

Employee Health & Wellbeing – whose responsibility is it?

RECOMMENDATIONS

We suggest employers consider the following points when thinking about how to implement an effective health and wellbeing strategy in their organisations.

1. Does your organisation have a clear definition of what health and wellbeing means in your context? Who's responsible? Where is it written down? How is it communicated? How often is it reviewed? What is the purpose?
2. Have you identified the key stakeholders and engaged them in the wellbeing strategy? How do you know they are bought in to the programme objectives? Who's responsible for signing off the strategy? Are the right people involved in conversations? Are the different functions that are involved in delivering health and wellbeing services aligned, and do they have compatible objectives?
3. Are you clear about the goals and objectives for health and wellbeing within your organisation? How do you define the goals and get buy-in from key stakeholders? Who decides what the goals should be and on what basis? Are they written down? How are they communicated?
4. How do you check whether the stated goals have been achieved? How do you communicate the outcomes of your investment in health and wellbeing?
5. Do the goals and objectives of your health and wellbeing strategy link to business outcomes? Do you know what the investment priorities are and why?
6. Have you done enough groundwork to understand the specific needs of your workforce? What actions have you taken? Who have you spoken to? What data and evidence have you gathered? Which experts have you consulted? Is your health and wellbeing strategy linked to an overall people strategy and workforce plan?
7. Does your strategy take account of the needs of different population groups within the workforce? Does it strike the right balance between prevention and sickness management?

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8. Are your HR policies consistent with your stated aims for employee health and wellbeing? For example, if you are looking to build resilience, does your travel policy allow people sufficient time to recover from intercontinental travel? Does your email policy give people a chance to switch off?
9. Does the physical and cultural environment help or hinder wellbeing? How do colleagues and senior people react when someone takes time off work to learn, exercise or meditate? Who's responsible for ensuring the wellbeing of key people and educating senior leaders in the importance of employee health and wellbeing?
10. What is your approach to evaluation? Do you have a dashboard of measures that tell you whether your plan is working? Who is involved in evaluating your activities? Do you consult independent experts? Who sees the results of your evaluation?
11. What successes have been achieved? How can you share those stories to build momentum and support for the programme?