee groups. Depending on the approach you have taken you will need to adapt your communication plan accordingly.

Be realistic with your engagement objectives. Not everyone will engage with your health and wellbeing strategy. Our research indicates that at least 5% of your employees will never engage with any initiatives in place, with some employees believing that their health and wellbeing has nothing to do with their employer and feel it's not their place. (The Employer View, 2015)

2. Have a plan

Research by Cass Business School shows that failure to effectively communicate your benefits package costs UK companies £2.7bn every year through increased staff turnover and sickness absence.

In support of that, our research papers 'The Employee View – health & wellbeing in the workplace' and 'The Employer View – investing in employee health & wellbeing in the workplace' identified a consensus that employee health and wellbeing should be a shared responsibility between the employer and employee – giving impetus for closer working to address employee health.

In truth, offering benefits but not making your workforce aware of them is no better than not offering benefits at all. Therefore, it's fundamental that you have an effective communication plan.

3. Communicate effectively – you need to apply 'know, feel and do'

Always ask yourself what do you want your staff to know, feel, or do, as a result of your communications. Thinking about the concept – 'know, feel and do' – will help you to organise your thoughts quickly and shape a clear message to your workforce.

First, you need to decide what you want your employees to know, understand and learn. Second, assess how you want your staff to feel, and finally, what do you want your staff to do as a direct result of your communication? For example, what is the next step you want your staff to take? Would you like them to consider an offer or engage in a particular event? Applying the 'know, feel and do' concept to all your communication plans will help you to view your audience as decision makers and organise your thoughts according to how your staff listen and engage.

It's simple – tell staff what your wellbeing strategy is.

Effective communication isn't just about telling staff what's on offer, it's about making sure they understand why it's on offer, and what the benefits will be to both them and the business.

And explain what you want to achieve.

Employees need to be fully aware of your company's health and wellbeing strategy. Is it in place to reduce absence and presenteeism or is it there purely as an employee benefit? Either way, tell your staff why health and wellbeing is on your agenda, inform them about the steps you have taken to get there, explain why you have selected the benefits you have, the challenges you've faced and what you hope to achieve.



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Many organisations make the mistake of launching benefits without giving staff the opportunity to provide feedback. This is an important part of the engagement process. You've already done a lot of research to develop the best strategy for your company and select the right provider. If you consulted your staff as part of your strategy development then share your findings; show that you've listened to what they asked for and demonstrate how your strategy addresses their concerns / requests.

Staff are more likely to engage if they see they've influenced the decision making process. Results from 'The Employee View' and 'The Employer View' surveys indicated that the best way to engage with staff to take up health and wellbeing initiatives is to embed the three Cs: **care, communicate** and **consult**.

Care

27 per cent said if their employer cared more or showed more interest about their health and wellbeing they'd engage more with what's on offer.

Communicate

30 per cent asked for better communication by the employer about the programmes on offer to them. 74 per cent of employees agreed that it's important for health and wellbeing to be promoted and supported.

Consult

When asked what would make them engage more with work health and wellbeing initiatives, nearly half of employees said that they would engage more if their employer asked them what they'd like.

To ensure a continuous feedback loop throughout adoption and usage of your chosen health and wellbeing initiatives, conduct an employee survey mid-year – a simple and cost effective way to openly talk to staff and obtain feedback. It doesn't need to be long; between five to eight good questions will be ideal, and you can even use free software such as Survey Monkey to deliver it. In addition, a focus group of between six and ten employees can be a very effective way of gathering staff feedback. Following the survey / focus group, it's very important to read, respond and communicate all results to all areas of the business, from management through to staff.

4. The power of internal communications

It's important to understand the pivotal role of internal communication, as effective and well planned communications can lead to an engaged, motivated and well informed workforce. Also, don't underestimate the power of who the message is coming from. Many suppliers will have standard communication templates available for you to use. However, staff are more likely to engage with a message from a named individual within your organisation. Why not use the insight available from your staff survey to inform where your internal communications need to be targeted. Share information and insights with managers on the most and least popular benefits and their value so they can feed back through their teams.

5. Start from the top

With workplace health and wellbeing moving up the corporate agenda, more and more businesses now recognise the benefits of taking the best possible care of your most important asset – your staff. However, to achieve greater employee engagement, you need to make sure that the board and all senior management support the strategy and understand what is on offer to staff.

The important role of the line manager.

Line managers are on the front line with their team, and have the ability to cascade information – both up and down. Invest sufficient time and effort briefing them so they're confident and knowledgeable when communicating the health and wellbeing strategy to their team. Regular team meetings are a great place to talk to staff and reinforce the importance of health and wellbeing benefits. Remember managers can help you to deliver your strategy, therefore ongoing training and regular communication with managers is fundamental.

Lead by example.

Be a role model and use the products you want your staff to use. Management need to fully support and engage with the health and wellbeing strategy if staff are to believe in your company's investment in their health. This will demonstrate confidence in the supplier and the products you've chosen.

6. How to communicate your employee wellbeing strategy

Here are a few effective ways to communicate with your staff:

Employee engagement events – hold a health and wellbeing day at work, or during lunch or break times. Invite suppliers into your workplace to provide an added value experience for employees. This could be an opportunity for the supplier to showcase their products and give staff the opportunity to ask questions.

- **Visual reminders** – screen saver images, desktop reminders, noticeboards in common spaces. All simple ways of reminding staff in an eye-catching and visual way.
- **Gamification** – promote employee engagement by rewarding individuals / teams who participate in company-wide competitions and campaigns.
- **Company intranet** – keep staff up-to-date. Ask your health and wellbeing partner to send you interesting content, insight and information on a regular basis to keep the messaging fresh and front of mind.

When planning your health and wellbeing communications consider what channels you already have in place and how these might work best for your different employee groups. For example, email and intranet might work well for any office-based staff, whereas face-to-face and posters might work better for shop or factory-based staff. Every company is different, so what worked well in another company may not be the best approach for you. Test new communication channels and evaluate what's worked and what hasn't and why. Some ideas will work better than others; it's a case of trying and seeing what works with your employees.

All too often email messages get lost in a mix of other emails, therefore make them stand out – why not publish a video of the management team or your supplier talking about health and wellbeing? An internal newsletter, preferably online to reduce costs, would be a good place to remind staff about health and wellbeing initiatives, or produce dedicated employee wellbeing communications.

You may hold regular communication events for your staff, so you could consider combining messages about your health and wellbeing strategy with your

regular business updates. It's also a great way for staff to meet fellow colleagues and to make the management team visual and approachable. Good internal communication is about listening as well as talking so asking your staff regularly is important.

Be a communication champ.

Communication can fall down when there's no ownership. Identify who should lead the communication strategy, often the most effective partnership is with HR and an internal communications representative. Why not ask staff to volunteer to be communication champions, or take the time to set up an employee engagement group with staff from around the business? You'll find that focus group participants make excellent candidates.

Be timely.

Communicate information on a timely and regular basis. Your message needs to be repeated several times for your staff to start to engage with it, and on an ongoing basis. So, ensure that when you communicate you have your next communication scheduled.

7. Embed your provisions

To ensure that your health and wellbeing provisions are at the forefront of employees' minds and to keep the momentum going, meaningful ongoing communication with employees must occur. Here are a few effective ways to communicate with your staff on an ongoing basis:

- Team meetings – make employee health and wellbeing a standard agenda item at team briefings. Line managers can then collate feedback and report back to management.
- Induction and probation reviews – how are you communicating your benefits package to new employees?
- Staff appraisals, reviews or ongoing promotions maintain engagement with existing employees.
- Total Reward Statements – provide staff with information about the value of their employment package and include details about the benefits provided to them.

8. Be honest

Is your health and wellbeing package being clearly communicated in the best possible way to your employees?

Ask yourself the following:

- Is your health and well being provision being clearly communicated, to the right people, at the right time, in the right place?
- Does your strategy still reflect your staff's needs?
- Are all key stakeholders fully engaged with and supportive of the strategy?

- What barriers are there to communicating in your business and how effective / not effective are your current communication channels?
- Do you communicate often enough? If you're not sure what is 'often enough' or what is too much; ask your staff direct. They will tell you how often and the best possible method to communicate.

Employees perform better when they're healthy, motivated and focused. Smart and forward-thinking employers effectively communicate and listen to their staff, make decisions based on research and insight, have clear objectives of what they want to achieve and, importantly have support from the whole company.



Evaluating the return on employee health & wellbeing

You've developed your employee health and wellbeing strategy and have successfully communicated it to staff. The next step will be to evaluate the return on this investment. Having a motivated and healthy workforce is vital, and can result in a competitive advantage.

You've already started your journey but are the resources and time you've dedicated to employee health paying dividends?

Over three quarters of employers do not measure return on their health and wellbeing investment and 63 per cent of organisations say the most prominent reason for their increased focus on employee wellbeing was 'we want our organisation to be a great place to work'. (CIPD; Absence Management Survey, 2016)

Why measure and evaluate?

Effective evaluation will not only help you to justify spend, but will assess the impact your health and wellbeing strategy has had and any learnings to be taken forward. Combining different measurements can be the best approach; for example, a staff focus group and discussion, combined with hard, empirical numbers.

Where to start

Your evaluation should refer back to the objectives you set out to achieve when developing your health and wellbeing strategy.

For example, was the core objective to focus on health promotion, or was it more strategic, such as tackling absence?

Outlined below are some key performance indicator prompts that might help:

1. What were your finance objectives – to reduce absence, to increase productivity, to quantify a return in spend?
2. What were your HR objectives – greater staff engagement and motivation, reward and recognition, a greater feel good factor?

3. What were your employees' objectives – to feel cared for, feel valued, to feel healthier?
4. What were the management / board objectives – to make health and wellbeing a standard agenda item, return on investment for stakeholders, to support the delivery of the corporate strategy? Also, agree with the board how they'd like the results communicating. Will it be through the business plan, on a balanced scorecard, on a quarterly or annual basis? Ongoing return on investment communication and discussion about the results are key to embedding a wellbeing programme.

How to measure return on investment and business impact

Quantifying the return on investment really depends on the core objective you held. If the investment was driven by a financial metric you might be looking to recoup the cost (and more) using sickness absence rates as a basis. Alternatively, your core objective could have been to reward employees and in which case you might consider employee engagement levels.

Sickness absence rates and costs

The sickness absence rate is the most commonly used health and wellbeing indicator, as it connects directly with health and productivity levels. It's estimated that mental health related presenteeism costs employers up to three times the cost of mental health related absence.

Begin by setting a pilot test period and start recording employee absence rates and costs by long-term and short-term absence. Findings should ideally be broken down by different department, location (if applicable), role, and type and cause of absence. The more accurate and detailed your sickness absence records are, the easier it is for you to collate valuable trend insight. For example, do some departments have higher absence rates than others? Have sickness levels dropped since implementing your health and wellbeing provision, or have absence durations shortened?

Having this information will help you to find small, but significant changes that may then be attributed to your employee wellbeing programme. Don't forget to assess any historical data that you may already have so that you have a benchmark to improve upon.



Few companies attempt to calculate the total cost of employee ill health, so for a quick estimate, you may want to check out the Absence Calculator on westfieldhealth.com/business/calculator

This pulls together direct and indirect absence costs, presenteeism costs, and existing company funding of employee health interventions. Do this at the outset and ongoing to track cost saving progress.

Results won't happen overnight, so make sure you openly communicate from the start. Initial evaluation might be collated over a 12 month period, however it's important to remember that a wellbeing programme is a long term strategy, and results must be captured, communicated and reviewed over a number of years in order to effectively track progress.

This should run alongside a well communicated absence policy and training for line managers to include timely completion of absence reporting and return to work interviews.

Productivity and capacity

A further measurement you can do is to record productivity levels within the same pilot testing period. Do you process more enquiries, more orders, more sales, turnaround deliveries faster, etc.? These results could imply a boost to staff productivity. If you calculate absence days saved, you'll know the number of extra hours available to run the business.

Take up rates

Utilisation of any benefits put in place and attendance at any events organised are obvious metrics to record and track. To start with, record which initiatives are the most popular, and what has the highest levels of engagement. Experienced health and wellbeing providers will provide management information that will indicate how popular benefits have been, and whether the benefits are being utilised.

You could also measure feedback from evaluation forms, inflated traffic or hits on any employee wellbeing portal / company intranet, email open rates, employee survey participation levels etc. If engagement is low, or lower than forecast, investigate why it isn't working.

Don't forget to highlight what is working well as this is a positive news story to the management.

How to measure employee engagement

You've satisfied the Finance Director, Management and the Board with your return on spend, how do you know if you are satisfying your employees' needs? Measuring staff engagement, motivation and overall feel good factor can be much harder. When you begin to truly believe in the physical and emotional wellbeing of your staff it can completely transform the face of your business, improve productivity and create a positive working environment, helping you retain staff and making you a desirable place for prospective employees to work.

Here are a few ways you could be measuring employee engagement on a regular basis and ensure your staff are well beings.

Do a staff survey or focus group

A simple and cost effective way of getting an accurate measurement of satisfaction, motivation and engagement is to issue a survey to all employees. This can either be done online or through small focus groups. You could even incentivise staff to take part to ensure maximum response rates.

Short, frequent surveys are a great way to maintain a consistent pulse on the vibe in your place of work. Ask between 5-10 questions (max) about how people are feeling at work and what (if anything) you would change.

It's also a good opportunity for you to find out what employee benefits and other initiatives they value the most, and to evaluate whether your current offering reflects this. Why not have some champions or a focus group to draw out the steps that will help you to make improvements at a quicker pace.

Take the 'Mood test'

An effective tool is the 'Mood test'. This test asks staff how they're feeling on a daily basis in very simplistic terms; Great, Good, Could be better, Not a great day, etc. It's quick for staff to do, yet the results can be very powerful. It could be hosted on your company intranet or a simple online poll, and can be issued at random times of the working day which captures everyday ebbs and flows.

Employees spend a large part of their day and the majority of their lives in the workplace, therefore how they feel about their work is important to know. You could do this before and after you launch your health and wellbeing strategy.

Be ready to act

If you measure, you need to be ready to act. Many organisations review the results of a survey but don't act on it. There is nothing worse than asking your employees for their opinion and not doing anything with their feedback. Be as mindful and transparent as possible about what you want to do with the information once its collated and how you are going to use it. Be transparent, as line managers in particular will need to be equipped on how to act on the information.

Another way to measure engagement is through one-to-one meetings with employees, or at a staff exit interview.

How much do metrics matter?

The emphasis on metrics can vary in every organisation depending on your particular objectives. It's important to have a basic understanding of the difference your health and wellbeing strategy is making to your business, along with a solid understanding of what is or isn't working well.

By linking all the data together from each area you can directly see and measure the impact of your new health and wellbeing provision.

Key performance indicators to establish at the start of the programme:

- Absence rates and costs
- Engagement rates and employee satisfaction rates in relation to wellbeing provision and overall culture of organisation
- Productivity measures

What does success look like?

- Decrease in days lost to absence
- Overall increase in staff engagement survey scores
- Shift in the culture and behaviours – more motivated employees giving discretionary effort – through the staff survey
- Ongoing communication will be a critical success factor for take-up rates
- Increased productivity levels

These are just some of the key performance indicators that you should see improvement in by implementing a holistic health and wellbeing programme.

Key performance indicators to establish at the start of the programme	What does success look like?
Absence rates and costs	Decrease in days lost to absence
Engagement rates and employee satisfaction rates in relation to wellbeing provision and overall culture of organisation	Overall increase in staff engagement survey scores. Shift in the culture and behaviours – more motivated employees giving discretionary effort – through the staff survey Ongoing communication will be a critical success factor for take-up rates
Productivity measures	Increased productivity levels



It's easy to get started

We've put together this handy planner to make it easier for you to get started.

Work your way through each of the questions using the tips below as a guide.

What are your organisation's goals?

- Business vision and strategy
- Objectives

What are your current health and wellbeing issues?

- Absence rates
- Occupational health cases or health insurance claims
- Employee satisfaction survey results

What are your health and wellbeing goals?

- Consider the issues you've identified
- Align to your organisational goals
- Set SMART objectives

Consider the following statutory obligations:

- Health and Safety at Work Act 1974 (HSWA)
- Reporting of Injuries, Diseases & Dangerous Occurrences Regulations 1985 (RIDDOR)
- Management of Health and Safety at Work Regulations 1999
- Health and Safety (Display Screen Equipment) Regulations 1992 (amended 2002)
- Employment Equality Act 2010
- Access to Medical Reports Act 1988
- Your 'duty of care' obligations, including undertaking risk assessments and managing activities to reduce the incidence of stress at work

Consider these possible solutions for each of your different employee communities:

Getting better

- Health cash plan
- Occupational health
- Income protection
- Return to work process

Healthy and happy

- Health cash plan
- Health and wellbeing days
- Wellbeing workshops
- Mental resilience workshops
- Employee assistance programme
- Health and lifestyle screening
- Sleep programme
- Health calendar
- Gym membership
- Cycle to work scheme

Faster access to treatment

- Health cash plan
- Private medical insurance
- Hospital treatment insurance
- Employee assistance programme

Early diagnosis

- Health cash plan
- Employee assistance programme
- Health risk assessment surveys
- On-site mini health checks



Developing a health & wellbeing plan

What are your organisation's goals, and which of them are affected by people and performance?		What are the current issues affecting the delivery of these goals? Which of these can be addressed by implementing a health and wellbeing strategy?	
Are there separate employee groups who need different benefits?			
Community 1	Community 2	Community 3	
Taking the above into consideration, what are your health and wellbeing goals?		What are your statutory obligations?	
Your chosen benefits by employee group			
Community 1	Community 2	Community 3	

Where to go for further help

Health & Safety Executive – hse.gov.uk

CIPD – cipd.co.uk

British Heart Foundation – bhf.org.uk

MIND – mind.org.uk

Investors in People – investorsinpeople.co.uk

COHPA – cohpa.co.uk

The Workplace Wellbeing Charter wellbeingcharter.org.uk

Or contact your local council

References

- The Business Case for Employees Health & Wellbeing: A report prepared for Investors In People UK' by Stephen Bevan of The Work Foundation, April 2010.
- 'Building the Business Case for Managing Stress in the Workplace' CIPD, November 2008.
- 'The Value of Rude Health: Report for Royal Mail Group' by David Marsden and Simone Moriconi of LSE, May 2008.
- 'Building the Case for Wellness' Report PricewaterhouseCoopers, 2008.
- 'Stakeholder Analysis: Winning Support for Your Projects' article on the Mindtools website.
- The CIPD's 'Health, Safety and Wellbeing' webpages for factsheets, research, policy reports and guides on health and safety, occupational health, employee wellbeing and more.
- The Health & Safety Executive for a wealth of guidance and resources including, advice leaflets and newsletters covering everything to do with work related health, safety and illness.
- The IIP's 'Health and Wellbeing Award' is flexible, easy-to-use and outcome focused to help companies improve performance by fostering a happy, healthy workforce.
- The British Heart Foundation's 'Health at Work' programme offers free tools and resources, including newsletters, an online forum, and events services, to help you start a health club at work and address employee wellbeing, activity levels, diet, smoking etc.
- Mind's 'Mental Health at Work' website provides lots of resources about managing mental health issues at work including webinars, training and consultancy.
- Deloitte UK Mental Health Monitor, October 2017

We believe in **well beings**

**Start your health and
wellbeing journey today**

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