Session 2
Occupational Health Culture
Safety, Health and Environment (SHE) Management Conference 2023
The future of healthy and productive work

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Let’s consider four questions…

1. What is a healthy organization?
2. Does the past (help) predict the future?
3. What might good look like for growth and wellbeing?
4. Who decides....................
What is Health?

A state of total wellbeing.

Physical

Mental

Social
And wellbeing is?

A state of total.....

...feeling good, functioning well, satisfaction with life as a whole
Social Determinants of Health

How's life where you are?

https://www.oecdregionalwellbeing.org/UKJ.html
An Organization is..

“An organized group of people with a particular purpose”

Oxford English dictionary
Does the past (help) predict the future?

Industrial Revolutions

- Steam
- Electricity
- Digital
- AI, robotics, machine-learning, blockchain
The “determinants of speed to reach economic bliss”:

- Power to control population
- Determination to avoid wars and civil dissensions
- Entrust to science the direction of those matters which are properly the concern of science
- The margin between our production and our consumption”

JM Keynes 1930
Insights from Industrial Revolutions

• Power to control population
  • Equitable access to Human Capital?
• Determination to avoid wars and civil dissensions
  • Equitable Access to materials & energy
• Entrust to science the direction of those matters which are properly the concern of science
  • Evidence-based practice over populism?
• Margin between our production and our consumption
  • Sustainability for people and planet?

JM Keynes 1930
So does the past (help us to ) predict the future?

“The best way to predict the future is to create it”

Abraham Lincoln
What could good look like?
Where can investment differentiate employers?

- Does our workforce have the benefits and services needed to be healthy?
- Are our products & services leading to equitable outcomes and are we delivering services that generate health?
- Do our community investments support local health priorities?
- How effectively are we collaborating with partners to create opportunities for health?
Can we align purpose and goals?

**Aligned Goals**

**Employer**
- More Committed
- More Reliable
- More Productive
- Higher Quality
- & More Profit!

**Worker**
- Safer
- More Interesting/purposeful
- More flexible
- More Fulfilment
- & More Money!

Worker

Employer

Aligned Goals
What does good look like?

Which intervention(s) do employers see as most important to attract and retain new hires?

doi: 10.1097/JOM.0000000000001820.

Reasons for Staying With Your Employer: Identifying the Key Organizational Predictors of Employee Retention Within a Global Energy Business
Sarah Steiner 1, Mark Cropley, Laura Simonds, Richard Heron
Who is listening, hearing?

Stay curious, find 3 stars, set your compass and course correct to reach a better place?
How to integrate health management into the workplace

David R Flower

Senior Occupational Hygienist, IOM

www.iom-world.org
How to integrate health management into the workplace.


**Let's start with WHY?**

The facts are startling:

1.8 million or 5.4% workers suffering from work-related ill health (new or long-standing) in 2021/22.

12,000 lung disease deaths each year estimated to be linked to exposures at work.

In 2021/22, an estimated 48,000 workers in Great Britain were suffering from a work-related breathing or lung problem (either new or long-standing).

Estimated 36.8 million working days were lost due to work-related illness and non-fatal workplace injuries in Great Britain; 30.8 million days due to work-related illness and 6 million days due to workplace injury. This is equivalent to 1.38 working days per worker over the year.

Source: HSE
The trends are alarming

Figure 1: Estimated rate of self-reported work-related ill health per 100,000 workers, Great Britain (new and long-standing cases)

Source: Labour Force Survey
How can we reduce this?

By applying the science
Consider the impact of technology on work-life balance

COMMUNICATION
1. Communicate working hours to colleagues internally and externally
2. Maintain connection with others through zoom/teams calls, phone calls, instant messenger

CONNECTIONS
3. Take breaks during the day away from the desk (including lunch breaks)
4. Create a working from home routine including a transition to work

BREAKS
5. Create separate spaces, areas or resources where possible for work and home life
6. Avoid work technology when not working

SPACES
7. Respect the work-life balance preferences of others at work and those at home

RESPECT
81% expected to work from home at least one day in the future
70% of employers will expand working from home
Consider individual occupational safety and health

Health and business benefits to keeping people in work

<table>
<thead>
<tr>
<th>International evidence</th>
<th>UK evidence</th>
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</thead>
<tbody>
<tr>
<td>• Lack of support</td>
<td>• Disruption to sick pay entitlement</td>
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<tr>
<td>• Illness recurrence/progression</td>
<td>• Job demands</td>
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<tr>
<td>• Job demands</td>
<td>• Lack of ‘reasonable’ change to support continuation of work</td>
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<td>• Challenging social interactions</td>
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Practical evidence-based advice for Occupational Health and Safety (OSH) professionals:

• support for employees
• advice for employers
• good practice in rehabilitation
Ensure policy/process supports practice

Workers asked to test for COVID-19 and do not attend work if positive

Ensure policy and practice are complementary and not contradictory. Common disconnect found in relation to:

- Sickness absence
- Maternity/paternity
- Flexible working
- Incident/near miss reporting

“...So, without people, we’ve got nothing [...] we have massively, massively increased our value of our people. We’ve had a change in terms of our policies, whereby everybody gets the same sickness absence and flexible working for as many people as possible.” (Construction)
Embedding behaviours to protect everyone

• Taking into account the human exposome

• Safe by design
People are instrumental to creating, reviewing and refining effective **systems** and approaches to managing risk.

**Systems** are important to guide expectations and parameters for people’s behavior in different situations/circumstances.
How can we reduce the risk?

Assessment, Measurement, Procedures & Reassurance
Five Stages to Assess Risk

1. Identify the hazards
2. Identify people at risk
3. Evaluate the risks
4. Record findings and implement
5. Review
What is Occupational Hygiene?

"The discipline of anticipating, recognising, evaluating and controlling health hazards in the working environment with the objective of protecting worker health and well-being and safeguarding the community at large."
Values of Occupational Hygiene

Anticipating
Identifying potential hazards in the workplace

Recognising
Identifying the threat a potential hazard poses, e.g. chemical agent, physical agent, biological agent, ergonomic factor or psychosocial factors

Evaluating
Measuring the personal exposure of the worker to the hazard, with assessment to published occupational limits (e.g. EH40)

Controlling
Minimising the worker's exposure, usually through preventative measures
Summary

• Worker health issues have not gone away, with too many peoples health effected by work and work related exposures

• Simple improvements can result in great benefits for the workers and the company

• Get a LIFE work balance

• Risk Assess and quantify the risk is controlled

• People need systems to work with and systems are only as good as the people using them

• The value of Occupational Hygiene and its place in the workplace
Thank you

In a hurry but have questions for us?
Contact us at info@iom-world.org
Fatigue Risk Management and links to Organisational Culture

Professor Fiona Earle
Centre for Human Factors, Lampada
University of Hull
Human Factors perspective of fatigue

**Human Factors**
Broad multidisciplinary field – applying psychology and physiology to design

**Psychology in Human Factors**
Utilising knowledge of human characteristics, performance, behaviour and limitations in design

**Area of expertise**
Exploring workplace risks to enhance positive work design

**Fatigue**
Important mediator between risks and health and safety outcomes
Fatigue as an important work-related H&S mediator is well recognised

But the approach is narrow...
Typical models of FRM

- Work Scheduling
- Fatigue
- Accidents/near miss

With sleep opportunity as the focus of causal risk
Typical models of FRM

Work Scheduling
With sleep opportunity as the focus of causal risk

Fatigue
As alertness / sleepiness impairing performance

Accidents/near miss
Typical models of FRM

Work Scheduling
With sleep opportunity as the focus of causal risk

Fatigue
As alertness / sleepiness impairing performance

Accidents/near miss
Safety outcomes
This approach is underpinned by the mathematical model of FRM

- Based on **sound scientific models** of sleep
- Effective in **control of working hours and scheduling**
- Dominant models from **aviation**
- **BUT** - very strong emphasis on **fatigue as a consequence of shift design/work scheduling** and impact on sleep patterns
- Do not tend to address the **multiple sources of fatigue**

**Focus on sleep and work scheduling is ...**

“**Necessary but not sufficient**”
Why has this approach dominated?

- **Work scheduling**: Shifts patterns are measurable, regulated, and understood.
- **Fatigue**: Alertness has a relatively reliable relationship to performance.
- **Accidents/near miss**
Very complex state with many causes and effects

Mental demands
- Time pressure

Physical demand

Emotional demands

Prolonged work

Shift work

Fatigue

1. Subjective tiredness
2. Aversion to further effort
3. Impaired processing

Associated with risks to
- Performance
- Safety
- Health & Well being
Our approach to FRM

Shift pattern

Fatigue

Accidents

Potential Causes

Control Measures

Loss of Control

Recovery Measures

Potential Outcome

Consequence

Consequence

Prevention

Recovery
Our approach to FRM

Shift pattern

Fatigue

Accidents

Potential Causes

Control Measures

Loss of Control

Recovery Measures

Potential Outcome

Consequence

Consequence
Holistic fatigue risk exploration and management

1. **Subjective exploration of the range** of fatigue risks facing two distinct OSW groups
2. **Assessing the gap** between the existing risks and current fatigue risk controls and then
3. **address the risk**

### Sample fatigue risks in OSW

- **Fatigue Stigma**
  - ‘No one wants to be the first to say they’re tired’
  - ‘It’s lung busting’
  - ‘I just hate servicing’
- **Seasickness**
  - ‘you’re doing nothing but it’s really tiring’
- **Colleague relations**
  - ‘[the SOV] is like a pressure cooker’
- **Second week fatigue**
  - ‘It all goes downhill on day 10’
- **Work-family conflict**
  - ‘[wife] feels like a single mum’
- **Cumulative fatigue**
Project set out to explore causes and effects of seasickness - Aim to understand role of sea state

European collaboration (H2020: DemoWind funded)

Seasickness emerged as a cause of work-related fatigue (specific fatigue risk)

Controlling seasickness manages specific fatigue risk

Fatigue risks emerging

Case Study 2

- Sea state
- Vessel motion
- Person motion
- Seasickness
- Fatigue

(Full report on ORE Catapult website)
Role of M-FRM in Organisational Culture

- Enhanced understanding from data and engagement
- Positive feedback loop – drives continuous improvement
- Enhanced
  - Policies
  - Systems
  - Processes
  - Training
- Enhanced Reporting

Allows us to develop a range of controls
...Which directly influence organisation culture
What can you do?

1. Gain an understanding of the **range** of risks through engagement and/or survey

2. Undertake a gap analysis with managers and workers

3. Plan risk controls

4. Review efficacy of control (with fatigue survey)
Current ENA collaboration

1. Gain an understanding of the range of risks through engagement Focus Groups

2. Undertake a gap analysis with managers and workers

3. Plan risk controls Manager and Operational Training (informed by 1)

4. Review efficacy of control (with fatigue survey)
Thank you
If you have any questions please contact
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Jo Redburn (joanne.redburn@Lampada.co)
Thank you
See you in Jersey for the 2024 SHE Management Conference