

Chapter 2: Identification & Support



The costs associated with ill health, or less than optimal health is increasing, and becoming a bigger burden for many governments and organisations. It is therefore appropriate to deploy tools and programs that equip employees with the knowledge of early recognition of common disease entities, allowing them to make informed choices.

This section on Identification & Support includes best practices addressing issues such as early detection of visual pathology and providing support regarding tobacco cessation. Companies also recognized the value in extending health programs to beyond the workplace to include family members.

Mental ill health and stress related illnesses have become leading causes of absenteeism from the workplace, and impacting productivity. A number of best practices therefore address the important element of providing psychosocial support to employees and family members.

The best practices in this section include:

1. **Orange Slovakia (France Telecom Group):** Wellbeing for Employees and their Family
2. **Johnson & Johnson:** Deployment of the Global Tobacco Free Workplace Policy
3. **Johnson & Johnson:** Deployment of a Global Employee Assistance Program
4. **Solvay:** Regional/Local Approach to Wellbeing Management
5. **Accor Services (Accor):** Wellbeing Services
6. **BASF SE:** "The Pressure is On: Lower your High Blood Pressure" BASF Health Promotion Campaign 2007
7. **BT Group Plc:** Mental Health First Aid Training
8. **Electricité de France and Gaz de France:** Tackling Psychological Risks in EDF Gaz de France
9. **BT Group Plc:** STREAM

Extensive Wellbeing Program for Employees and Families



Orange Slovakia (France Telecom Group)

Orange Slovakia offers mobile and broadband telecommunication products and services to approximately three million customers across Slovakia. Orange Slovakia employs about 1,500 employees, of which most, are based in Bratislava.

Business Issue/Problem

As part of the overall benefits policy, Orange Slovakia offers its staff an extensive wellbeing program.

This **program is not limited to the staff members, but also extends to their families.**

The purpose is to encourage employees to spend time with their family, relax and gain energy for excellent work performance, in a cost friendly way.

Wellbeing Solution Applied

The program consists of the following offers:

- **Healthcare provided at a private medical centre:** above-standard medical care for staff and their family members (either for free or at reduced price), involves about 10 specialists, complex preventive check-ups, vaccination against flu and encephalitis
- **Wellness, sports, relax:** recondition stays (5 days in one of 8 selected wellness facilities with partner and children (stay of the employee is fully paid, family members have reduced prices), **vouchers for massage and fitness centres**, ski trip organized by the company
- **Leisure time offers:** financial support for kids summer camps, tickets for theater, concerts and summer festival, extra time off

Benefits for the Company

- Being perceived as an **innovative, attractive and caring employer**
- Developing physically and mentally fit employees
- **Optimizing employees' productivity**

Date and Place of Implementation:

Ongoing (Built up and extended over time) in Slovakia

Benefits for the Employee

- **Greater work-life balance**
- **Cost & time efficiency**
- Above-standard medical care and advice

Solution Champion

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Deployment of the Global Tobacco Free Workplace Policy



Johnson & Johnson

Johnson & Johnson, through its operating companies, is the world's most comprehensive and broadly based manufacturer of healthcare products, as well as a provider of related services, for the consumer, pharmaceutical, and medical devices and diagnostics markets. More than 250 Johnson & Johnson operating companies employ approximately 119,000 men and women in 57 countries and sell products throughout the world.

Business Issue/Problem

Tobacco is the second major cause of death after cardiovascular disease and the single largest preventable cause of disease and premature death in the world. According to the World Health Organization, currently tobacco related-diseases kill one in ten adults worldwide. This results in approximately five million deaths each year.

Wellbeing Solution Applied

On January 1, 2007, Johnson & Johnson deployed its worldwide "Tobacco - Free" workplace policy prohibiting tobacco use at all company locations, including property, buildings, leased buildings, company vehicles and company-sponsored meetings. Where legally recognized employee representatives exist, it became necessary to extend the effective date so that appropriate discussions may take place and to ensure that a singular effective date of the policy will apply to all employees at the operating company or facility.

In accordance with applicable laws, regulations, and procedures, specific aspects and implementation of this policy may be subject to further discussion and agreement with the employee representatives. If required, the local company policy will be modified as needed, to ensure compliance under the law.

To support tobacco cessation efforts, Global Health Services, as well as the Human Resources and Environmental Health & Safety departments communicated and created awareness for tobacco cessation programs available within Johnson & Johnson and surrounding communities.

Benefits for the Company

- **Increased awareness on the risks of smoking and better employee health by facilitating a smoke- free environment and policy.** Thus, reducing costs, both in terms of insurance costs and corporate costs

Benefits for the Employee

- **Increased awareness of the risks associated with the use of products containing tobacco,** allowing employees to make informed choices, as well as providing smoking cessation programs or info where required

Solution Champion

- Catharina van Eck, cvaneck@its.jnj.com

Implementation Challenges: Cultural perceptions and confidentiality concerns need to be appropriately tackled and addressed

Tips: Employee education about the benefits of not smoking is critical in deployment to ensure full understanding of rationale of the deployment of the policy

Departments Involved: Global Health Services, Human Resources, Site Management and Work Councils (where applicable)

Date and Place of Implementation: January 1, 2007, globally at all Johnson & Johnson operating companies

Deployment of a Global Employee Assistance Program



Johnson & Johnson

Johnson & Johnson, through its operating companies, is the world's most comprehensive and broadly-based manufacturer of healthcare products, as well as a provider of related services, for the consumer, pharmaceutical, and medical devices and diagnostics markets. More than 250 Johnson & Johnson operating companies employ approximately 119,000 men and women in 57 countries and sell products throughout the world.

Business Issue/Problem

Mental health and stress-related disorders have become a leading cause of illness, disability & impaired productivity across all sectors of employment around the world. These are compounded by the speed of change in global industries, as well as increased job demands and development of new technologies, more awareness of the importance of work/family balance, globalization and increasing complex social, economic, & political environments.

Wellbeing Solution Applied

Employee Assistance Programs (EAP) work with organizations to enhance employee effectiveness through the prevention, identification and resolution of personal and work issues. Johnson & Johnson has a long standing EAP in place in the United States of America. The decision was made in 2003 to start the deployment of a global program. The organization identified a European-based EAP provider, and started with the deployment of this program during 2005. Currently, approximately 75% of all Johnson & Johnson employees globally will have access to an EAP service, with a program utilization of 8.5% on a global basis.

Benefits for the Company

- Providing EAP for employees and dependents **helps Johnson & Johnson in supporting employees' wellbeing thus, contributing to the company's overall performance and reducing costs**

Benefits for the Employee

- **Access to psychological assistance** is offered in a quick and easy manner, providing support for a wide variety of psychological issues, as well lifestyle related concerns. The service within Johnson & Johnson also is offered to dependents, ensuring access on a continual basis

Solution Champion

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Implementation Challenges: Cultural perceptions and confidentiality concerns need to be appropriately tackled and addressed

Tips: Develop a sound business case to illustrate the value of deployment of the program

Departments Involved: Global Health Services, Human Resources and site management

Date and Place of Implementation: Continual deployment globally at all Johnson & Johnson operating companies

Regional/Local Approach to Wellbeing Management



SOLVAY

Solvay is an international chemical and pharmaceutical Group with more than 28,000 people employed in 50 countries. In 2007, its consolidated sales amounted to 9.6 million EUR, generated by the Chemicals, Plastics and Pharmaceuticals sectors. Solvay pursues a strategy for sustainable and profitable growth through innovation and geographic expansion. The company is committed to taking into account, in a way that is comprehensive and integrated in all of its activities, the triple demand of economic, societal and environmental sustainability. www.solvay.com

Business Issue/Problem

Solvay saw a **need to raise employees' awareness of work stress-related issues through a Corporate Stress Policy (or Charter)**. Accordingly, the Group wanted to exchange best practices and tools for addressing stress-related issues.

Wellbeing Solution Applied

Solvay has a Corporate **Stress Policy within which it applies country - specific approaches**. The Group also developed a Corporate Guide outlining ways to prevent and manage stress at work.

Benefits for the Company

- This **wellbeing strategy encourages employees' health and wellbeing, and aligns with the Solvay Group policy** and strategy on Sustainable Development, the Responsible Care[®] Guidelines, the Group's Code of Conduct and Mission, Vision and Values

Benefits for the Employee

- **All employees are encouraged to discuss stressful situations with colleagues, line managers, the company doctor, Human Resources Manager, staff representative, social worker, and local "anti-stress" units or other support structures** that may have been established in each country
- Outside experts also facilitate programs to anticipate and manage work-related stress. These are progressively made available to all employees.

Solution Champion

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Implementation Challenges: Stress at work demands awareness, demystification, participation and communication at all levels of the organization. Management must be aware of the reality of stress at work and be able to diagnose critical situations for their employees

Tips: Ensure that the policies and tools are properly deployed at all levels of the organization. It is a multidisciplinary process (specialist & manager). Create a network of "ambassadors" among HSE, HR and business representatives to implement corporate guidelines and foster local approaches on sites, with regular appraisal of results as part of a long term strategy

Departments Involved: Health- Safety- Environment (HSE), Human Resources, Communication, Line Managers

Date and Place of Implementation: Since 2002 mainly in Europe (northern Europe)

Accor Services (Accor)

Accor Services is one of the Accor group's strategic activities, and is an expert in services to companies and local authorities. Their solutions correspond to two objectives relating to employees, citizens or customers: Optimization of the management of individual needs and motivation and loyalty-building

Business Issue/Problem

The **increasing number of women in the workforce and an aging population means that more and more employees are shouldering the responsibility of caring on one or more dependents.** To help them, Accor Services identified solutions to alleviate childcare, education or eldercare burdens. The goal is to foster employees and citizens' wellbeing in order to improve individual and collective performance.

Wellbeing Solution Applied

ACCOR Services offered childcare **vouchers in the form of paper tickets, cards and an e-payment system that enables employers to alleviate employees' childcare costs.** In addition a childcare and education helpline is also available. These helplines enable employees to solve concerns involving childcare, tutoring, education or care for the elderly or disabled. This service combines quality and effectiveness by using specialized counsellors and continuously updated databases.

Benefits for the Company

- **Organizations gain in productivity and wellbeing**
- Benefiting in many cases from tax and social welfare exemptions
- Public institutions grant social subsidies with greater ease and better fund control
- Budget control and less administration
- A dedicated tool to identify services or goods
- **Easy to manage and to distribute**
- A guarantee of the destination of the allocation, prevent abuse
- It saves time (the program can be established in a very short time)

Departments Involved: Human Resources

Date and Place of Implementation:

Accor Services develops these services in the UK, Venezuela, Argentina, Chile, Belgium, Portugal, Spain, Austria and France.

Benefits for the Employee

- **Greater purchasing power for specific needs**
- Simple and rapid use
- Access to preferential offers
- **Improved quality of life**
- A simple solution, very easy to use
- Access to electronic online accounts for parents, enabling payments to be made around the clock
- A tool that offers a freedom of choice (in the affiliated network)

Solution Champion

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BASF Health Promotion Campaign 2007: "The Pressure is On: Lower your High Blood Pressure"



BASF SE

BASF is the world's leading chemical company. In its five business segments, BASF posted sales of 58 billion EUR in 2007. The company's strategic goal is continued growth and profitability. Around 95,000 employees on five continents are the key to its success

Business Issue/Problem

High blood pressure (hypertension) is a common disease and an important cardiovascular risk factor. Hypertension is a chronic disease that reduces employees' productivity through increased absenteeism and reduced presenteeism.

Wellbeing Solution Applied

In 2007, the Occupational Medical and Health Protection Department (OM&HP), the company health insurance BKK pronova, the BASF canteens, the sports centre, and the Clinical Centre of the city of Ludwigshafen, conducted a health promotion campaign against high blood pressure. The aim was to **identify employees who had high blood pressure, but were not aware of it, and to check the blood pressure of those employees who already had the diagnosis of hypertension.**

Benefits for the Company

- A total of 2,528 employees participated in the health promotion campaign, **increasing awareness of hypertension and its effects on employee productivity**

Benefits for the Employee

- The **campaign involved a patient journal, to track symptoms. 1,592 employees completed and returned a patient journal.** Of these, 207 cases of hypertension were diagnosed for the first time
- Additionally, 127 employees with a known hypertension had not been sufficiently treated. 292 employees were urged to have their blood pressure checked regularly due to their borderline values

Implementation Challenges: A general challenge was motivating employees to attend and actively participate in the campaign

Tips: Communicate the strategy to special focus groups (e.g. blue collar workers)

Departments Involved: BASF Occupational Medicine & Health Protection Department in cooperation with the company's insurance and family physicians in the region

Date and Place of Implementation: The program was deployed globally in 2007 at different BASF sites

Solution Champion

- **Dr. Christoph Oberlinner**, christoph.oberlinner@basf.com

Mental Health First Aid Training



BT Group plc

One of the world's leading providers of communications solutions and services including networked IT services, BT Group offers local, national and international telecommunications services; higher-value broadband and internet products and services; and converged fixed/mobile products and services. BT Group plc consists of six principal lines of business with over 100,000 employees in 170 countries.

Business Issue/Problem

One in four people will develop a common mental health problem at some point in their lives. Within BT, approximately 18% of sickness-caused absence is due to mental health problems, totaling 200,000 days of lost time. Many people lack knowledge and understanding of the common mental health problems and feel unsure about how best to deal with them in the first instance.

Wellbeing Solution Applied

As part of the BT People and Wellbeing strategies, BT aims to create a healthy and diverse environment where excellence prospers. Although the aim of BT's Mental Health Framework is to focus effort on actively promoting good mental health and preventing any adverse effects of work on mental health, the company recognizes that there will always be a requirement to provide active intervention once a mental health issue has been identified.

As part of their 'stepped care' approach to intervention, BT has piloted a Mental Health First Aid Training course for line managers and HR professionals that seeks to introduce the concept of **Mental Health First Aid, describe the common Mental Health problems (Anxiety, Depression, Suicide, etc.), provide best practice advice on the management of common Mental Health problems by the lay person, and give guidance on more formal management through additional resources and support services.** A randomized controlled trial was carried out in 2002 with employees of two Australian government departments who did a similar course during their time at work. This trial involved 301 participants who were randomized to either participate immediately in a course or to be wait-listed for 5 months before undertaking the training.

The trained group improved more than the wait-list control group in terms of greater confidence in providing help to others, greater likelihood of advising people to seek professional help, improved concordance with health professionals about treatments, decrease in stigmatizing attitudes, and improved mental health in the participants themselves. BT is now in the process of rolling this training out across the organisation.

Benefits for the Company

- **Reduced likelihood of absenteeism** related to deteriorating mental ill health
- **Supporting Line Managers** and HR professionals;
- Increased employee engagement
- Positioning the organization in terms of positive effects on image and brand
- Enhanced CSR credentials
- Applying Governmental strategy

Benefits for the Employee

- Better informal and local support
- Earlier access to most appropriate resources
- Retaining jobs

Solution Champion


- **Catherine Kilfedder**, catherine.kilfedder@bt.com

Implementation Challenges: Addressing myths and stigma, Engaging people and the business, freeing up key staff to attend training

Tips: Obtain high-level visible engagement and target-prioritized groups

Departments Involved: Health & Safety, External Training provider, Learning and development, All Lines of Business

Date and Place of Implementation: 2008, BT Group plc



The five basic steps

- **Assess risk of suicide or self-harm.**
- **Listen non-judgementally.**
- **Give reassurance and information.**
- **Encourage the person to get appropriate professional help.**
- **Encourage self-help strategies .**

Process Description and Implementation Concerning How to Tackle Psychosocial Risks



GDF SUEZ

Electricité de France (EDF) and Gaz de France

The EDF Group is a leading player in the European energy industry, present in all areas of the electricity value chain, from generation to trading and increasingly active in the gas chain in Europe with over 158,640 people employed. Gaz de France Suez is one of the leading gas providers in the world and employs 196,500 people worldwide with achieved revenues of 74.3 billion EUR in 2007.

Business Issue/Problem

Electricité de France and Gaz de France identified a need to tackle psychosocial risks in their companies.

Wellbeing Solution Applied

EDF Gaz de France companies published in 2003 a **health and safety policy**, which included approaches to psychosocial risks. Seven psychosocial risks were recognized: external violence, internal violence, harassment at work, stress at work, anxious and depressive disorders, collective trauma linked with an event and addictions (e.g. drugs, alcohol and tobacco). A note for process description was edited in September 2005, which deal with information, training, risk analysis, and diagnosis, working in adapted teams, detection and follow-up. Two notes were edited: one concerning how to tackle stress at the workplace, the other note concerning how to tackle harassment. A national team support for psychosocial events started in autumn 2005. The **psychosocial risk treatment included the following steps: clarification of the request, analyzing the situation, forming a team project, finding solutions, writing a final report, evaluation**. A national training of medical occupational health team was also installed in 2005.

Benefits for the Company

- Reduced psychosocial risks within the company

Benefits for the Employee

- Reduced stress at the workplace

Solution Champion

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Departments Involved: Health and safety

Date of Implementation: 2005

STREAM – Stress Assessment and Management



BT Group plc

One of the world's leading providers of communications solutions and services including networked IT services, BT Group offers local, national and international telecommunications services; higher-value broadband and internet products and services; and converged fixed/mobile products and services. BT Group plc consists of six principal lines of business with over 100,000 employees in 170 countries.

Business Issue/Problem

The UK Health and Safety Executive (HSE) defines stress as 'the adverse reaction people have to excessive pressures or other types of demands placed upon them'. In November 2004, the HSE published national Management Standards for work-related stress, which provides guidance on best practice for employers. Much of the responsibility for the implementation lies with HR professionals and line managers. **STREAM helps identify people who are not coping with the pressures they face and provides guidance to individuals and their line managers on measures to reduce their stress.**

Wellbeing Solution Applied

As part of the BT People and Wellbeing strategies, BT aims to create a healthy and diverse environment where excellence prospers. The aim of BT's Mental Health Framework is to focus effort on actively promoting good mental health and preventing any adverse effects of work on mental health, as well as early identification and management of people at risk. STREAM, BT's online stress risk assessment tool, was developed with HR, Union and Line Management involvement and has been rolled out across the company in the UK and different countries, in their own language, like the Netherlands, Belgium, Spain, Germany, Italy and the US.

Following **completion of 30 simple questions based on the HSE Management Standards and the Patient Health Questionnaire, individuals and their nominated first or second line manager receive a tailored report with either a RED, AMBER or GREEN rating and a series of recommendations to follow to address the top 4 identified work –related stressors.** Following a RED or AMBER report, the line manager must meet for a one meeting to one with the individual within 7 or 28 days respectively to draw up an action plan. Senior managers can also receive anonymous reports showing the qualitative and quantitative profiles of stress within their departments; results are compared with other groupings in the organisation. In addition, across the BT group different divisions can be contrasted to identify hot spots in terms of the scale and nature of stress. The use of externally produced stress management categories (i.e. the HSE's management standards) allows BT to benchmark results with any organisation using a similar approach.

A computer based training course called STRIDE- Stress in the Workplace: Dealing with it effectively is also available and has been designed to train line managers in the actions they should be taking to deal with stress in the members of their teams. It covers Line Manager Responsibilities, Recognising Stress, the STREAM process, and three scenarios which are illustrative of the kind of cases of stress in individuals which line managers may encounter.

Benefits for the Company

- Providing risk assessment for stress
- **Supporting BT people, Line Managers and HR professionals**
- **Providing anonymous management information to the organization**
- Supporting targeted interventions
- Providing the opportunity for benchmarking

Benefits for the Employee

- **An opportunity to undertake stress risk assessment**
- Advice on actions to take to better manage any stress
- **A framework for discussions with management**

Solution Champion

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Implementation Challenges: Addressing myths and stigma, Ensuring BT people of confidentiality, Supporting Line Managers to deal with the outcomes, Making it globally appropriate

Tips: Obtain Union endorsement; Maintain visibility of the tool

Departments Involved: Health & Safety, All Lines of Business

Date and Place of Implementation:
BT Group Plc, 2004 and still running for different countries