Health Service Executive

Healthy Workplace

Resource Pack

Table of Contents

Acknowledgements

We are pleased to introduce the Health Service Executive Healthy Workplace Resource Pack.

This resource pack serves as a summary of significant consultation and engagement undertaken by several key divisions within the Health Service Executive and external stakeholders.

We extend our appreciation to the Project Steering Group and to the five workstreams who participated in the project:
- *Education*
- *Governance*
- *Data*
- *Communications*
- *Operations*

We are grateful for their valuable contributions, time and input into the project.

Health Service Executive (HSE) staff supports and services are provided by a number of service areas and units across the HSE. The Health Service Executive will continue the development and provision of employee support services to enable response to employee needs.

The H.S.E Healthy Workplace Framework Resource Pack will raise awareness and promote access to the correct support.

Background and Context

What is the Healthy Workplace Framework?

The Healthy Workplace Framework is a government strategy to enhance the health and wellbeing of Ireland's workers. The Framework is one part of The Healthy Ireland Framework 2013-2025. The Framework sets the strategic direction for workplace policies and programmes to enhance the health of workers. (www.gov.ie)

How was the HSE HWF Resource Pack Developed?

A HSE Healthy Workplace Steering Group was set up in 2021 with five sub groups representing key stakeholders. The sub groups undertook significant work, engaged extensively, reviewed evidence and collated HSE supports & resources provided for healthcare workers. This Resource Pack builds on the work completed by the steering group and presents key information for healthcare workers to support the implementation of healthy workplaces.

What is a Healthy Workplace?

 The World Health Organisation (2010) defines a healthy workplace as one:

'in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and wellbeing of all workers and the sustainability of the workplace by considering the following, based on identified needs

- Health and safety concerns in the physical work environment
- Health, safety and wellbeing concerns in the psychosocial environment including organisation of work and workplace culture.
- Personal health resources in the workplace.

To develop a workplace that protects, promotes and supports the physical, mental and social wellbeing of workers, the WHO model (2010) recommends consideration be given to addressing four 'avenues of influence', based on identified needs, as a way to work in collaboration with employees to influence the health status of workers. Please refer to Appendix 1.

How does the HSE Resource Pack fit with existing laws and policies in the workplace?

The HSE Resource Pack integrates existing government laws and policies. It aligns with associated government strategies on issues like reducing injuries and ill health, promoting active travel and positive mental health. Employees have a legal obligation to comply with health and safety legislation. Taking part in good quality health and wellbeing initiatives in the workplace has multiple benefits for all stakeholders.

Listed below are key documents which are aligned to the HSE Healthy Workplace Resource Pack

- The HSE National Service Plan (2024) included the requirement to continue the development and provision of employee support services to enable response to employee needs, including ensuring physical, psychological and personal supports for employees are in place through implementation and integration of the Healthy Workplace Framework nationally, including roll-out of the WorkPositiveCI Tool.

- The HSE Staff Health and Wellbeing Programme strives to improve the health and wellbeing of the workforce by supporting management in creating a healthy workplace for all staff.

- Sláintecare (2019) " where everyone has equitable access to services based on need, and not ability to pay and to deliver safe, quality health and social care services that meet the needs of our growing population, and attracts and retains the very best healthcare clinicians, managers, and staff"

Health Service Executive (HSE) staff supports and services are provided by a number of service areas and units across the HSE. The Health Service Executive will continue the development and provision of employee support services to enable response to employee needs. In summary the HSE has a range of supports in place and this Healthy Workplace Framework Resource Pack will raise awareness and promote access to the correct support.

Department of Health-Healthy Workplace Framework

The Department of Health, Healthy Workplace Framework was developed in 2021 and is one of the priorities identified in the Healthy Ireland Strategic Action Plan (www.gov.ie)

The HSE Resource Pack is aligned with the Department of Health, Healthy Workplace objectives.

Table 1 Alignment of Department of Health, Healthy Workplace Objectives with HSE Resource Pack

DOH Healthy Workplace Objectives	HSE Resource Pack Alignment
Build implementation structures	Yes
Raise Awareness	Yes
Drive Engagement	Yes
Transform Culture	Yes
Provide Supports	Yes
Shared Good Practice	Yes
Drive Quality Improvement & ensure sustainability	Yes

Please refer to appendix 2 for additional information on objectives.

What is the Physical Work Environment?

The physical work environment is part of the workplace including the structure, air, machines, furniture, products, chemical, material and processes.

What supports and resources are in place?

The HSE National Health and Safety Function within the Workplace Health and Wellbeing Unit provides strategic direction and assurance to duty holders, at all levels of the organisation, and combines expert resources with best practices, to deliver the highest possible standard of service across the services in the prevention of injury and illness at work.

The HSE Occupational Health Services within the Workplace Health and Wellbeing Unit work to promote and maintain the health and wellbeing of HSE employees with the aim of ensuring a positive relationship between an employees work and health.   The occupational health services are concerned with how work affects a person's health and how someone's health affects their work, recognizing that being in work is generally better for health and wellbeing than being out of work. The role of occupational health is to support employees in remaining at work, or returning to work earlier, thereby contributing to the employee's physical and psychological wellbeing in line with the occupational health model of care of: timely intervention; evidence based research and health promotion.

The HSE Rehabilitation Service, part of the Workplace Health and Wellbeing Unit, is committed to the provision of workplace rehabilitation that supports injured or sick employees. It assists employees to remain at, or return to, the workplace. Rehabilitation is the process of restoring skills after an illness or injury, helping you regain self-sufficiency and function.

HSE National Health and Safety Function

Information and Advisory Team

The Information and Advisory Team is the first point of contact for:

- health and safety support and advice
- training
- policy
- audit
- inspection

Policy Team

The Policy team develops and reviews national health and safety policies, procedures and guidelines (PPPGs) within the HSE.

Audit and Inspection Team

The Audit and Inspection team provides a structured audit programme including Level 1 and Level 2 audit.

Training Team

The Training team is responsible for supporting the HSE in the development and delivery of statutory occupational safety and health training.

Please note there are numerous other services available. The above list is not exhaustive.

Contact information:

Website: https://healthservice.hse.ie/staff/health-and-safety/health-and-safety-helpdesk

Telephone Number: 1800 420 420

HSE Occupational Health Services

Services provided by Occupational Health

- Pre-Placement Health Assessments
- frequent short-term sickness absence assessments
- long-term sickness absence assessments
- serious illness - Critical Illness Protocol (CIP) assessments
- medical review of disclosed health issue
- health-related performance issue, accident, injury or assault at work
- occupational blood or body fluid exposure assessments
- occupational vaccinations

Contact information:

Website: https://healthservice.hse.ie/staff/benefits-and-services/occupational-health

E-mail: hr.wellbeing@hse.ie

Psychosocial Health Environment

What is the Psychosocial Health Environment?

The Psychosocial Work Environment includes the organisation of work and the organisational culture; the attitudes, values, beliefs and practices that are demonstrated in the workplace/organisation.

What supports and resources are in place?

The HSE Employee Assistance Programme (EAP) within the Workplace Health and Wellbeing Unit is a work based support service that serves HSE staff and the organisation. It provides a free confidential counselling and brief practical psychosocial (the psychological and social factors that influence mental health) support, depending on the need and circumstance. These issues may be personal or work-related, affecting your job performance or home life. EAP is a confidential service available to employees of all grades.

The service which is free of charge to all HSE employees, is provided by trained and experienced counsellors who are professionally qualified and bound by codes of conduct of the professional bodies to which they belong.

Additionally, Organisational Health within the Workplace Health and Wellbeing Unit provides interventions to support healthcare services and managers address complex psychosocial risks in the workplace. The service enables our HSE workplaces to proactively manage their psychosocial work environments, where they can work together to create a safe and healthy workplace and culture.

HSE Employee Assistance Programme
Services provided by the EAP programme • Counselling • Consultation to managers on staff wellbeing and psychosocial issues • Critical Incident Stress Management (CISM) Response - individual and group support and pre-incident training • Workshops on staff wellbeing issues *Please note there are numerous other services available. The above list is not exhaustive.* **Contact information:** Website: https://healthservice.hse.ie/staff/benefits-and-services/employee-assistance-programme-staff-counselling/ E-mail: eap.service@hse.ie Telephone Number: 0818 327 327

HSE Organisational Health

Services provided by Organisational Health

Managers can get support in addressing complex psychosocial risks in the workplace, including interpersonal conflict among teams, unhealthy work environments or work-related stress.

Support includes:

- team interventions

- stress management interventions for teams

- psychosocial risk management for teams

- facilitated interventions

- advice and guidance for managers

Contact information:

Website: https://healthservice.hse.ie/staff/benefits-and-services/organisational-health/

E-mail: hr.wellbeing@hse.ie

Where can I access more information on the Psychosocial Health Environment?

Website: www.hse.ie

www.hseland.ie

What are Personal Health Resources?

Personal Health Resources in the workplace refers to a supportive environment, health service information and resources that the organisation provides to the workforce in terms of personal health.

What supports and resources are in place?

The HSE is committed to providing a supportive environment that protects and promotes the physical, mental and wellbeing of its workforce.

The Staff Health and Wellbeing programme strives to improve the health and wellbeing of their workforce by supporting management in creating a healthy workplace for all staff.

A significant number of resources and supports are available to staff, focused on evidence based lifestyle behaviours that can help to reduce the risk of developing chronic disease – being physically active, eating healthily, not smoking, avoiding harmful use of alcohol, and looking after our mental and sexual health and wellbeing.

HSE Staff Health and Wellbeing
Services provided by Staff Health and Wellbeing • Promotion of walking and physical activity during and at work • Steps to Health Challenge • HSE Choirs – How to set up a Choir • Mindfulness based Interventions Guidance for HSE staff • Know your numbers • Healthy Ireland at your HSE Library • HealthyEating@Work • Smoking cessation programmes • HSE Mental Health and Wellbeing Plan • Minding Your Wellbeing • Stress Control On Line *Please note there are numerous other services available. The above list is not exhaustive.* **Contact information:** Website: https://www.hse.ie/healthandwellbeing E-mail: healthyireland@hse.ie Telephone Number: 01 7959140

Where can I access more information on Personal Health Resources?

Website: www.hse.ie

What is Community Involvement?

Community encompasses community in the workplace, the team and service/department and the wider building, i.e. hospital/office block/building/campus. Community also includes participating in activities and sharing expertise and resources including volunteering in the immediate local community area, and the broader global environmental agenda.

What supports and resources are in place?

HSE Climate Action Strategy 2023 -2050, focuses on 6 key priority areas:

1. Sustainable buildings - improve energy efficiency and sustainable building practices to reduce GHG emissions and manage green spaces to promote biodiversity, physical and mental wellbeing and the green environment,
2. Transport and mobility, -decarbonise the HSE fleet and facilitate the transition to low carbon and active transport with HSE sites to become sustainable transport hubs in communities
3. Sustainable procurement-align HSE purchasing decisions with the HSE decarbonisation and sustainability goals
4. Greener models of healthcare- reduce high emissions and waste in the delivery of high quality healthcare
5. Water and waste management- conserve water, reduce and manage waste
6. Adaption and resilience- protect and promote the health and welfare of the public by optimising resilience of critical infrastructure and resources to ensure healthcare delivery amidst a changing climate

To implement our strategy on reducing our carbon footprint we will collaborate and work together with:

- staff
- public sector colleagues
- patients
- partners
- communities

Our strategy implementation involves embedding sustainability into our ways of working. We will provide support, guidance, tools, and track improvement measures to help achieve this.

HSE Climate Change and Health

Sustainable Buildings
The HSE has buildings and green spaces spread across approximately 2,500 sites and 4,500 buildings. Energy-related emissions from the health sector have a significant carbon footprint. Reducing these emissions is essential in achieving national energy and carbon reduction targets.
Green spaces can:
- promote biodiversity
- act as a carbon sink
- support climate resilience and adaptation efforts
- improve physical and mental wellbeing of service users, staff, patients, and the wider community
The HSE achieved a 9% reduction in energy-related emissions by 2021. Our new target is a 51% reduction by 2030.

Mobility and transport

Emissions from the HSE transport sector make up around 30% of the public sector's total greenhouse gas emissions.

The transport sector must reduce emissions by 50% by 2030.

This will be achieved by:

- moving to zero or low emission vehicles
- better public transport
- increased use of public transport
- active travel (for example, walking and cycling)

The HSE will support this transition by:

- promoting active travel. Cycle to Work Scheme
- reducing the need to travel by promoting online meetings and consultations (where appropriate)
- using zero-emission vehicles, where available and operationally feasible

The HSE will work with stakeholders such as Zero Emission Vehicle Ireland to help decarbonise the transport sector.

Sustainable procurement

HSE's procurement unit, with a €4 billion annual spend, is instrumental in delivering climate action. It can influence environmental and social impact of products, both clinical and non-clinical, ensuring safe healthcare delivery.

- Green Procurement Guidance for the Public Sector
- Green Tenders Action Plan on GPP
- Buying Green! - A Handbook on green public procurement

Greener healthcare models

The HSE aims to safely deliver medical care and medicines with a reduced carbon footprint. Changing how we deliver care and collaborating with patients, suppliers, and partners will help us achieve this.

Emissions linked to medicines mainly happen during manufacturing and transportation. The HSE is committed to reducing emissions and supports Sláintecare Reform Programme priorities. These include:

- digital healthcare
- social prescribing (non-clinical community supports)
- patient care closer to home
- disease prevention

Water and waste

Using water efficiently and managing waste are key focus areas for health services.

Water

A reliable source of clean water is necessary to safeguard patients' health and comfort.

Clean water in healthcare settings is essential for:

- cooking
- cleaning
- heating
- ventilation
- dialysis
- sterilisation
- pharmaceutical procedures

The HSE will follow best practice in wastewater management to prevent the spread of antimicrobial resistance in the environment.

Waste
Waste is produced in large quantities in healthcare settings. Waste products and used-clinical items are usually sent to landfill sites or burned. Landfilling and burning waste can release toxic chemicals and greenhouse gases.

Contact information:

Website: https://www.hse.ie/eng/about/who/healthbusinessservices/national-health-sustainability-office/climate-change-and-health/

E-mail: climate.action@hse.ie

Where can I access more information on Community Involvement?

Website: www.hse.ie

E-mail: info@healthyworkplace.ie

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Department of Health, 2017. Sláintecare Report. Dublin: Department of Health

Department of Health, 2021. Healthy Ireland at Work, A National Framework for Healthy Workplaces in Ireland 2021-2025. Department of Health.

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World Health Organisation, 2010. W.H.O Healthy Workplace Framework: Background and Supporting Literature and Practices. Geneva: World Health Organisation.

Appendix 1 W.H.O Healthy Workplace Framework

The World Health Organisation Healthy Workplace Framework identified four key pillars.

(www.who.com)
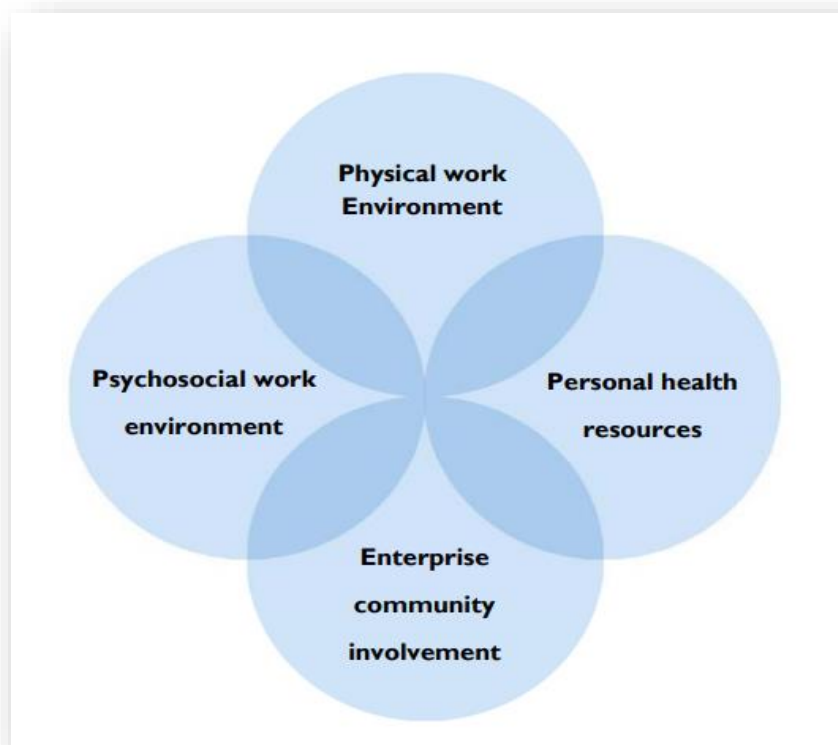
Appendix 2 Department of Health Healthy Workplace Framework Objectives

Build implementation structures

- The Department of Health will appoint a HWF Committee
- Develop and agree Resource Pack and timelines
- Develop effective partnerships with policy and programme leads to support healthy workplaces.
- Assign leadership roles and responsibilities for implementation with key partners.

Raise Awareness

- Design a Healthy Workplace Framework Communication Plan
- Build and existing Healthy Ireland Networks to engage with key stakeholders.
- Publish a periodic report on health and wellbeing in the workplace based on an agreed set of indicators.
- Produce and disseminate periodic reports regarding implementation of the Framework.
- Host a Healthy Workplace Conference every two years.

Drive Engagement

- Agree a delivery model for Healthy Workplaces and consider a phased approach to implementation.
- Provide centralised information and signposting for all workplaces
- Develop resources to support workplaces
- Seek engagement through high level partnerships with groups (membership bodies, professional associations) with significant reach to the workforce.
- Establish a stakeholder group of community and voluntary sector organisations who are engaged in workplace wellbeing to support alignment with the Framework

Transform Culture

- Consider the key cultural drivers for workplace wellbeing identified in the HRB report.
- Develop guidelines for workplaces on assessing and transforming organisational cultures to promote health and wellbeing -implement HWF
- Develop a roadmap for how to target health inequalities in the workplace within the implementation of the Framework.
- Develop specific resources to support SMEs

Provide Supports

- Develop signposting to fiscal incentives and resources to support workplaces to adapt workplace environments
- Develop topic toolkits to support workplaces including building on existing resources (e.g. healthy meeting guidelines)
- Develop and implement a training schedule including workplace champion training..
- Continue to support the delivery of the Post Graduate Programme in Workplace Wellness in NUIG,
- Develop standards for healthy food provided in workplace canteens (all sectors) and agree a programme for roll-out in the public sector.
- Develop a network of workplaces engaged in healthy workplace approaches.
- Host practice development events for network members.

Shared Good Practice

- Build a repository of case studies and feature it on an online hub – with specific examples for SME's to enhance the support for small and medium sized enterprises.
- Continue to support Healthy Workplace Awards with NISO and CIPD.
- Engage in European co-operation and sharing of good practice internationally.
- Engage in North/South co-operation and sharing of good practice
- Undertake a comprehensive mapping exercise of Ireland's workplaces to assist with the targeting of priority workers.
- Commission an analysis of Government level legislative/regulatory options to support organisations to enhance health and wellbeing in the workplace.

Drive Quality Improvement and ensure sustainability

Agree the structure and resource requirement of operation of the Healthy Ireland Healthy Workplace Awards.

- Develop a Healthy Workplaces Research Plan
- Address knowledge and data gaps relating to workplace health and wellbeing
- Agree a monitoring and evaluation programme with key performance indicators
- Consider the development of a National Quality of Working Life survey.

HSE Healthy Workplace Resource Pack 2024.

Approved Version.

Date for Review .May 2025