

## CHAPTER 10: HEALTH AND PRODUCTIVITY MANAGEMENT POLICY

### 10.1 INTRODUCTION

Health and Productivity Management (HPM) is an essential workplace programme that presents the integrated management of health risks for chronic illness, occupational injuries & diseases, mental diseases and disability to reduce employees' total health-related costs, including direct medical expenditures, unnecessary absence from work, and lost performance at work – also known as 'presenteeism' workplace.

This policy serves as a broad guide for the department in responding to HPM in the workplace and it supports the Wellness Management and Health and Safety policies of the department.

The policy should be read in conjunction with the EH&W Strategic Framework (2008), related policies and the implementation guidelines applicable to the Public Service

The HPM programme is underpinned by the World Health Organisation (WHO) Plan of Action on Workers Health 2008-2017 and it responds to the call for decent work by the International Labour Organisation (ILO).

### 10.2 SCOPE

This policy shall apply to all employees and management of this department.

### 10.3 OBJECTIVES

The objectives of this policy are to:

- 10.3.1** Focus on the areas of Disease Management, Mental Health Management, Injury on Duty & Incapacity due to Ill-health and Occupational Health Education and Promotion.
- 10.3.2** Reduce healthcare costs and/or improving quality of life for individuals with chronic conditions by preventing or minimising the effects of a disease, or chronic condition and medical surveillance.
- 10.3.3** Help employees manage their lives successfully, and provide them with the emotional and spiritual resilience to allow them to enjoy life and deal with distress and disappointment.
- 10.3.4** Reduce absenteeism from work, abuse of sick leave, injuries on duty, ill health retirements, incapacity leave, occupational diseases and health risks.

## 10.4 MISSION

The mission of this policy is to-

- (i) Operationalize EH&WSF in the department.
- (ii) Promote the general health of employees through awareness, education, risk assessment, and support
- (iii) Mitigate the impact and effect of communicable and non-communicable diseases on the productivity and quality of life of individuals.

## 10.5 PRINCIPLES

The Health and Productivity Management programme is underpinned by the following principles:

- 10.5.1** Focus on all Levels of employment, senior and executive management, middle managers, operational and technical staff as well as staff at the lowest level of the occupational ladder;
- 10.5.2** Responding to the needs of designated groups such as women, older persons, people with disabilities and people living with HIV and AIDS;
- 10.5.3** Representation of targeted groups, a non-sexist, non-racist and fully inclusive Public Service
- 10.5.4** Cohesiveness with HRD processes;
- 10.5.5** Equality and non-discrimination upholding the value that discrimination on any unfair grounds should be eliminated;
- 10.5.6** Promote healthy integration and embracing change;
- 10.5.7** Human dignity, autonomy, development and empowerment
- 10.5.8** Barrier-free Public Service;
- 10.5.9** Collaborative Partnerships;
- 10.5.10** Confidentiality and ethical behaviour;
- 10.5.11** Policy Coherence: ensure policy alignment with other policies within the department and Public Service
- 10.5.12** Coherence of models: The service delivery models should offer the same benefits to public servants despite it being in-house, outsourced, or DOH collaboration; and
- 10.5.13** Programme coherence: the programmes that are offered should not contradict each other in the department

## 10.6 ROLE PLAYERS

This policy involves the following role players:

### 0.6.1 The Head of Department shall ensure that:

- a) HPM in the work place will encompass the prevention and management of chronic diseases, infectious diseases, occupational injuries, disability and occupational diseases so as to reduce the burden of disease by early entry into disease management programs in order to enhance productivity in the Public Service;
- b) Mental health in the workplace is addressed by:
  - (i) Providing support options which are confidential and non-stigmatization; and
  - (ii) Reviewing employment practices to ensure that staff with a history of mental health problems is not excluded.
- (c) Injury on duty and incapacity due to ill health is managed in terms of the Policy and Procedure on Incapacity Leave and Ill-Health Retirement (PILIR).
- (d) Managers ensure that targeted employees must attend training on Health and Productivity Management programmes.
- (e) Systems /procedures/ delegations are adapted to establish a fertile environment for implementation and the management of Health and Productivity Management programmes.
- f) Support should be provided to employees who truly need such support through Health and Wellness Programmes i.e. to take action where necessary e.g. to adapt an incapacitated employee's work environment when so advised.
- g) The management of health programmes is changed to promote both employees' health and enhance service delivery.
- h) Appoint a designated senior manager to champion Health and Productivity Management Programmes in the workplace.

### 0.6.2 The Designated Senior Manager:

The Senior Manager: Corporate Affairs and Communication is hereby designated as senior manager to champion Health and Productivity Management Programmes in the department and will have the following functions:



**a) Develop capacity building programmes i.e.**

- (i) Promote competence development of practitioners;
- (ii) Coordinate co-operation with Human Resources Management and Development units; and
- (iii) Assist with HPM promotion at an organisational level

**b) Form organisational support initiatives i.e.**

- (i) Establish an appropriate organisation structure for HPM;
- (ii) Participate in Human Resource planning and management;
- (iii) Develop integrated HPM information management system;
- (iv) Mobilize physical resources and facilities;
- (v) Ensure financial planning and budgeting; and
- (vi) Mobilize Management support.

**c) Develop Governance and Institutional Initiatives i.e.**

- (i) Establish an HPM Steering Committee, which may be the Health and Safety Committee;
- (ii) Obtain Stakeholder commitment and development;
- (iii) Develop and implement an ethical framework for HPM;
- (iv) Develop the management of wellness care;
- (v) Develop and implement management standards for HPM;
- (vi) Develop and maintain an effective communication system; and
- (vii) Develop and implement a system for monitoring, evaluation, and impact.

**0.6.3 The Employee should:**

- a) Ensure that he/she registers early into disease management programs in order to manage the disease and enhance productivity in the Public Service.
- b) Participate in care and preventive programmes to minimize the effects of a disease, or chronic condition through integrative care and preventive care.
- c) Take reasonable care for his/her health and safety and of other persons who may be affected by his/her acts or omissions;
- d) If involved in any incident which may affect his/her health or which has caused an injury to him/herself, report such incident to his/her employer or to his/her health and safety representative, as soon as practicable
- e) Comply with standards as set by legislation and regulations.

#### **0.6.4 Health and Safety Representatives:**

The functions of these representatives are provided in the Health and Safety Policy of the department.

#### **0.6.5 The Health and Safety Committee:**

The functions of this Committee are provided in the Health and Safety Policy of the department and it will double-up as the HPM Committee.

#### **0.6.6 The HPM Coordinator (Health and Wellness Officer):**

This is the official appointed by the department and has the following functions:

- a) Coordinate the implementation of HPM, projects and interventions in the department
- b) Plan, monitor and manage HPM according to strategies, policies and budgetary guidelines
- c) Make provision for counselling to individual employees and to their immediate family members
- d) Identify personal development needs for individual employees
- e) Analyse and evaluate data and communicate information, statistics and results to various stakeholders and management
- f) Coordinate activities of Peer Educators
- g) Promote work-life balance for employee.

### **10.7 RESOURCES**

A dedicated budget will be made available for Health and Wellness Management in the department and necessary staff will be appointed to carry-out the task set in this and other related policies.

### **10.8 MONITORING AND EVALUATION**

Designated senior manager is responsible for monitoring and evaluation of this policy, as well as to submit to the M&E requirements of the Office of the Premier and Department of Public Service and Administration.

## **10.9 IMPLEMENTATION OF POLICY OBJECTIVES**

The following policy objectives will be implemented in accordance with guidelines and policy frameworks issued by the DPSA and Office of the Premier:

### **0.9.1 Disease and chronic illness management**

The aim is to actively involve employees in self care and to classify occupational diseases in the workplace with a view to reduce the risk of employees acquiring an infectious disease through their work.

### **0.9.2 Mental health and psychosomatic illness management**

The aim of Mental Health and Psychosomatic illness Management is to focus on reduction of stress inducing risk factors; to follow a balanced approach to understand work stress; to recognise that employment provides rewards that are both internal and external; to reduce stigma and discrimination against mental diseases

### **0.9.3 Injury on duty & incapacity due to ill-health**

The aim of Injury on Duty & Incapacity due to ill-Health Management is to investigate accidents and/or exposures; to institute remedial measures to prevent similar incidents; comply with COIDA; to manage the employee's incapacity leave in terms of PILIR and to deal with the employee's application of ill-health retirement, with the assistance of a Health Risk Manager, in terms of PILIR.

### **0.9.4 Occupational health education and promotion**

The aim of Occupational Health Education is the promotion of healthy behaviour using educational processes to affect change, to reinforce health practices of employees. Health Promotion aims to implement processes that can be employed to change the conditions that

affect employees' health and to focus on increasing the options available to people to exercise more control over their own health and environment.

#### 10.10 REVIEW

The policy will be reviewed as and when there are new developments or after every three years.



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18 March 2013

**DATE**



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18 March 2013

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