

## Evaluating the impact of your Wellbeing@Work actions



Evaluating the financial and other impact of your actions makes investing in health & wellbeing a sound business proposition and increases the likelihood of sustainable results.

Knowing whether what you are doing to promote better health and wellbeing is working, needs tweaking or a complete rethink, all starts with being clear about the 'problem' or issue you are trying to resolve in the first place and the difference/s you are trying to achieve. From that you can then design your indicators and measures.

SMART is often used as a structure for sound goal setting. You may have your own variant of SMART, but some common words are Specific/Simple – Meaningful/Motivating/Measurable (time/quality/quantity and/or cost) – Achievable/Assignable/Action-oriented – Realistic/Relevant – Trackable/Timely/Time-bounded.

### Management information

You may already have data in your business that gives some base line information from which to evaluate the changes brought about by the actions you put in place. For example:

- sickness or absence figures – rates, patterns across the business, causes
- referrals to Occupational Health, and what the referrals are for
- how many staff have contacted an Employee Support Line or Assistance Programme, and the pattern of what for
- any patterns in long term sickness absences
- reasons given for short-term absences in return-to-work interviews
- exit interviews when people leave
- engagement, health & wellbeing or other staff surveys which may or may not include specific questions on health & wellbeing
- suggestion schemes
- team meetings or project/focus groups
- asking
- direct feedback from staff and/or managers

- feedback from Wellbeing Champions
- what comes up in performance management/appraisal meetings and what training is asked for

This sort of information (formally or informally), can also give you a steer towards what/where to focus to get the greatest gains in terms of engagement, physical health, reducing stress, attendance and/or retention.

Depending on the size and complexity of your organisation, you may have a lot or none of this easily to accessible, and using some of the following alternatives might be easier.

## Surveys

*Note: just asking will raise expectations...*

As always with any surveys and questionnaires, think about –

- Ensuring anonymity and confidentiality
- Accessibility for all staff – location/literacy/access to technology
- Whether you need other information eg identifiers for age/gender/caring responsibilities/ different staff groups (managers/staff; location; grade; team/function)
- Demographic information – age/gender/travel to work distance/caring responsibilities
- How you will share the findings
- How you will follow-up, including maybe discussions, focus group, actions, pilots

### Existing questionnaires

Include questions on health & wellbeing in any staff/engagement/360 surveys you already do. These could be general questions or specific to an activity/intervention you've been focusing on.

### Ask via email, online voting buttons, voting dots

Ask staff frequently how their week has been and track the results, for example -

- Have you had a good week? – no - so-so - yes
- How have you felt this week? – 1 (not so good) through to 5 (great)

### Using an online survey

The [Happiness Pulse](#) from Happy City is one example that is validated and evidence based. There is a free version that includes a dashboard for 4 or more participants, and more features in the paid survey.

### Using the NPS framework

A version of the NPS [Net Promoter Score](#) (usually used to measure customer feedback) could work as a quick and easy way of gauging opinions.

Design a question you want to know the answer to and which you think will measure wellbeing at regular intervals, ask the same question at regular intervals, compare the results and, allowing for inevitable fluctuations, identify trends.

Responses are expressed on a 0 – 10 scale -



Or



Disregarding the middle 6/7 ratings, the NPS = % rating Green (8-10) - % rating Red (0-5)

Or you could just add up the numbers! – what you are looking for is quantifiable movement in a positive direction

Depending on your focus, the questions/statements might be –

- How likely are you to recommend working at [this organisation] to your friends and family?
- I believe that [this organisation] cares for my health & wellbeing
- [This organisation] is a great place to work
- It's easy to look after my health and wellbeing whilst working here
- Working here gives me a happy worklife balance
- I like working here

### Ask for examples

Put up a graffiti wall and ask people, for example –

- What's been good about this week?
- What have you liked about this week?
- What have you done to keep fit and healthy this week?
- What's 1 thing that's made you feel good this week?
- What would make working here more fun?

Whilst not so immediately easy to track, you can monitor volume and nature of comments, and it helps raise mood by directing attention to what people like and feel good about

### Ask about lifestyle choices

Public Health England have sets of questions about health/lifestyle choices covering general health & wellbeing, smoking, physical activity, alcohol consumption, sleep, what support would be useful, ill health and workplace culture. [Email](#) for a copy of the questions.

### Ask managers what support and/or training they need

Public Health England also have some questions you can ask managers. These can be used to find out need and establish a skills/confidence baseline, and then when repeated give an indication of the progress made.

How confident do you feel to discuss and/or provide support and/or signposting advice, on any of the following, to those you directly manage?					
A: Healthy Lifestyle - eating healthily, taking exercise, safe use of alcohol, sleeping well, not smoking	Not at all confident	Not so confident	Neither confident or unconfident	Quite confident	Very confident
B: Financial/debt issues	Not at all confident	Not so confident	Neither confident or unconfident	Quite confident	Very confident
C: Mental health	Not at all confident	Not so confident	Neither confident or unconfident	Quite confident	Very confident
D: Making workplace adjustments	Not at all confident	Not so confident	Neither confident or unconfident	Quite confident	Very confident
E: Having difficult conversations about performance, bullying or harassment	Not at all confident	Not so confident	Neither confident or unconfident	Quite confident	Very confident
F: Managing your staff's ill health - sickness absence and return to work interviews	Not at all confident	Not so confident	Neither confident or unconfident	Quite confident	Very confident

Note: there's signposting and resource information on the [Wellbeing@Work](#) webpages on all these topics

And

What prevents you from being more able to promote and encourage good health and wellbeing to those you directly manage?	Please ✓ all that apply
A: I already promote wellbeing to those I manage	
B: Lack of time	
C: I don't think I set a good enough example to have the credibility to talk with my team members	
D: I don't feel trained/equipped to have conversations about mental/physical health	
E: I don't believe it's part of my job	
F: I don't see the point	
G: My manager doesn't see it as a priority	
H: The organisation is resistant to change	