

Project Title	Mental Health at Work
Programme Of Work	Continuous Improvement - Programme 2
Industry Group	Other
Objective	To manage mental health as part of the company's Occupational Health Policy
Description	<p>The company's policy on mental health is set out in a company group quality procedure. A booklet 'A manager's guide to mental health at work' was issued in 1997 and has a preface signed by the Chief Medical officer (CMO) the Director of Human Resources and the Chief Executive. This is evidence of top management commitment to this issue. A stress questionnaire was developed in 2000 to support managers with the risk assessment approach to managing workplace pressure. It has been used by several thousand individuals and for departmental analysis. There is a dedicated course for managers and also a toolkit for them to use. It is the intention that training will in the future be delivered as a routine through the health and safety courses for senior staff, managers, supervisors and safety representatives. Teams can complete the stress questionnaire and a group analysis can be provided. Practitioners suggest interventions using HSE guidance and knowledge from best practice. Group analysis can then be repeated to evaluate effectiveness. Meetings on Managing Workplace Pressure (including representatives from trade unions) has raised awareness of what is available within the company and encourages co-operations with health promotion campaigns (making them more effective). The Occupational Health service advises on rehabilitation of individuals with work related stress. Training is available for managers who have staff having problems with stress. A new course will be available shortly for all employees covering general issues of 'stress' coping skills and health lifestyle. A booklet "Seven Workstyle Maxims" has been produced to help people manage common workplace stressors. An employee assistance programme is an additional support for employees. In 2002 the organisation conducted a health promotion campaign in which over 2000 employees completed the stress questionnaire. This provided a good baseline of information for future benchmarking.</p>
Project Cost	£10,000 - £50,000
Project Start Date	01-01-1999
Project End Date	Ongoing
Achievements	There has been a reduction in absence due to 'stress' from 20% to 16%. In a report by Robertson Cooper Rolls Royce was considered a candidate of "Beacons of Excellence in Stress Prevention". The programme is constantly under review to ensure that it is up to date with current knowledge and encourages best practice.
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Project Title	Improving work life balance
Programme Of Work	Continuous Improvement - Programme 2
Industry Group	Other
Objective	To gather actual evidence to understand the key issues regarding work life balance before launching or developing any new policies or initiatives as part of an organisational restructure.
Description	<p>A government agency involved in hygiene assessment brought in Businesshealth to provide health and pressure assessment tools. 86% of senior managers completed a pressure assessment and findings revealed that:</p> <ul style="list-style-type: none"> - work life balance was a key cause of stress. For example, many managers travelled extensively and largely worked from home. This caused problems such as feelings of isolation, difficulties switching off and size of workload - all resulting in absenteeism. - There was a lack of support for those experiencing stress. - Low morale and recognition were contributing factors to those leaving, and 19% were identified as potential leavers. <p>Management was quick to respond to the findings. In light of its improved understanding of the issues the company updated its work life balance policy. Training and coaching was introduced to improve the managerial skills of department heads and to ensure managers could recognise and manage pressure (certified by the Institution of Occupational Safety and Health). Support networks were established to combat problems of isolation. Resilience and stress management techniques were also introduced so employees could take responsibility for their health and improve how they handle pressure.</p>
Project Cost	None Specified
Project Start Date	01-01-2002
Project End Date	01-04-2003
Achievements	Reduced absenteeism dropped from 17.7 days in 2001-2 to 8.4 days in 2002-3. Morale improved - the percentage of people with morale levels low enough to be potential leavers reduced from 19% to 11% over the same period. This is especially significant given it occurred during a year of change. Better performance - managers reported that the positive influence of health and wellbeing on their performance had improved by 27% from 2001-2 to 2002-3.
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Project Title	WorkWAYS - Promoting Mental Health Through Learning & Work
Programme Of Work	Support - Programme 5
Industry Group	Other
Objective	To enable people with mental health problems to find and remain in employment, training, education and voluntary work
Description	<p>Providing advice, information and practical support to people living in Exeter for whom mental health affects learning and work.</p> <p>Also provide support for employers, employment agencies, trade unions, occupational health professionals, NHS and other staff, carers, learning and work organisations.</p>
Project Cost	£50,000 - £100,000
Project Start Date	01-11-2001
Project End Date	Ongoing
Achievements	<p>So far received 250+ applications for assistance.</p> <p>Many progressing in to employment, training, education and voluntary work.</p> <p>Others retained in learning and work situations.</p> <p>Support given to employers, learning & work organisations, OH, GPs and many others.</p>
Source of Funding	NHS, Local Authority & LSC
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Partners	<p>Devon Partnership NHS Trust (host - WorkWAYS is run by the Trust)</p> <p>Devon County Council</p> <p>Over 50 local learning & work organisations are affiliated to WorkWAYS</p> <p>Work closely with local employers, NHS staff, GPs and voluntary sector</p>

Project Title	Turnover and absenteeism
Programme Of Work	Continuous Improvement - Programme 2
Industry Group	Telecommunications
Objective	Direct Line wanted an objective analysis of the reasons behind its employee turnover and absenteeism, as well as advice on any factors that it could mitigate.
Description	<p>To examine the impact of stress within Direct Line, Businesshealth introduced its pressure management programme to 600 of Direct Line's UK employees based in Bristol.</p> <p>Analysis reliably linked organisational sources of pressure to turnover and absenteeism and confirmed that the majority of underlying causes were not health related. The main issues were lack of recognition, recruitment and absenteeism.</p> <p>Direct Line took immediate action. After such a big push for employee involvement, Direct Line felt it was important to let them know the company was listening. Direct Line took immediate action to ensure this information contributed to better business practices.</p>
Project Cost	Less than £1,000
Project Start Date	01-08-2001
Project End Date	Ongoing
Achievements	<p>The programme has been running for less than a year but already significant results have been realised. The clarity of the results helped Direct Line to take prompt and effective reaction.</p> <ol style="list-style-type: none"> 1. Reduced costs: Already, employee turnover has dropped by 5 per cent, representing a savings of £150,000 in direct payroll costs alone. 2. Return on investment: On a population of 600 people (initial pilot group), every £1 spent with Businesshealth recovered £9 from retention of staff alone. 3. Culture: Employee morale has improved, based on a comprehensive understanding of what they could do to reduce stress and evidence that the company was willing to act on what it learned. 4. Organisation: Improvements to recruitment, career development and working processes have increased employee satisfaction. 5. Example of best practice: Results from this programme were shared with the rest of Direct Line and also to the parent company, the Royal Bank of Scotland. The Head of Regional Resources has been appointed to a national working party that is considering best practice in recruitment and retention across the group.
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Project Title	Mental Wellbeing at Work - Policy and Guidance for departments, Agencies and Employees
Programme Of Work	Support - Programme 5
Industry Group	Other
Objective	To address the increasing burden of mental ill health and stress through using a corporate approach to prevention, advice and support.
Description	<p>The Guidance states the corporate view on prevention and promotion of mental well-being in addition to providing advice and guidance to managers and employees. The NICS Healthy Workplace Policy gave a strategic and holistic focus to promoting, maintaining and improving the physical and mental well-being of all employees. Everyone in top management had given their commitment. The key features of the policy are: tying in the major causes of ill health in N. Ireland to the workplace situation; maintaining a safe and healthy workplace; encouraging the concept of shared responsibility, where employer, employee and other partners can play a role in improving health and social well-being; and establishing an NICS Workplace Health Committee (WHC). The WHC, comprises reps of the Occupational Health Service, the Welfare Service, Health and Safety Advisory Officers, Personnel Officers, TU reps and the NICS Sports Association. Its task was to improve co-ordination and give leadership and drive to a sustained, planned programme aimed at improving the health of NICS staff. A Corporate Mental Well-being Policy was set up to look at the issue of stress and went beyond to tackle wider mental well-being issues. A book called The Mental Well-being at Work Guide was established to provide advice and guidance to organisations and employees across the NICS on the commitment to promoting good mental well-being at work. The Guide contains a corporate policy statement; An explanation of the NICS corporate policy on promoting mental well-being and preventing problems in the workplace; A section on understanding mental illness and stress; A section on defining stress, how to recognise it and what can be done to help; Sources of help and further tips and guidance on dealing with stress in both organisational and personal contexts. Individual copies of the Guide were issued to all 29,000 employees. For the first time, the NICS had set out the principles of promoting good mental well-being in the workforce and also, crucially, had acknowledged the issues of mental health and stress. New recruits are commonly given a copy of the Guide at induction.</p>
Project Cost	£1,000 - £10,000
Project Start Date	01-01-1997
Project End Date	04-06-1999
Achievements	<p>The effectiveness of the intervention can be seen from: the clear commitment obtained from top management; the partnership approach shown by management and TUs and other groups in acknowledging the issue of mental well-being and working together to produce and support the policy and Guide; the issuing of a service-wide policy which effectively set the tone for recognising and acknowledging the issue of mental health and stress; and the wide dissemination of the Mental Well-being at Work Guide which sets out very clear principles for employing departments, managers, staff and others. The introduction of the Mental Well-being at Work Guide represented a major change in organisational thinking that de-stigmatised mental health and stress problems. COSTS/BENEFIT - The Mental Well-being at Work Policy and Guide required much imaginative thinking and a dedicated effort by health and personnel professionals, yet it was relatively inexpensive in terms of staff time and other costs. While health improvement is inevitably a long term outcome, trends since the introduction of the Policy and Guide in 1999 show a 'slow-down'. in the prevalence of sickness absence, OH referrals and ill health retirement due to mental ill health. What can be said with certainty is that the years following the introduction of the corporate Mental Well-being Policy and Guide were associated with a slow down in the impact of mental ill health on the people and the organisation. The policy also sent out a strong message of acknowledgement of the problems of mental ill health and stress from the senior management in the NICS. It also represents an example of best practice for many other employers in N. Ireland across all employment sectors.</p>
Source of Funding	Employer
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Project Title	Well-being at work; stress; risk assessment
Programme Of Work	Continuous Improvement - Programme 2
Industry Group	Chemical and Hazardous Installations
Objective	To tackle causes of work-related stress (WRS) and improve employee well-being at a time of considerable organisational change.
Description	<p>The Human Resources Department (HRD) at BP Grangemouth was interested in a project that would allow them to adopt a comprehensive approach to tackling WRS and promoting employee well-being and effectiveness. The objective was the identification of the main work-related sources of stress, with an emphasis on finding ways to manage or prevent these at an individual and at a team level. The Keil Centre developed the Stress Risk Assessment Workbook (SRAW) in line with Health & Safety Executive guidance on WRS. The SRAW was tailored to the specific needs of the HRD and administered alongside a simple, easy and quick-to-use diary that allowed people to record working hours. The SRAW was to be used both as a way to identify the main sources of stress and as a tool to gather staff suggestions on how to prevent or mitigate these. The project was championed through a steering group and a high response rate was obtained (75%). If requested, an individual feedback and action-planning session was also arranged, to work through any problematic issues that had been highlighted through the stress risk assessment. The organisation of additional personal counselling and career guidance sessions was also possible. Results of the project were presented to the steering group in September 2001. These included an illustration of the main sources of WRS, both for the HRD and for individual HR sub-teams, as well as improvements suggested by HR staff about how to prevent or manage these. At the request of the HR team leaders, The Keil Centre collated all the information gathered to produce a series of recommendations in line with the HSE principles of prevention. The results and related recommendations were then presented and discussed with the whole HRD.</p>
Project Cost	£10,000 - £50,000
Project Start Date	01-05-2001
Project End Date	31-01-2002
Achievements	<p>The project has run successfully, fulfilling its main objectives: identification of the main sources of stress for each of the HR teams and suggestion of practical solutions to prevent and manage these. Feedback suggests that the initial objectives of the project were exceeded, as the benefits of using a stress risk assessment process for information organisational change had not been fully realised at the start of the project. Overall the project was valued as an 'excellent piece of work' (quote from the BP Project Manager). Achievements include: 1. A chance to suggest individual and team strategies for improvement - with staff suggestions influencing the recommendations and, ultimately, the organisational change review process. 2. An opportunity to discuss individual sources of stress and stress coping strategies with a psychologist from The Keil Centre 3. Increased knowledge of the topic of WRS and of the stress risk assessment process (unforeseen benefit). Upon reflection the only change would be to tighten the time frame.</p>
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Project Title	Preventing work-related stress; risk assessment; psychosocial hazards; stressors
Programme Of Work	Continuous Improvement - Programme 2
Industry Group	Chemical and Hazardous Installations
Objective	<p>BP's Grangemouth petrochemicals manufacturing complex employs 2000 people. The complex stabilises crude oil and gas piped from offshore platforms, refines and exports crude oil, and manufactures petrochemical products. It is a major contributor to the UK economy, and is a COMAH site. The Applied Technology Group is responsible for demonstrating the new ATC chemical process technology. During 2001, the site's Applied Technology (AT) Group was about to commission an extension to the ATC technology demonstration plant. This involved expanding the operator team from 5 to 15 by bringing on new, less experienced staff. The commissioning was being conducted against a backdrop of site staff reductions, leading to considerable job insecurity. From previous experience, the AT project team recognised that plant commissioning can be a very demanding time for all concerned, as the commissioning team strive to overcome the inevitable technical challenges. Moreover, the AT team wanted to do their utmost to avoid the new technology they were developing being associated with anything less than an excellent health and safety record. The AT team had already taken steps to eliminate physical hazards and improve safety culture. They now wished to take action to prevent avoidable stress by identifying and mitigating any work-related sources of stress arising from the commissioning project.</p>
Description	<p>The cost of setting up the project was approximately £4K for input from external Chartered Psychologist plus staff time. The stress prevention project began by forming a team of 8 people, which included the project manager and representatives of the two main groups working on the project: the day support team of engineers, project leaders and chemists and the shift operations team who operate and maintain the plant. The aim was to involve a cross-section of the workforce in cooperating to prevent work-related stress. This project team met for a briefing on the nature, signs and symptoms and causes of stress, provided by a local Chartered Psychologist. The team then brainstormed all the likely sources of stress that might arise from the commissioning project. These were compared to a set of 40 common work-related stressors, and this generic set was expanded to include the stressors specific to the project. The day and operations team members then worked separately to prioritise their stressors, as these may differ due to their distinct role and tasks. The stressors were prioritised by sorting them by (a) relevance to the project (b) whether currently well controlled (c) whether likely to cause stress. For each of the two groups, this yielded a set of "top five" stressors on which there was a consensus about their potential to cause harm. Examples of the "top-five stressors from each group included high workload, job insecurity, and demands from others for unnecessary detail, and pressure from senior managers. The team then worked together to complete the risk assessment process. They identified how or why each stressor caused harm, and shared ideas about what organisational and individual actions would mitigate the effects of the top-five stressors, and identified relevant, practical control measures. This involved discussing some very personal issues, such as the effects of job insecurity on other family members. "It was a really open debate between all involved: day and shift teams" – Shift Technician The proposed control measures were recorded and later shared and endorsed at a second workshop attended by the whole ATC team of 25 staff. The most striking example of a stressor which was effectively identified and controlled, was "unnecessary detail". This stressor, specific to the demands of plant commissioning, referred to the effects of other people not specifying the amount of technical detail they required, and the timescales involved. As a result, staff worked long and hard to promptly produce detailed technical information, which was often not required. At the second workshop, where the stress prevention project team's "top-five" stressors were shared and endorsed by the whole ATC team, a phrase was coined which became the watchword for dealing with unnecessary detail. This phrase – "the minimum requirements" – is now used by all team members to challenge others on the level of detail and deadlines attached to work they require. Adoption of the "minimum requirements" concept has had lasting benefits for managing workload amongst the ATC team. It has also changed how some</p>

	<p>team members deal with work-life balance issues. For example, Kenny Fraser is a shift technician with a young family, who at the time of the stress prevention project was also studying part-time for a chemical engineering degree. Kenny's degree design project was at a crucial stage, leading to considerable personal stress as he tried to reconcile the demands of work, family and study. For Kenny, the "minimum requirements" concept was a breakthrough: "The minimum requirement did not just impact on one specific thing...it changed my thinking in respect of my university design project. I was getting into too much detail, and I realised I could take some pressure off myself by making assumptions and estimates, which then allowed me to make good progress, get a bit more sleep and feel better at work. I found it was a win-win..." – Kenny Fraser, Shift Technician</p>
Project Cost	£1,000 - £10,000
Project Start Date	01-08-2001
Project End Date	01-12-2001
Achievements	<p>See project description, which details achievements and benefits from employee's perspective. Here are a few quotations from employees who were involved: "It was a really open debate between all involved: day and shift teams" – Shift Technician "The minimum requirement did not just impact on one specific thing...it changed my thinking in respect of my university design project. I was getting into too much detail, and I realised I could take some pressure off myself by making assumptions and estimates, which then allowed me to make good progress, get a bit more sleep and feel better at work. I found it was a win-win..." – Kenny Fraser, Shift Technician" It was enormously beneficial for team bonding, and discussing human issues, which we don't do often" – Ruth Robinson, Technologist The stress prevention project was evaluated to judge its effectiveness by interviewing a sample of people from the ATC team, including the project manager, day and shift team members. These interviews focused on how the project had impacted upon their perceptions and personal experience of stress, and whether & how their behaviour or the behaviour of others had changed. Their quotations have been used to illustrate the effectiveness of the project. In summary, this relatively simple, low-cost stress prevention project was conducted by a cross-section of employees, with minimal external input. The project's design and execution exceeds the requirements of UK legislation and regulatory guidance on preventing risks to health and safety arising from psychosocial hazards at work. Framing stressors as a hazard to be controlled, just like the more familiar process and chemical hazards, was a logical extension to existing risk assessment processes, and opened a mature debate about otherwise delicate topics such as the effect of management style on others. The project normalised discussion of stress and stressors amongst the team, and facilitated team spirit and open communication. " It was enormously beneficial for team bonding, and discussing human issues, which we don't do often" – Ruth Robinson, Technologist In the opinion of the external Chartered Psychologist who facilitated part of the project, this project is unique in a) demonstrating considerable management foresight & leadership by taking action to prevent work-related stress, before any stress problem arose, b) its use of a very simple yet robust employee involvement process added to existing risk assessment processes and c) how lasting behavioural changes have been achieved in the ATC team, thus enhancing their existing health and safety culture.</p>
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Project Title	Tackling work-related stress: risk assessment, management standards, best practice
Programme Of Work	Continuous Improvement - Programme 2
Industry Group	Non-specific
Objective	To develop a novel stress risk assessment methodology and management standards for common work-related stressors.
Description	This project, which is still underway, has so far: 1. developed a method of identifying and controlling stressors prior to commencement of hazardous tasks during task-based risk assessments; 2. developed a stress risk assessment method which overcomes many of the limitations of existing methods, and trialled this with six different occupational groups in two different occupational sectors - onshore and offshore; 3. developed a set of management standards which describe how a range of 14 common work-related stressors can be controlled. Standards have been developed for - workload; job insecurity; teamworking; performance feedback; job design; worklife balance. Under development are standards for: hours of work and management support and other common work-related stressors This joint industry project cost £170,000 over a three year period however this is NOT a good indicator of what repeating this type of activity would actually cost for other organisations as the project had a large element of research and development effort involved. This could work in other industry groups as the risk assessment methodology and standards are not industry specific.
Project Cost	£100,000 - £500,000
Project Start Date	01-01-2000
Project End Date	Ongoing
Achievements	So far the project has clearly identified work-related stressors, and related control measures, which are now being implemented. The risk assessment methodology and management standards have been very well-received by industry participants
Source of Funding	Health and Safety Executive and industry participants
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Project Title	General Practice: What,where, when, why & how the work experience could be improved
Programme Of Work	Continuous Improvement - Programme 2
Industry Group	Non-specific
Objective	Provides solutions to, and protection from, occupational ill-health by increasing culturally specific personal skills and support, (as in programmes 2, 4, & 5)
Description	Rotational, reflective observational learning programme- structured, non-judgemental, peer observations and one-to-one discussions.
Project Cost	£10,000 - £50,000
Project Start Date	27-01-2000
Project End Date	09-06-2002
Achievements	<p>Participants learnt a wide variety of new situationally specific efficacious clinical and personal skills which led to, reduced stress, greater confidence in work performance behaviours and improved workplace efficacy.</p> <p>Reassurance of similar experiences and reduced isolation effects led to reduced anxieties and related deleterious behaviours. Reduced isolation also led to increased peer and other social support, opening both 'intra' and 'inter'-practice team discussions on 'best practice' healthcare provision. Isolation was relative as well as actual & individuals in large organisations benefitted equally. Improved motivation and morale was also reported but one other significant result was that the opportunity to step-back from the job with objective reflection allowed specific stressors and their cumulative nature to be identified and addressed.</p>
Source of Funding	self- funded (PhD research)
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Project Title	Addressing stress-related absence in schools
Programme Of Work	Continuous Improvement - Programme 2
Industry Group	Education
Objective	To improve school performance and teacher productivity, as well as cut the costs of providing supply teachers.
Description	Over the space of 12 months the pilot project identified some pressing concerns and delivered an action plan to address these issues - at a cost per employee of just one day's worth of supply teaching. The City of York council employes about 2,000 people in schools across the city and the primary school sector was selected to start the initiative. 5 schools employing 200 staff joined the pilot. As part of the process of obtaining organisational and health-related information from employees, a personal assessment technique called 'profiling' was used. Teachers were given two specialist questionnaires - the WELL Health Profile and the WELL Pressure Profile. The personal report provides guidance on both health issues and sources of pressure, highlighting areas for improvement and, using tailored messages, aims to positively influence an individual's willingness to change. This approach encourages individuals to take ownership of their personal health and wellbeing development.
Project Cost	£10,000 - £50,000
Project Start Date	01-05-2001
Project End Date	01-04-2002
Achievements	The take up rate was 88% for the profiles which delivered an accurate analysis of the City of York teacher issues. The results showed that: 1. Key sources of pressure included workload, worry, recognition, work/life balance, lack of influence and control 2. A high number of teachers were identified as 'high risk' in relation to their mental wellbeing 3. A high number of teachers suffer from low morale and have high health risks that are adversely affected by pressure 4. Each school had its own 'stress fingerprint' and required specific interventions 5. Staff turnover is driven by morale issues and is a major source of pressure 6. The future potential risks to City of York if these issues continue are stress litigation, increased absenteeism and staff turnover 7. Health factors of serious concern to teacher performance include musculoskeletal, cardiovascular, weight management, migraine and fatigue. These issues were addressed in an action plan and already absence rates are reducing and schools are seeing significant cost benefits. One school is re-negotiating the cost of supply staff insurance as a result which will bring major cost savings. Action taken includes personal health consultations, workload review, counselling, training and coaching for headteachers.
Source of Funding	School 'buy in'
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Project Title	Supporting Parents at Work
Programme Of Work	Support - Programme 5
Industry Group	Non-specific
Objective	To reduce stress in working parents caused by issues surrounding their children. It is well recognised that external stressors exacerbate occupational stress, leading to increased sickness and absences among staff.
Description	Packs of information leaflets aimed at parents of 5-11yr olds, and teenagers. Addressing a wide range of health and social issues including drugs, smoking, alcohol misuse, child safety, puberty, childhood illnesses/diseases etc. and a list of numbers to obtain further help. These act as a resource for occupational health staff who can offer them to parents they identify as suffering from home-related stress, or advertise them as being available to any parents who wish to make use of them. Some occupational health departments have commented on how useful they might be to fathers, who often have difficulty acknowledging that family stress is affecting their working lives.
Project Cost	£10,000 - £50,000
Project Start Date	24-10-2001
Project End Date	Ongoing
Achievements	Evaluation at several workplaces/family groups led to development of the final packs. Post launch evaluation has all been extremely positive, among parents and occupational health/Human Resources staff. In February 2003 the packs are still very popular but evidence of success has been difficult to collate due to low return of evaluation forms. Parenting groups, health visitors and school nurses have also benefited from access to this resource.
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