

Case study:

Driving a Health and Wellbeing Culture within Skanska Rashleigh Weatherfoil Engineering Services (SRWES)

Summary

Skanska Rashleigh Weatherfoil Engineering Services (SRWES) is an operating unit within Skanska UK delivering Mechanical and Electrical engineering services to the UK construction industry.

SRWES felt that Health and Wellbeing was an area that was not understood by the business, and therefore was not as well managed as it could be. As an organisation Health and Wellbeing support our core values, namely having a 'culture of care and concern' and 'Care for Life'.

Having established a Health and Wellbeing Leadership Team (HWLT) we assessed our status using a Health Maturity Matrix, identifying gaps as appropriate. A strategy was then developed to improve performance in a variety of health and wellbeing topics. Through implementation and progress monitoring we have significantly improved understanding and performance in several key areas.

As a consequence, SRWES has gone from a low performing business in relation to Health & Wellbeing within the Skanska Group, to one of the leading business when re assessed against the Health Maturity Matrix our initial score of 43% improved to over 80% through the delivery of a structured approach.

Problem statement

2 years ago back in 2015, Health and Wellbeing was virtually non-existent within SRW, and was an area where as a business we wanted to develop.

Solution / what you did

The first objective was to establish a Health and Wellbeing Leadership team (HWLT) within SRWES. The HWLT are a small but hard working and focussed group of volunteers from within the business who have a 'passion' and wanted to take an active part in developing Health and Wellbeing for the benefit of our people.

The HWLT wanted to establish where SRWES were on our Health and Wellbeing criteria. Using a Skanska Health Maturity Model, they audited their own performance and reviewed the findings to identify that we scored 43% against the key metrics. This was one of the lowest H & W scores in the Skanska business, so clearly much to do!

An occupational Health Maturity Matrix allows you to identify how you manage OH by assessing your organisations' overall occupational health maturity and provides suggestions to help improve OH management and protect the health and wellbeing of your employees, maximise your overall productivity and retain experienced and skilled workers

Using the headings of the metrics within the health maturity model document the HWLT developed a clear strategy of how they were going to implement and improve H & W in our business.

During the two year cycle we have implemented a planned approach to our actions including:

During year 1

- Created an Intranet link and Wellbeing page on our SRW business page. This was to capture and pass knowledge and events onto the SRW business.
- Launched Bi Annual Well Being Newsletters with the Title 'Choosing to Change'. The Newsletter provides information on events, and increases awareness.
- At the first H & W meeting, the team wanted to establish where SRW were on our Health and Wellbeing criteria.



Figure 1 SRWES Health & Wellbeing Newsletter

- Implemented monthly Well Being Tool box talks. The Toolbox talks covered, Blood Pressure, Cholesterol checks, Breast and Bowel Cancer, occupational Asthma, and Hand Hygiene.
- Created Well Being Wednesday's with monthly events such as the 'Worship Street' and 'Woking Walks'. On Wellbeing Wednesday's, they also provided fresh fruit and held H & W seminars to raise awareness and take part in activities. An example of this was having an exercise bike in our London office and encouraged our staff to take part in the 'Leo Lundgren time and distance covered Challenge'. (Leo was on the UK training programme for Rowing).
- Rolled out a 'dust awareness campaign' to our staff in our offices and on all of our projects. As part of this campaign, they invited plant manufactures to demonstrate their products and dust extraction tools available in the market place. Follow the success of the 1st event, we invited our supply chain to the 'Dust Campaign'.

- We trained 30 master trainers to roll out face fitting training on our projects. To date we have over 150 people who have received Face fit training.
- We amended our RAMS to now include a health element as part of the documentation. This had previously never been covered and now it is part of our business and the company Health and Safety Management System
- Introduced an Occupational Health Plan which forms part of the Project Execution Plan.
- We established Statutory Health Surveillance on our Category 1 (on the tools) workers all of whom received the appropriate health surveillance and assessments.

During Year 2

- We started the year, with a personal story of one of our employees who was told either change your 'life style' or 'die'. This introduced BMI and Blood pressure checks to the business



Figure 2 SRWES Blood Pressure and BMI Centre

- We focused on hearing loss and the effects within construction that hearing loss represents. SKW rolled out TBT and carried out awareness training to our staff including the use of ear defenders.
- We moved beyond Health Surveillance, and commenced with mandatory Health Check for all our safety critical workers (Category 2). All of our Category 2 workers will have received their mandatory health assessments to ensure fitness for role.

- In September this year, we rolled out health Surveillance checks and questionnaire on our Category 3 workers – (on site but not operationally active employees). Therefore, as a business 75% of our staff (438) within our business will have had either a health check, Health surveillance / assessment or Health Questionnaire.
- To recognise that in today's modern world, where emails and technology takes over, Stress has become a bigger and bigger issue. They have developed with the help of the Skanska OH team a 'stress / resilience' workshop. 6 member of our staff trained in delivery of this stress and resilience presentation in preparation for a roll out in October 2016.
- When people now attend their health checks they have training and qualitative face fit testing in how to wear respiratory protection. This ensures going forward are staff are now protected from this hidden danger.
- Following the success from 2015, we held another dust, BMI, blood check test with 35 of our Managing Directors of our supply chain.
- We arranged a 2nd family fun day event on the 11th September 2016. And another great day took place, reinforcing that wellbeing is not just about our staff- it spreads out in to home and family life.
- We have continued to add to our TBT documentation and H & W monthly themes. This information now sits on our Intranet page.

Key challenges faced

- The key challenge has been to drive greater awareness of the importance of wellbeing through the environments we create and the impact that good employee wellbeing can have on our safety performance as well.
- The SRW Health and Wellbeing Leadership Team drove the implementation of Skanska Health & Wellbeing Policies and Processes and took us from a position of legal non-compliance to best in class health and wellbeing over a 2 year period.
- There was initial reluctance by some employees to participate in statutory health checks which was overcome by personal communication and

reassurance as to the reasons for the assessments and once the first assessments were undertaken and our employees could see the work related and personal benefits of carrying these out the programme took off without a hitch.

Outcomes and benefits

We believe what has been achieved in a 24-month period by the HWLT team has been outstanding.

This is all down to our leadership team, 'leading, organising, doing and being passionate about Health and Wellbeing. They all do this over and above their day job.

Without their hard work, commitment, drive, passion, ownership and desire to improve of people's lives, the SRW business would not have achieved a 'quarter' of the above.

This is Leadership which is both visible and experienced in the workplace, and not confined to meeting rooms

Measures of success

We have recently re measured ourselves against our internal health maturity model metrics from where we started at 43% in April 2015. SRWES now stands at 82%, one of the best in the Skanska UK business.

Our Blood Pressure monitoring has seen the successful referral of a number of our staff to the doctors for follow up medical checks which in some cases resulted in the prescription of associated medication to manage un-diagnosed heart conditions. All of which could have gone undiagnosed without our intervention.

Lessons learnt

- Having the support and drive from a senior Leadership, which is well engaged with the workforce is key to success. Early on in the formation of the leadership team we gained the sponsorship and support of Nick Card one of the SRWES Board Operations Directors. Nick brought drive, passion and great support in implementing our initiatives.
- Taking the time to robustly and transparently review and evaluate your current performance against a health maturity matrix was a key part in

understanding where our performance was and how we could work together to improve it.

- Having identified our areas of strength and also weakness we were then able to create a comprehensive plan to make steady progress and identify those activities which have greatest impact.
- Those who were initially resistant or unsure of the purpose of the areas we were promoting were soon won over to be supporters of our H&W drive.

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