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Embedding Psychological health and wellbeing at work

A brief guide to the Psychology of Growth and expansion at work

T: 0845 833 1597
E: info@orghealth.co.uk

Transform the working world
www.orghealth.co.uk

Case study

A private healthcare organisation is set to expand its services by acquiring another hospital, building several clinics and employing twice as many staff – all within a period of two years. This rapid growth is expected to place pressure on managers to keep current services going at the current high levels of quality and effectiveness, and pressure on newly appointed managers to assimilate the culture, standards and values of the organisation prior to the engagement of large numbers of staff in a broad category of occupations.

The business case for the expansion has attracted the required investment from a number of sources, making the plan particularly robust. The risks to the plan include the inability to attract the calibre of staff needed to make the expansion effective in growing the business.

A staff survey last year revealed the concern of staff about the expansion, suggesting that resources should be applied to the current services before being applied to new services.

Outcome

With our help the organisation is implementing the 3 step programme to embed Psychological health and wellbeing at work. This will result in a consolidation of the culture, and a strong managerial approach to change that ensures a continuation of Psychological health and wellbeing during the expansion. Part of the programme is concerned with the messages to be sent to staff about the expansion process and progress.

The 3 step programme involves a staff survey to determine the current opinions of staff about health and wellbeing issues, about their work, about their training and development needs.

The survey also seeks the opinion of staff about how to handle the expansion, and seeks to engage staff in the process.

The next step is to use the information from the survey to establish a strategy, based on five purposes of health and wellbeing.

The third step is to implement a structured programme to meet the needs of staff, to implement the strategy and to create a 'new' organisation based on the expanded organisation.

Brief guidance

1. Every time an organisation expands it creates a 'new' organisation. The implication is that top management needs to review a) the purpose b) the architecture c) the 'rules' for running the new organisation and d) the training required to implement the 'rules'.
 2. The construction of a 'new' organisation should adopt the principles that embed Psychological health and wellbeing at work – the principles of commitment and trust between employees and their employing organisation as these will provide the basis for high quality and high performance from employees and from the organisation as a whole.
 3. Psychological wellbeing at work depends on the inter-relationship between managers and staff based on trust. Managers often require training in the principles of commitment and trust, and in the skills needed to build commitment in the workforce.
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Our role

- We offer Programmes to Transform the Working World – 3 steps to embed Psychological health and wellbeing at work.
- We offer Programmes to improve leadership behaviours at work
- We offer programmes on stress, health, wellbeing and performance management.
- We provide coaching for leaders and managers.

Call us on 0845 833 1597 or visit us at www.orghealth.co.uk or email us at info@orghealth.co.uk