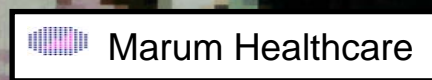


The CHAP Study

Investigating the Health: Performance Interface



Developing the Business Case

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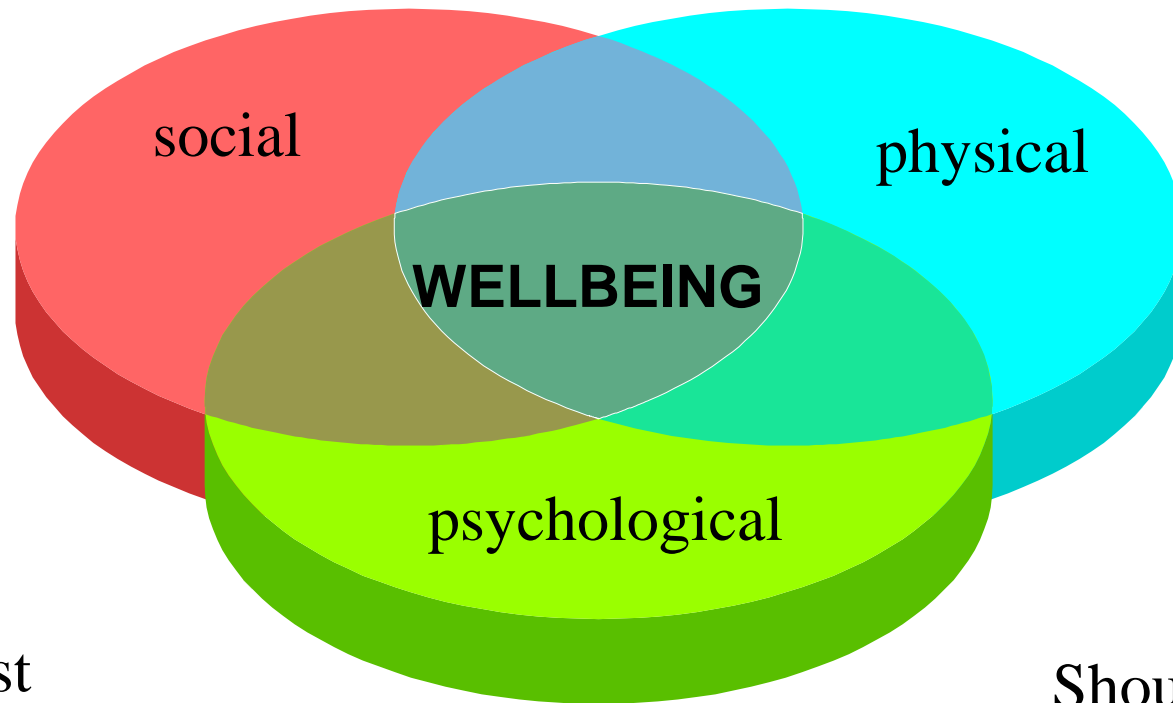
Director and Consultant, Department of
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Business School



- Health in a business context
- Health risk transfer in the UK
- Health risk management process
- The CHAP study
- Outline business case approach

World Health Organisation



Health - Not Just
the Absence of Disease

Should now
include SAFE
WORKING

- **Work affecting health**

- **Physical**

- chemical
- biological
- ergonomic
- radiation

- **Social**

- organisational
- shifts
- travel

- **Psychological**

- ergonomic
- trauma

- **Health affecting work**

- **Physical**

- back pain
- asthma

- **Social**

- child care
- elderly care
- work life balance

- **Psychological**

- anxiety and depression
- serious mental disorders

- **Work on Health**

- Health & Safety agenda
- hazards
- risk assessment
- fitness in safety critical roles
- human factors
- health surveillance

- **Health on work**

- Human Resources agenda
- productivity
- human capital
- attendance management
- rehabilitation
- employee support
- healthy worker effect

Europe has **Roman Law (codified)**, the UK has a **Common Law (fault based)** legal system

- 1,000,000 workers go 'sick' each week
- 3,000 are still off at 6 months
- 85% of those will not work again in the next 5 years

- Regardless of diagnosis

What About the Workers
RSM 2004



Table 7. Costs to individuals

£billion

<i>Total</i>	10.1	to	14.7
<i>Ill health</i>	5.9	To	9.4
<i>Injury</i>	3.3	To	6.3

<http://www.hse.gov.uk/statistics/pdf/costs.pdf>

Table 8. Costs to employers

£billion

<i>Total</i>	3.9	to	7.8
<i>Ill health</i>			1.5
<i>Injury</i>	1.0	to	1.1
<i>Non-injury</i>	1.4	to	5.3

Note: Upper limit is not the sum of the subtotals due to rounding

Table 10. Costs to the economy

£billion

<i>Total</i>	13.1	to	22.2
<i>Ill health</i>	7.6	to	11.6
<i>Injury</i>	3.2	to	6.2
<i>Non-injury</i>	1.4	to	5.3

<http://www.hse.gov.uk/statistics/pdf/costs.pdf>

Table 9. Costs to society

£billion

<i>Total</i>	20.0	to	31.8
<i>Ill health</i>	11.3	to	17.3
<i>Injury</i>	5.9	to	10.7
<i>Non-injury</i>	1.4	to	5.3

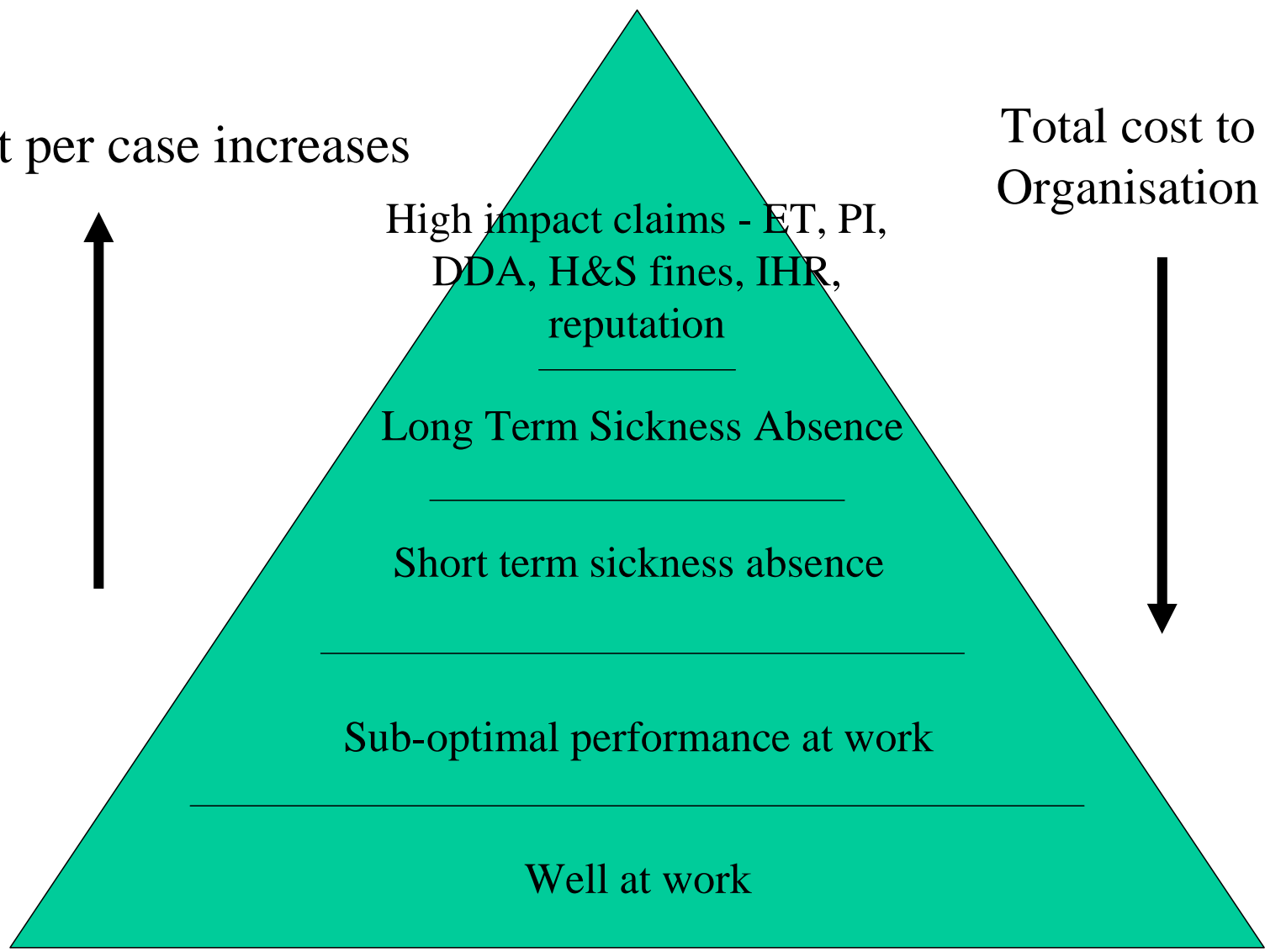
<http://www.hse.gov.uk/statistics/pdf/costs.pdf>

Health Risk Pyramid – Where Are We Positioned?

Cost per case increases



Total cost to Organisation



Health Risk Management Process

Benefits: Retain trained staff,
Improve performance

Occupational Health Service - end to end process management in a job

Education
Promotion
Risk
Assessment
Risk Control

Primary Care
Screening
Surveillance

Secondary Care

Rehabilitation

Rehabilitation
Screening
Surveillance

Gap

Gap

Disability

Death

Cost dispersed and not
calculated or recognised:
E.T. – DDA, unfair dismissal
Personal injury
HSE notice or fine
Absence
Sub Optimal Performance
Ill Health Retirement

DWP / insurer / pension fund

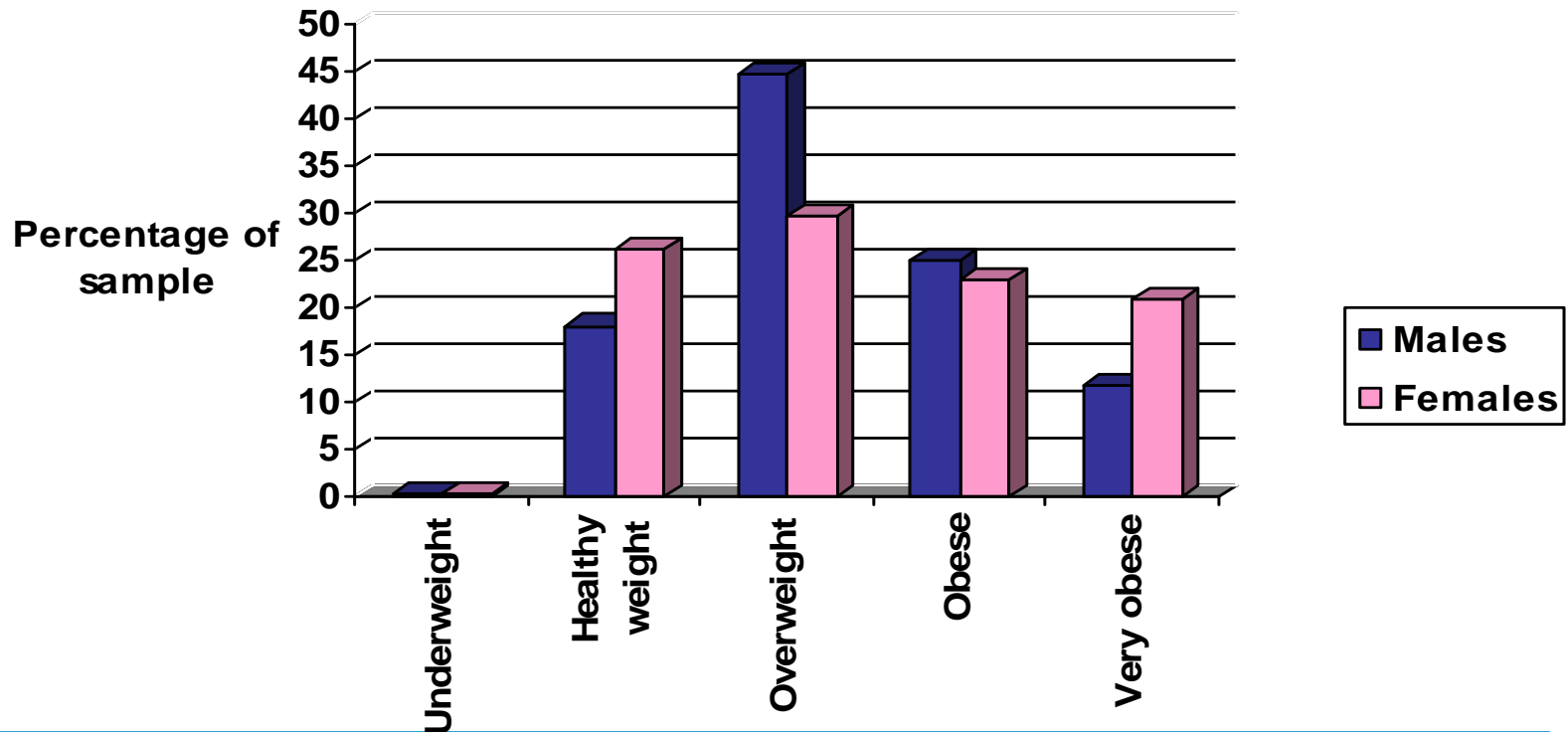
HSE / Safety
Department in
Organisation

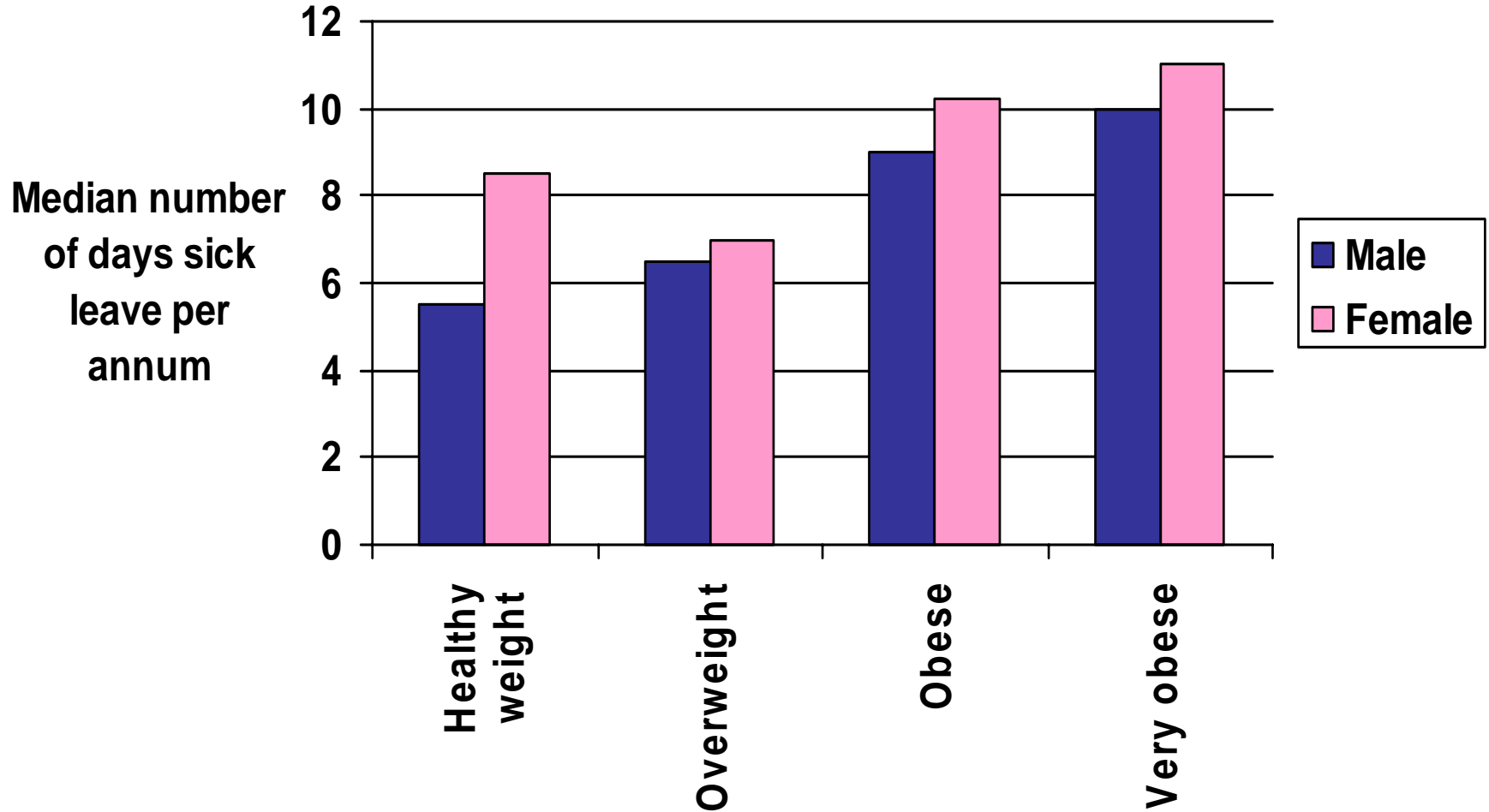
NHS

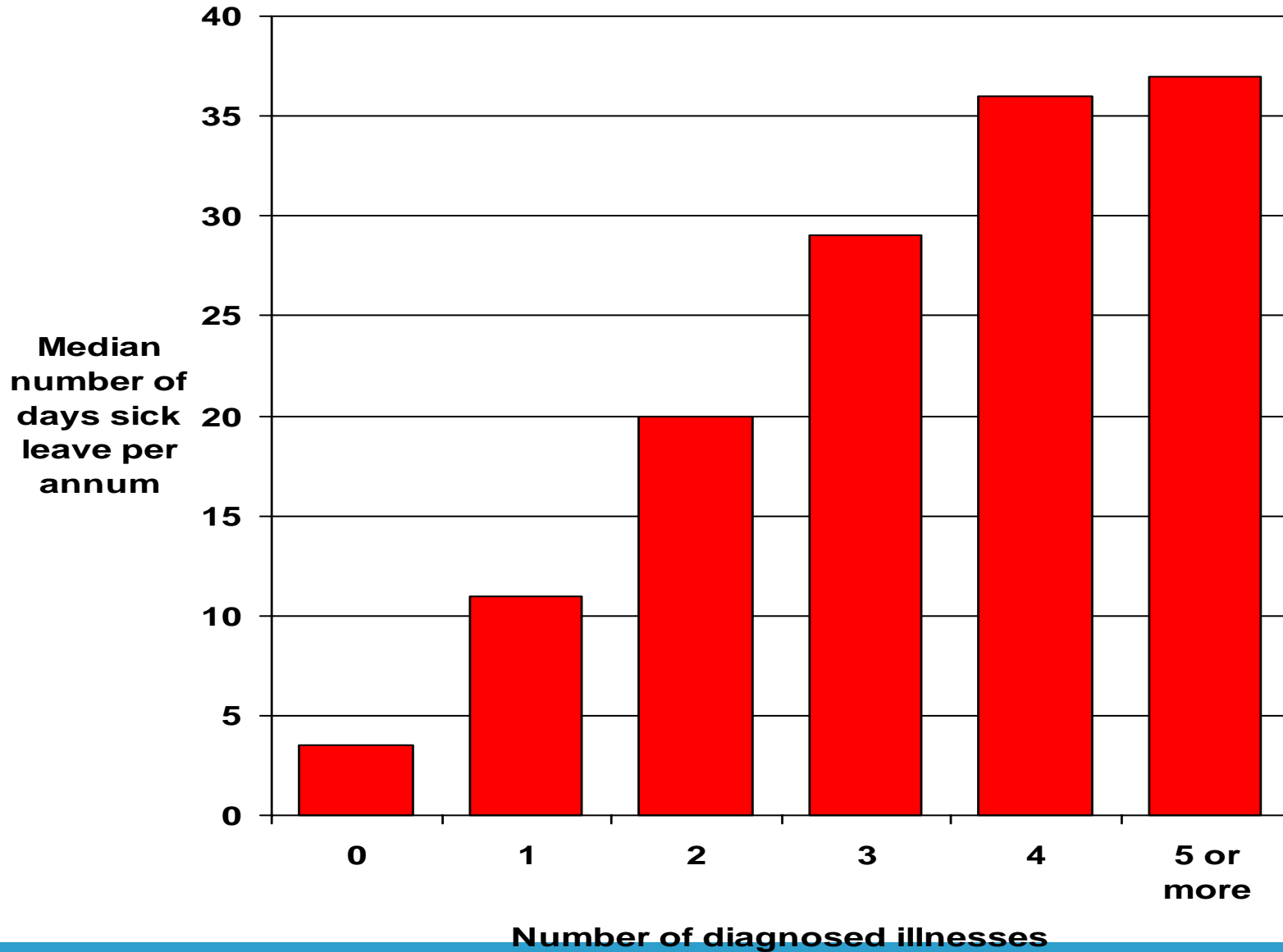


- **Corporate Health and Performance**
- Formed in 2000 - Became incorporated and formed a charity in 2003, to promote research and understanding of health and productivity issues
- UK based multinational, private and public organisations
- HSE, DWP and Dept of Health attend as observers
- Sponsored by Investors in People
- Research contract with Department of OH&S, Kings College Hospital NHS Foundation Trust
- CHAP feasibility study then part one and two in two organisations
- To look at:
 - What data can we get?
 - Can we link **objective health data** and
 - **Objective business performance / productivity data**

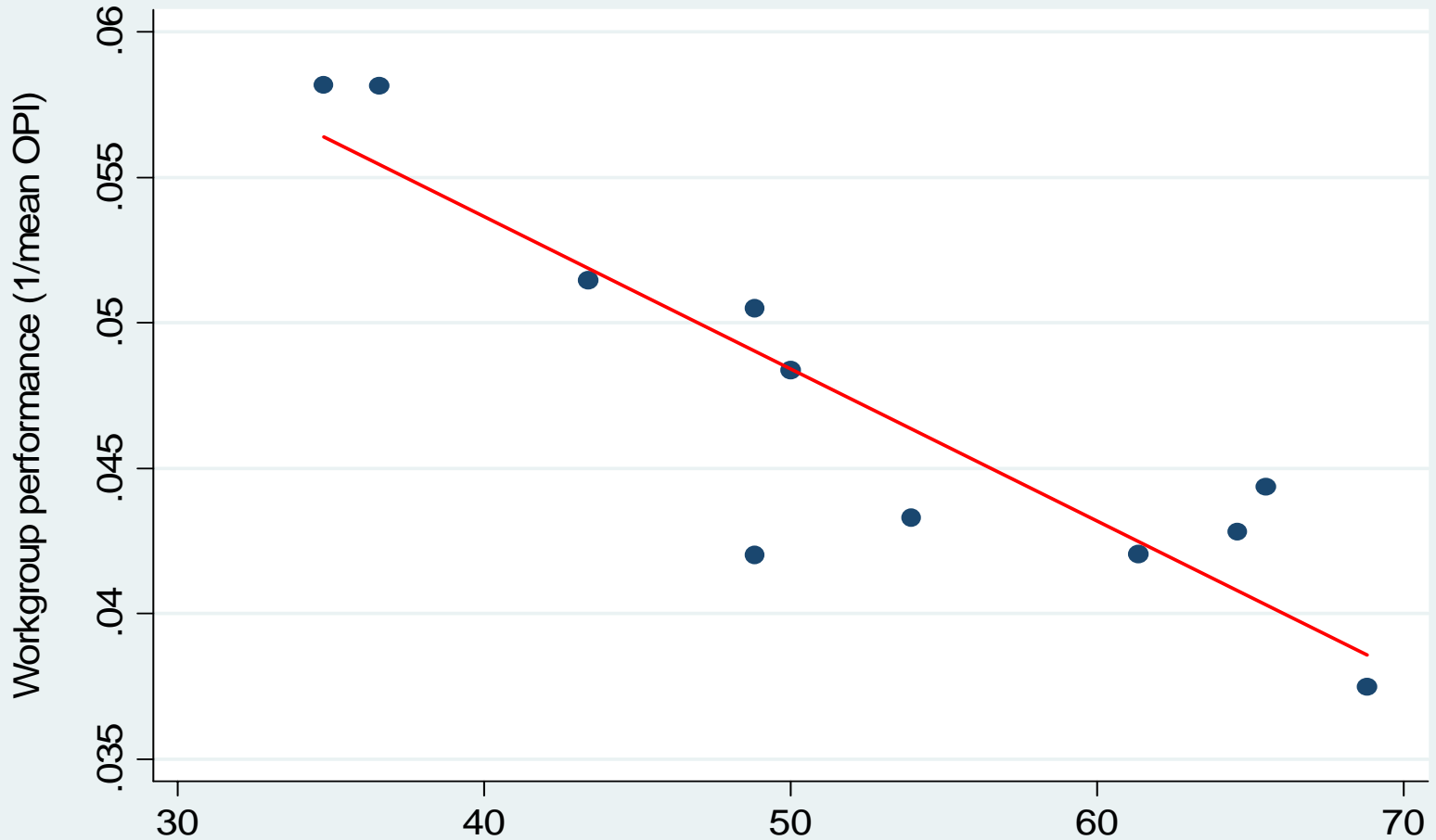
- BMI available for 2706 employees
- Mean BMI 29.3







Depression and workgroup performance



Percent of PHQ-9 assessments demonstrating significant symptoms of depression

Value creation - Strategy and Leadership

Identifying key health issues for the business

Securing investment in wellbeing

Influencing organisational change

Transformational (Long term)

Value Add - Policies and Service Development

Identifying innovative programmes

Applying best practice

Integrating products and services

Transitional (Short-Mid Term)

Value For Money - Practice and Service Delivery

Quality & Effectiveness

Speed and Customer Satisfaction

Immediate

- Size of the business
- Nature of the business – safety critical
- Legislation
- Demographic issues
- Culture
- People as revenue or capital items?

- **Health of the workers is not the business of business**

- BUT

- **Do the people in the business need to be in good health for the business to be healthy?**

- **Hidden cost**
 - heavy risk on worker
 - understanding of importance of risk to business?
- Approach dictated by
 - **Common Law in UK and many others**
 - **Roman Law in Europe**
- Health risk management approach to expose costs and make business case?

Thank You

Any Questions?

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