

**NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE  
Public Health Advisory Committee E – Meeting 2**

**Workplace policy and management practices to improve the health and  
wellbeing of employees  
Thursday 20th February 2014**

**Renaissance Hotel, Blackfriars Street, Manchester, M3 2EQ  
Final Minutes**

<b>Attendees:</b>	<p><b><i>PHAC Members</i></b> Paul Lincoln(Chair), Jeremy Wight, Ruth Hall, Matt Taylor, Elaine Harris, D'Arcy Myers, Jayne Parry, Diana Kloss, Ivan Robertson, Mark Gabbay, Mandy Wardle, Ralph Bagge</p> <p><b><i>NICE Team</i></b> Hilary Chatterton, Ruaraidh Hill, Jane Huntley, Rebecca Maguire, Caroline Mulvihill, Alastair Fischer</p> <p><b><i>Review Team (from the Work Foundation, Institute for Employment Studies, Lancaster University)</i></b> Jim Hillage, Tyna Taskila</p>
<b>Apologies:</b>	<p><b><i>PHAC Members</i></b> Dennis Simpson, Jane Royle</p>

<b>Author</b>	RM
<b>File Ref</b>	
<b>Version</b>	Final
<b>Audience</b>	<b>PHAC members, NICE team, members of the public</b>

Item		Action
<p><b>1. Welcome and objectives for the meeting</b></p>	<p>The Chair welcomed the Public Health Advisory Committee (PHAC E) to the second meeting on Workplace policy and management practices to improve the health and wellbeing of employees.</p> <p>The PHAC members introduced themselves and the Chair gave a short explanation of the process for NICE public health guidance development.</p> <p>The Chair outlined the objectives of the meeting which were to begin the process of developing guidance on ‘Workplace policy and management practices to improve the health and wellbeing of employees’. The aims of the day were to look at:</p> <ul style="list-style-type: none"> <li>• Presentation and discussion on the second evidence review</li> <li>• An update on health economics</li> <li>• Drafting recommendations</li> <li>• Refining the list for potential expert testimonies</li> </ul> <p>The Chair informed the PHAC that apologies had been received. These are noted above.</p>	
<p><b>2. Declarations of Interests</b></p>	<p><b><u>Declarations of Interests</u></b></p> <p>The Chair explained that verbal declarations of interest are a standing item on every agenda and are recorded in the minutes as a matter of public record. The Chair asked everyone to verbally declare the interests they had made in writing at the time of their application to join the PHAC and also to declare any additional interests that may have arisen since then.</p> <p>The potential conflicts of interest declared were as follows:</p> <p><b><u>Personal pecuniary interest</u></b></p> <p><b>Paul Lincoln:</b> Paul is employed by the UK Health Forum charity (UKHF).</p> <p><b>Ivan Robertson:</b> Ivan is a director of Roberson Cooper Ltd – a University of Manchester spin-off company that offers advice and products relating to psychological well-being at work.</p> <p><b>Mandy Wardle:</b> Mandy is employed by one of the Department of Work and Pensions Fit for Work pilots. This pilot is funded by the local county council and enables us to employ a member of staff to do this work and evaluate it. The interventions do not recommend products but broker in or support local service or approaches that are best practice.</p>	

	<p><b>Jeremy Wight:</b> Jeremy is an employee and executive director of Public Health for Sheffield City Council</p> <p><b>Jenny Holmes:</b> From January 2013 to July 2013, Jenny was employed as an HR manager in an NHS Trust (Sussex Community NHS Trust). Since November 2010, Jenny has been the Director of an HR consultancy providing advice to small businesses and charities in the South East. In that capacity, she has provided HR advice in relation to absence management.</p> <p><b>D’Arcy Myers:</b> Darcy is providing interim CEO services to Allergy UK through his consultancy.</p> <p><b><u>Personal family interest</u></b></p> <p><b>Paul Lincoln:</b> Paul’s partner is a public health consultant</p> <p><b><u>Non-personal pecuniary interest</u></b></p> <p><b>Jayne Parry:</b> Jayne is employed by the University of Birmingham as a Clinical Professor, and holds an honorary contract with Birmingham Community Healthcare Trust.</p> <p>The University of Birmingham has undertaken, and continues to undertake, work governed by a contractual relationship with the Institute.</p> <p>Jane does not personally presently hold any contract for work with the Institute.</p> <p><b>Matt Taylor:</b> Matt, on behalf of his employers York Health Economics Consortium (YHEC), receives fees for health economic consultancy from a number of medical technology manufacturers. YHEC also conducts work as a review team for the Medical Technology Appraisal Committee.</p> <p><b>Jim Hillage:</b> Jim is Director of Research at an independent research institute which funded mainly through competitively tendered research contracts. Clients include, inter alia the Department for Work and Pensions, the Department of Health, NICE, Welsh Government, Chartered Institute of Personnel and Development, European Agency for Safety and Health at Work, Health and Safety Executive, National Institute for Health Research, NHS Employers, AstraZeneca and Macmillan.</p> <p><b>Jenny Holmes:</b> Jenny is a Research Officer at an independent research institute which funded mainly through competitively tendered research contracts. Clients include, inter alia the Department for Work and Pensions, the Department of Health, NICE, Welsh Government, Chartered Institute of Personnel and Development, European Agency for Safety and Health at Work, Health and Safety Executive, National Institute for Health Research, NHS Employers, AstraZeneca and Macmillan.</p>	
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	<p>subjects related to workplace policy and management practices to improve the health and wellbeing of employees which may or may not be relevant to this review.</p> <p><b>Jenny Holmes:</b> Jenny has conducted previous research into subjects related to workplace policy and management practices to improve the health and wellbeing of employees which may or may not be relevant to this review</p> <p><b>Zofia Bajorek:</b> Zofia has previously completed a PhD on the management of temporary staff and in healthcare emergency departments and the implications for patient safety and service quality. This was an ESRC CASE award with the King’s Patient Safety and Service Quality Research Centre and King’s College Hospital.</p> <p><b>Stephen Bevan:</b> Stephen has conducted previous research into subjects related to workplace policy and management practices to improve the health and wellbeing of employees which may or may not be relevant to this review.</p> <p><b>Susan Cartwright:</b> Susan has conducted previous research into subjects related to workplace policy and management practices to improve employee health and well being which may or may not be relevant to this review</p> <p><b>Tyna Taskila:</b> Tyna has conducted academic research in Holland and Finland related to return to work and employment of people with cancer and received funding from governmental and non-profit organisations. She is co-chair of the European CanWon (Cancer and Work) network which has received four years of funding (2012-2015) from the COST (European Cooperation in Science and Technology).</p> <p>The Chair and the Associate Director agreed that the interests declared did not prevent the attendees at committee from fully participating in the meeting.</p>	
<p><b>3. Minutes and matters arising</b></p>	<p>All actions from the meeting on 06 February have been completed and the minutes were signed-off as a true record.</p>	
<p><b>4,5. Evidence review – presentation Workplace policy and management practice to improve the health of employees. Evidence review 2</b></p>	<p>Jim Hillage presented the second evidence review. The presentation covered:</p> <ul style="list-style-type: none"> <li>• A reminder of IES’ approach</li> <li>• An update on the search for evidence</li> <li>• Findings from the second review</li> <li>• Next steps</li> </ul> <p>Following the presentation there was time for a discussion. The Chair summarised the discussion as follows:</p>	

	<ul style="list-style-type: none"> <li>• It was agreed the evidence will be used as a base to draft the recommendations</li> <li>• The evidence review should reflect the revised inclusion / exclusion criteria</li> <li>• It was noted that there are very few studies to source the evidence from. Additionally, all the studies were undertaken in other countries with potentially different work cultures, therefore recommendations will depend on how the committee interprets the evidence</li> <li>• There is a danger that we will only have guidance that frames research recommendations. It is important for the committee to set a research agenda with the National Institute for Health Research (NIHR) and other researchers who are interested in developing it as a field. Most importantly, the studies should record details about interventions, contextual factors and development</li> <li>• Due to the current lack of data, we cannot conclude that the evidence shows proof of any effects</li> </ul> <p><b>Action: Jim to circulate the PowerPoint presentation and the updated logic model</b></p> <p>The Chair thanked IES and the NICE team for their work on the Evidence review</p>	<p>IES</p>
<p><b>6. Health economics update</b></p>	<p>Alastair Fischer, Health Economist at NICE, provided an update on health economics following the economics sub-group meeting.</p> <p>Alastair suggested a way forward, which is to collate suggestions from the committee members for metrics and ways to measure value.</p> <p>The Chair thanked Alastair and the sub-group for their update.</p> <p><b>Action: Alastair to organise another sub-group meeting before the next committee meeting</b></p> <p><b>Action: Alastair to circulate the PowerPoint presentation</b></p>	<p>NICE</p> <p>NICE</p>
<p><b>7,8,9,10. Drafting recommendations and considerations and identifying gaps in the evidence - discussion</b></p>	<p>Caroline Mulvihill, lead analyst on the project at NICE, gave a short presentation on the changes made to the guideline template.</p> <p><b>Action: NICE team to circulate this presentation to the PHAC</b></p> <p>The PHAC discussed the current draft recommendations, identifying draft considerations and</p>	<p>NICE</p>

	<p>research recommendations. Updates for each evidence statement were agreed.</p> <p><b>Action: NICE team to capture the discussions and develop a second draft of recommendations to be brought back to the next PHAC meeting</b></p>	<b>NICE</b>
<b>11. Refining expert testimony suggestions</b>	<p>The suggestions of people to approach for expert testimonies made by the PHAC at the last meeting were discussed and a few contacts were confirmed.</p> <p>The Chair advised that the expert testimonies should cover a full range of companies and fields.</p> <p><b>Action: PHAC to forward suggestions to NICE (caroline.mulvihill@nice.org.uk)</b></p> <p><b>Action: NICE will follow up any expert testimony suggestions to bring back to the PHAC for consideration</b></p>	<b>PHAC</b> <b>NICE</b>
<b>12,13. Summary of the day and next steps/AOB</b>	<p>The next meeting will take place on <b>Friday 02 May 2014</b> in Manchester.</p> <p>Meeting papers will be mailed on Wednesday 23 April 2014</p> <p>PHAC members are reminded that NICE will only process expenses that are <b>submitted within 3 months of the date incurred.</b></p>	
The meeting closed at 4.00pm		