



Fixing jobs to improve health

Tuesday 15 September 13:00-13:45

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and how you heard about the webinar into the chat



Professor Chris Warhurst
Director, Institute for Employment Research

Challenge

- Work-related health is a national crisis.
 - Over one in five working-age adults are out of the workforce, substantially because of health problems.
 - Mental ill-health among young people is rising sharply. Many are NEET.
 - Workers are expected to work into later life, but many leave early.
- Mayfield Review (Keep Britain Working); Milburn Review (NEETs); House of Lords (Preparing for an ageing society); NHS 10-year health plan.
- Mental health and musculoskeletal health are key causes of worklessness and sickness absence.

Solution

- **Premise** of the project: job quality and employee health are linked; improvements in the first will lead to improvements in the second.
- The **aim** of the project is to better understand the links between job quality and health, with the **objective** of leveraging job quality to create healthy jobs in the UK.
- A **preventative** model: creating healthy jobs, not just trying to fix workers.

Measures of job quality

Terms of employment



Health, safety and psychosocial wellbeing



Social support and cohesion



Work-life balance



Pay and benefits



Job design and nature of work



Voice and Representation



‘Carnegie’ measures – adopted by the ONS

[Measuring Good Work: The final report of the Measuring Job Quality Working Group - Carnegie UK](#)



- Two-year £1.5m project funded by NIHR spanning four universities.
- Collaborators: Society of Occupational Medicine (SOM), Chartered Institute for Personnel & Development (CIPD), Living Wage Foundation (LWF), Greater Manchester Good Employment Charter (GMGEC) and UKHospitality.

Strands of inter-connected work

Today:

- **Healthy Jobs Framework**
- **How work practice contributes to healthy jobs**

More in progress:

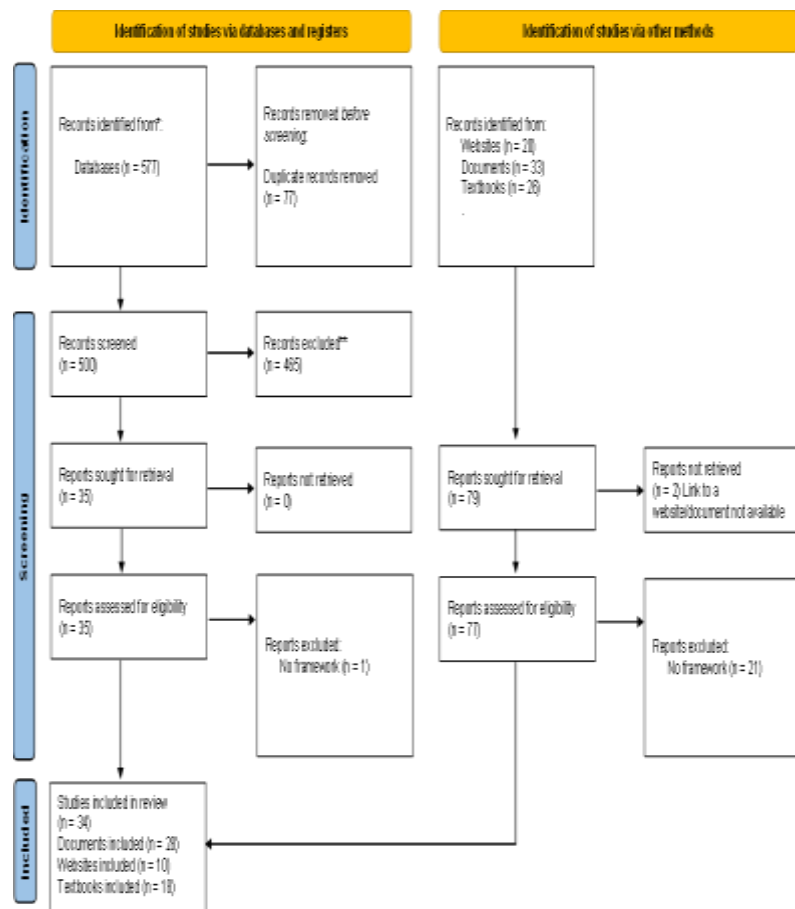
- **Identifying health inequalities**
- **Modelling the benefits of healthy jobs**
- **Evidence into action:** roadmaps focusing on Hospitality and in Greater Manchester



A Framework for Creating Healthy Jobs

Eli Dutton, Sangwoo Lee, Katharina Sarter
& Kevin Daniels

- Problem:** No common or comprehensive understanding of the features of healthy/unhealthy work
- Difficulty translating across policy/professional/research communities
No basis for comprehensive risk monitoring
No basis for systemic, multi-faceted, preventive interventions
- Aims:** Develop a framework of features, encompassing consensual definitions, useable across policy domains and research disciplines
- Methods:** Systematic review of conceptual models & user testing
- Findings:** 31 features of health work in 7 dimensions of job quality



31 features of health work in 7 dimensions of job quality

<https://nihr-organisational-health-app-dzyu.vercel.app/>

34 papers (reviews), 26 reports, 15 websites, 18 textbooks

Data synthesis

Consensual definitions of key job features

Classification of key job features

Testing workshops with academic and policy researchers



How work practice contributes to healthy jobs

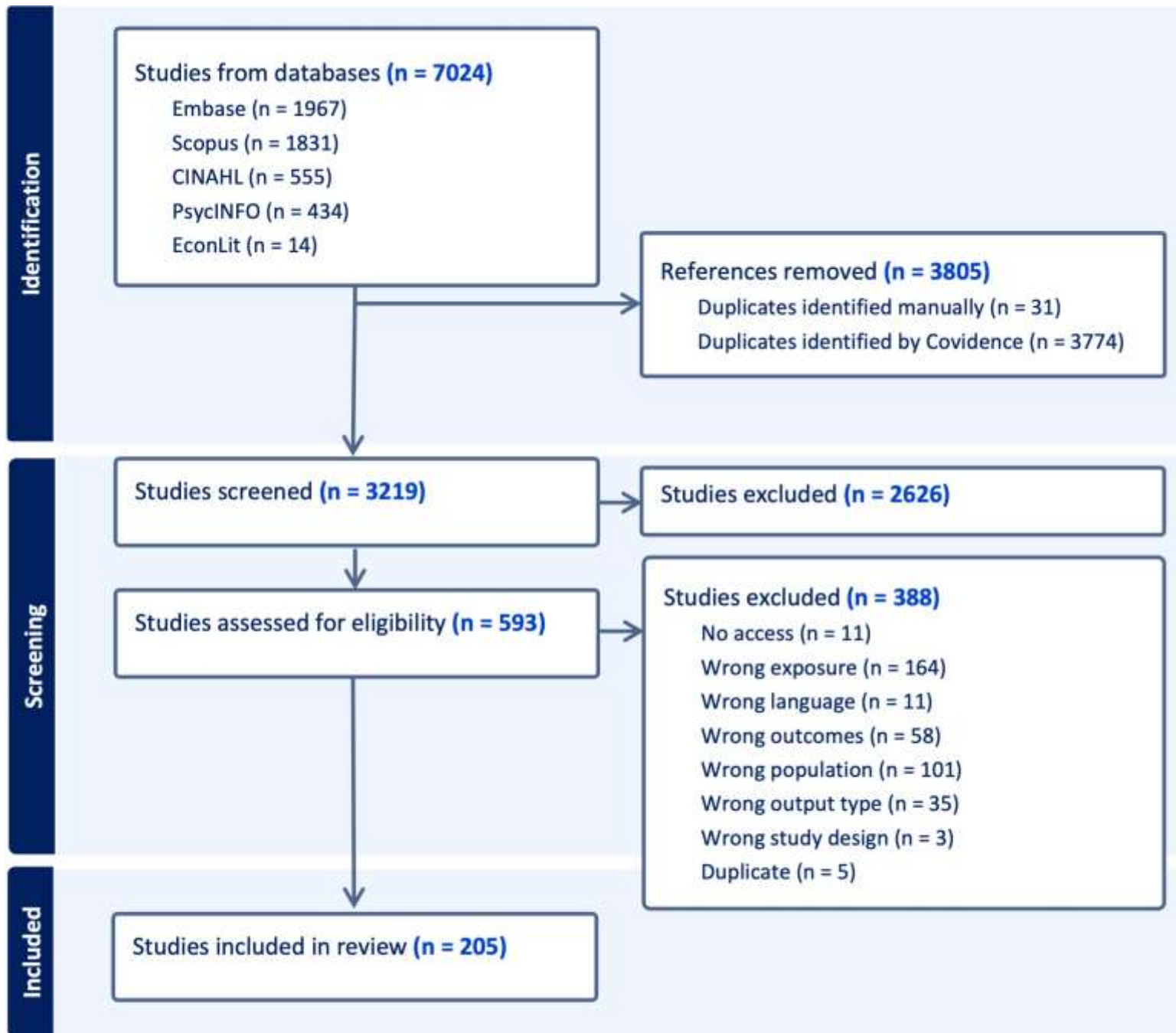
Eli Dutton, Amy Grove, Sarah Damery

Aims: Primary aim: Identify work and employment practices that constitute a healthy or unhealthy job based on the seven dimensions of job quality.

Secondary aim: Investigate the links between work and employment practices and different mental and physical health conditions.

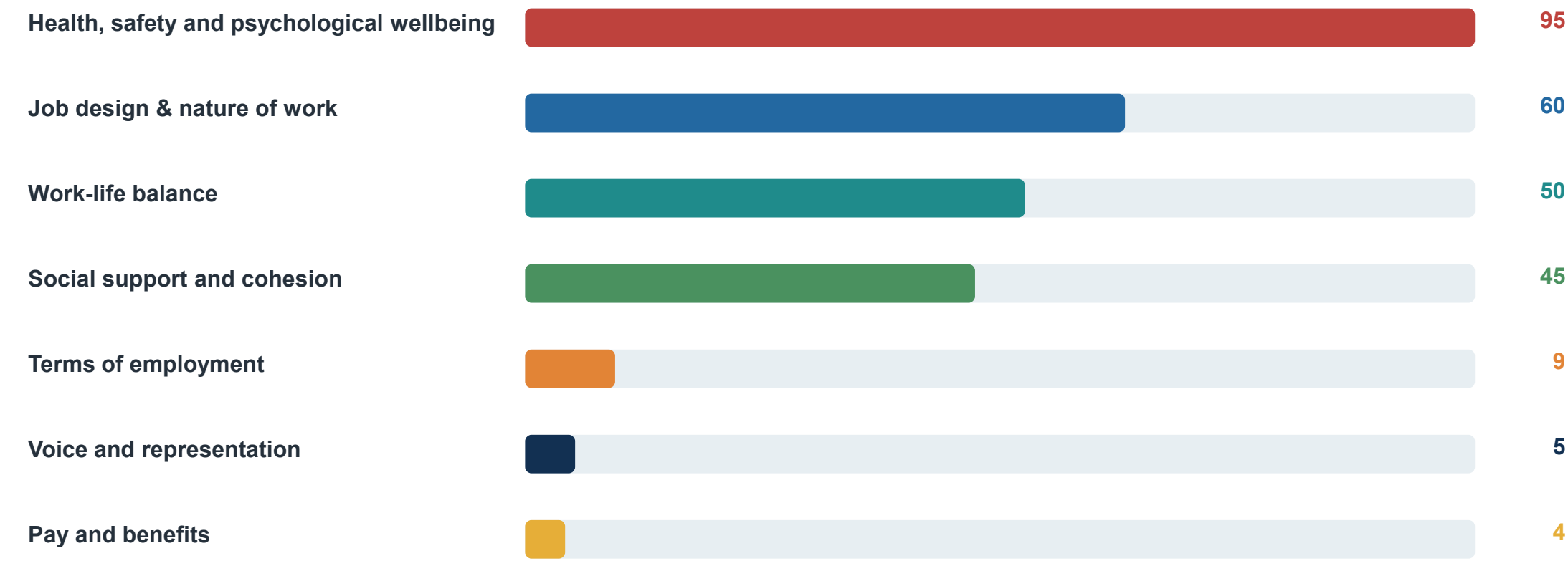
Review question: *What work and employment practices constitute healthy or unhealthy jobs?*

Methods: Review of reviews: 205 included systematic reviews (representing 7,091 primary studies!)



Where the evidence is concentrated

The strongest evidence concerns the conditions and organisation of everyday work



Number of included reviews examining each dimension

What protects health? Work practice can turn job features into resources for health and resilience

Control and autonomy

Greater say over tasks, pace, location and schedules was associated with better health.

Supportive relationships

Supervisor and colleague support helped reduce stress, burnout and poor wellbeing.

Good leadership

Relational, supportive leadership and positive culture were protective.

Voice and participation

Involvement in decisions and workplace change showed potential wellbeing benefits.

**The practical implication:
reduce avoidable demands while increasing resources, voice and recovery.**

Work practice priorities: Translate the evidence into action at organisational and team level

Design safer work	Remove or control hazards; improve equipment, ergonomics and workplace environments.
Make work manageable	Resource staffing, workload, pace and emotional demands; protect breaks and recovery.
Give people more control	Increase autonomy, flexibility and influence over schedules and day-to-day decisions.
Build respectful cultures	Prevent bullying, harassment and violence; strengthen psychological safety and support.
Improve security and fairness	Provide predictable work, fair pay, recognition, development and transparent change processes.

Healthy jobs are created through healthy work practice



The evidence points to a practical direction:

- **Prevent physical and psychosocial hazards.**
- **Balance demands with control, support and recovery.**
- **Treat people fairly, involve them in decisions and strengthen security.**
- **Use the Healthy Jobs Framework to guide action and evaluate change.**





Q & A session

Gill Dix & Chris Warhurst

Please raise a hand or post questions into the chat

Thank you for joining us and to our hosts today



Please add any further questions for follow up
and your email address into the chat

[NIHR - Creating Healthy Jobs](#)

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