

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

Friday 2nd May 2014
Dee meeting room, NICE Manchester Office, Level 1A, City Tower
Piccadilly Plaza, Manchester, M1 4BT

Final Minutes

Attendees:	<p><i>PHAC Members</i> Paul Lincoln(Chair), Ralph Bagge, Ruth Hall, Elaine Harris, Diana Kloss, Mark Gabbay, D’Arcy Myers, Jane Royle, Ivan Robertson, Matt Taylor, Jeremy Wight, Mandy Wardle</p> <p><i>NICE Team</i> Hilary Chatterton, Alastair Fischer, Ruaraidh Hill, Jane Huntley, Patricia Mountain, Caroline Mulvihill,</p> <p><i>Review Team (from the Work Foundation, Institute for Employment Studies, Lancaster University)</i> Jim Hillage, Stephen Bevan</p>
Apologies:	<p><i>PHAC Members</i> Maria Karanika-Murray, Dennis Simpson</p>

Author	PM
File Ref	
Version	Draft 1
Audience	PHAC members, NICE team, members of the public

Item		Action
<p>1. Welcome and objectives for the meeting</p>	<p>The Chair welcomed the Public Health Advisory Committee (PHAC E) to the third meeting on Workplace policy and management practices to improve the health and wellbeing of employees.</p> <ul style="list-style-type: none"> • To discuss the findings of the third evidence review. • To update members on the health economic work for this topic • To update members on expert testimony • To consider drafting recommendations, considerations and research recommendations <p>The Chair informed the PHAC that apologies had been received. These are noted above.</p> <p>The Chair welcomed the members of the public to the meeting. The members of the public had been briefed already, both verbally and in writing by the NICE team, and the Chair reminded them of the protocol for members of the public, i.e. their role is to observe and they may not speak or ask questions. Also, no filming or recording of the meeting is permitted.</p> <p>The Chair reminded all present that the PHAC is independent and advisory, and that its decisions and recommendations to NICE do not represent final NICE guidance; and they may be changed as a result of public consultation.</p>	
<p>2. Declarations of Interests</p>	<p><u>Declarations of Interests</u></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 the PHAC to declare any changes to their interests. Previous declarations of interest can be viewed on the NICE website here http://guidance.nice.org.uk/PHG/57</p> <p>There were no additional declarations of interest made.</p> <p>The Chair and the Associate Director agreed that the interests already declared did not prevent the attendees at committee from fully participating in the meeting.</p>	
<p>3. Minutes and matters arising</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>4,5, Evidence review – presentation Workplace policy and management practice to improve the health of employees. Evidence review 3</p>	<p>Jim Hillage from the Work Foundation, Institute for Employment Studies, Lancaster University, presented the third evidence review. The presentation covered:</p> <ul style="list-style-type: none"> • Which workplace policies, practices or interventions implemented by line managers in employing organisations are effective and cost effective in enhancing the wellbeing of the people they manage. Examples are: <ul style="list-style-type: none"> ○ organisational culture ○ leadership styles ○ management practices ○ support from occupational health departments • Which workplace factors facilitate or constrain the ability of line managers to enhance the wellbeing of the people they manage. <p>Following the presentation there was time for a discussion. The Chair summarised the discussion as follows:</p> <ul style="list-style-type: none"> ○ There is a clear association between supportive supervisory behaviours and approaches and employee well-being ○ The relationship between line management and employee well-being is complex and varies by occupation, sector and a number of individual and workplace factors ○ Looking at what organisations should not do is also relevant eg negative leadership behaviours ○ Physical impacts and the impact on co-morbidities on the wellbeing of employees needs to be addressed at a later point in the process ○ Other forms of evidence will need to be seen by the PHAC, such as expert testimony 	
<p>6. Health economics update</p>	<p>Alastair Fischer, Health Economist at NICE, provided an update on health economics and outlined the approach that will be used to identify the costs and beneficial work place policies and practices which improve employee health and wellbeing, and identifying the link to better business outcomes.</p> <p>It is possible to quantify some of the direct costs involved, such as the cost of training. However, the broader cost effectiveness is difficult to quantify such as increased job satisfaction, reduced absenteeism etc, and how that benefits business outcomes.</p> <p>There was time for questions and discussion. Action: NICE and review team to bring an update of the economic model to the next meeting</p>	<p>NICE and review team</p>

<p>7 Drafting recommendations – discussion</p>	<p>Caroline Mulvihill, lead analyst for this topic at NICE, gave a short overview, summarising the draft recommendations, considerations and research recommendations based on committee discussions to date. The PHAC worked through the draft recommendations, refining one by one in plenary session. Additional draft recommendations and amendments to agreed recommendations were recorded by NICE staff.</p> <p>Action: NICE to summarise the changes and additions to the draft recommendations and bring back to the next meeting Action: NICE team to begin to draft the glossary of terms and bring back to a future PHAC meeting</p>	<p>NICE NICE</p>
<p>8. Drafting considerations</p>	<p>The PHAC worked through the suggested draft considerations, refining one by one in plenary session. Additional draft considerations were agreed and recorded by NICE staff.</p> <p>Action: NICE to summarise the changes and additions to the draft recommendations and bring back to the next meeting</p>	<p>NICE</p>
<p>9. Drafting research recommendations and gaps in the evidence</p>	<p>There was a brief discussion on this item due to time constraints. Action: NICE team to add to the next PHAC meeting for further discussion</p>	<p>NICE</p>
<p>10. Expert testimony update</p>	<p>Caroline Mulvihill, lead analyst made suggestions for the types of experts that the PHAC may consider useful. The PHAC discussed and made further suggestions of expert testimony they would find useful including; from micro businesses, the public sector and the employee’s perspective</p> <p>Action: NICE team to summarise the suggestions of types of expert testimony and potential contacts for PHAC agreement</p>	<p>NICE</p>
<p>12,13. Summary of the day and next steps/AOB</p>	<p>The next meeting is on Friday 13th June 2014 at NICE Manchester Office, Level 1A, City Tower Piccadilly Plaza, Manchester, M1 4BT Meeting papers will be mailed on Monday 2nd June 2014 PHAC members are reminded that NICE will only process expenses that are submitted within 3 months of the date incurred</p>	
<p>The meeting closed at 3.50pm</p>		