

# **Employee Wellbeing Service: Clinical Outcomes, User Views and Effect on Work Functioning**

*Cardiff and Vale NHS Trust*

Jane Boyd, Julie Devlin, Shuit Ho, Gerrie Hughes,  
Trish Huxley, Ruth Nash, Moira O'Shea, Leah Bartlett.

# ROLE

- *The aim of the Employee Wellbeing Service service is to support organizational health and employee wellbeing thorough the provision of services at three levels of intervention*
  1. Organizational interventions which tackle stress at source
  2. Psychoeducational interventions aimed at creating attitudinal change and changing practices
  3. Direct employee assistance/staff counselling.

## INFORMATION.

- Staff are informed of the service through posters, notice boards, payslip leaflets and at induction through credit-card sized information on the service

# GOVERNANCE.

- Employee Wellbeing counsellors within the service work to clear governance policy in relation to professional qualifications and ethical practice (BACP), service delivery issues, contracting, client safety and access to formal support networks, confidentiality and audit.
- Referral is by self-referral only and no reports are offered back to the employer
- The service has clear protocol on access, management of self harm, liaison with outside services etc

## AUDIT-First Year 2005-2006

- 315 staff accessed the service. It has demonstrated effectiveness for clinical outcomes, efficiency, and work related factors and high client satisfaction with the service
- Detailed data was available for 85 clients using the Clinical Outcomes in Routine Evaluation measure (CORE).
- Results of the pre and post-clinical outcome forms indicated that 79% (67) of the clients showed reliable improvement (including those clients who made clinical change) and 64% (54) of the clients demonstrated reliable and clinically significant improvement

## Outcome of Counselling Intervention on Identified Problems / Concerns

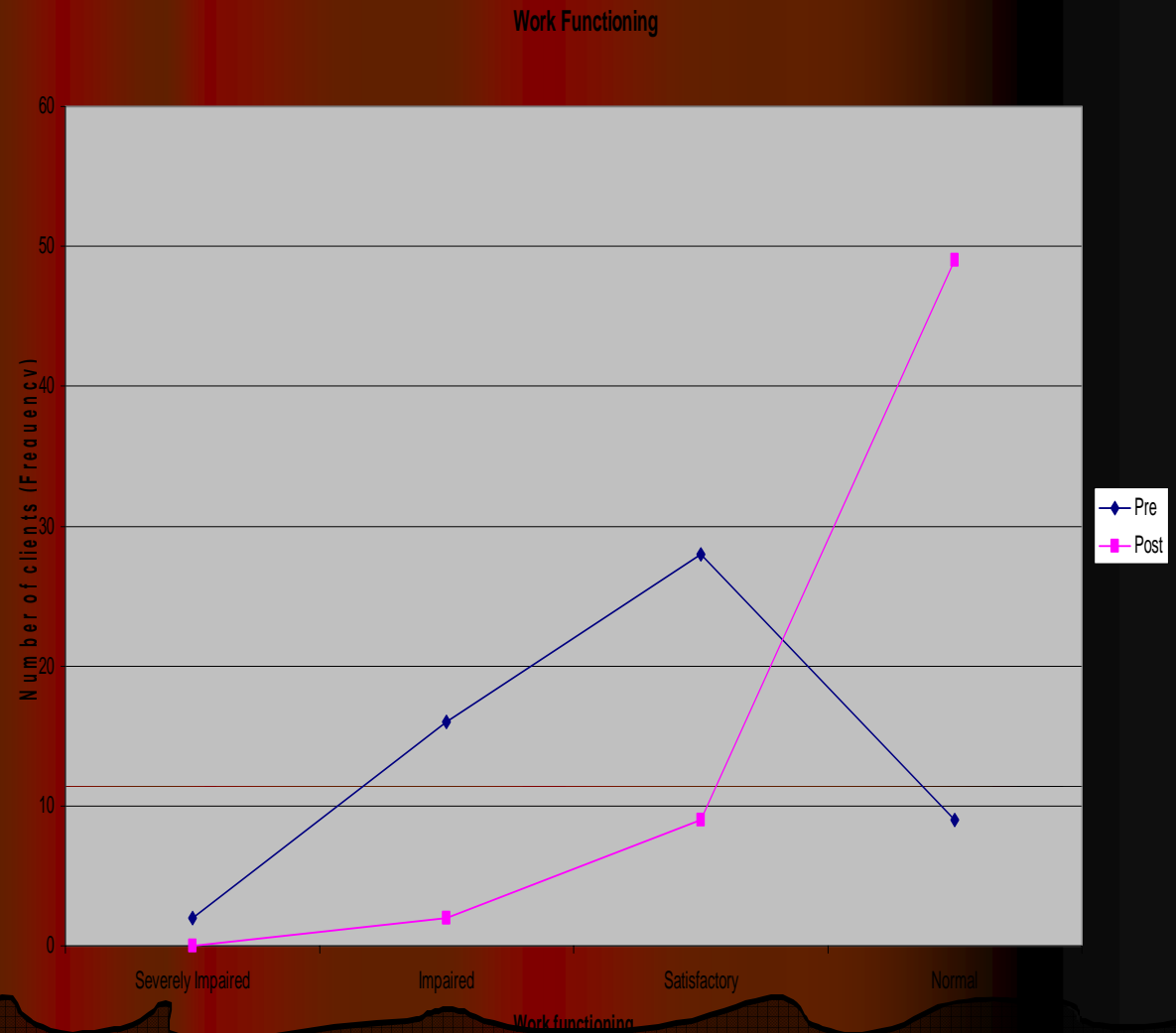
- Assessment by the counsellors using the workplace CORE indicated a significant reduction in severity of presenting problems following counselling intervention.
- The greatest change in severity of presenting problems from pre to post therapy were seen in clients presenting with anxiety/stress, depression, self esteem, work/academic.

# Sickness Absence

- 33% of clients to the service were on sick leave or absent from work when they began counselling.
- Following counselling this number had reduced to only 18% of clients on sick leave or absent from work
- Almost half of these were planning a return to work in the near future.

# Work Functioning

- Pre-counselling 83% (44) of clients (not including those on sick leave or absent) were functioning at a level below normal.
- Following counselling there was a staggering improvement in work functioning with 81% of all clients now functioning at a normal level



# DEPRESSION and ANXIETY

## Depression

- 92% of clients who pre counselling were identified as “clinical cases” for depression using the Hospital Anxiety and Depression Scale (HAD, post- counselling were back within a normal functioning group/doubtful cases.

## Anxiety

- 73% of the clients identified as demonstrating “clinical cases” of anxiety pre-counselling, were back within a normal functioning group/doubtful cases when assessed post counselling.

# USER VIEWS

## Clients' Opinion Questionnaire (n = 70)

- Clients were very satisfied with the service, (90.9% of respondents rated their overall satisfaction between 8 & 10)
- Users considered counselling very helpful
- Counselling had a significant positive impact on their general work performance and general wellbeing
- Counselling had helped clients achieve important changes across both personal and working domains.

# SERVICE DEVELOPMENT

- The visibility of early audit remains significant in shaping the focus of the Employee Wellbeing Service and allowing it to achieve its initial aim of intervention at level III.
- Work is ongoing in relation to interventions at organizational level and for psycho-educational interventions. The Employee Wellbeing Service is developing a consultation role for directorates.
- The service is liaising with other disciplines Trust-wide to raise awareness of models of stress and organizational understanding of factors predictive of lowered stress and employee wellbeing.

# HSE

- Recent HSE initiatives suggest 6 management standards for addressing stress in organisations including role, support, control, demands, relationships and change.
- Risk can be assessed using the HSE indicator tool and interventions made in areas identified. This may increase demand on our service to facilitate directorate or focus group interventions to address these issues as recommended by HSE.
- Employee Wellbeing has collaborated with a Health and Safety Executive (HSE) Project to identify effective manager behaviours which lead to the reduction of stress. The results of the project will form the basis for development of psycho-education packages.
- Group interventions are planned teaching the relevant therapeutic principles underlying stress management.
- The service is developing modes for awareness raising such as presentations to groups of staff, E-news links, and information displays relating to employee wellbeing issues on notice boards.

# SERVICE IDENTITY

- The “neutral” identity of the Wellbeing service, affords it a strategic role in facilitating joining up of the different pathways currently deployed in relation to the prevention of- and response to staff suffering stress..
- Links with Stakeholders are vital to ensure joined up thinking and the development of appropriate strategic plans Trust-Wide. The service aims to develop a WISE steering group

# The Role of Psychology

Palozzi (1984) comments on the organisational role:

- Psychologists are usually engaged when the “game” has already begun and must be quick to grasp the nature of that game”
- “such reading of the nature of the game” will enable the practitioner to be appropriately positioned to facilitate organisational change.
- To avoid “yielding to the seductive and often innocent-sounding offer of a coalition by one of the parties or factions”, (e.g. taking on a role that has been abandoned by other stakeholders or for which the organisation is not yet ready).