

Wellness @ WFP: an organizational value

Dr. Sergio ARENA, OCTOBER 2020



World Food Programme

Staff Wellness  *we care*

EB INDUCTION SESSION OCTOBER 2020: Staff Wellness

What is wellness? A positive state in which the individual is able to function at or near their optimal level, whether defined and measured in terms of physical, mental, emotional and/or social functioning



Wellness at WFP: a Corporate Strategy

- The Wellness Strategy is a call for the whole Organization at governing bodies, managerial and employee levels
- A living document taking care of a living asset
- Risk-based
- Stemming from WFP People Strategy
- Emerging from the WFP Occupational Safety and Health Policy



Wellness at WFP: a Corporate Strategy

WFP's Wellness Strategy will achieve impact through three Goals:

Goal 1 – *OneWellness: shift the focus*

Goal 2 – *Promoting a corporate culture of health*

Goal 3 – *Creating an enabling and supportive workplace*



Wellness Strategy: GOAL 1: *OneWellness: shift the focus*

WFP enhances the access to medical, mental and psychosocial health services, for the whole workforce, especially national employees (82% of the workforce) in health critical countries

The country level and national staff become the focus of WFP wellness efforts

OBJECTIVES (expected outputs):

- 1. Central digitalization** (You can't manage what you can't measure)
- 2. Decentralization and outreach** (Wellness Regional Units, will engage their regional teams and respective Country Directors in the Wellness Network) to more effectively reach the field staff
- 3. Access to services:** support and advise field management in the daily provision of enhanced access to services through the United Nations Clinics and/or more efficient local alternatives



Wellness Strategy:

GOAL 1: *OneWellness: shift the focus*

GOAL 1:
OneWellness: shift the focus




Objectives	Pillar 1 Medical and Mental Health	Pillar 2 Psychosocial health	Pillar 3 Work/living conditions	Pillar 4 Safety	Pillar 5 Workforce Stewardship
<p>Central digitalization</p> <p>Decentralization and Outreach</p> <p>Access to Medical and Psychosocial Services</p>	<ul style="list-style-type: none"> • Prevention (e.g. Field vaccine campaigns) • Promotion (e.g. Health and Fitness campaigns) • Protection (e.g. medevacs, emergencies) • Regional Wellness network (Regional Medical Officers) 	<ul style="list-style-type: none"> • Prevention (e.g. Psychol. Preparation to hardship duty station) • Promotion (e.g. Standards for Psychosocial Wellness) • Protection (e.g. Psychol. First Aid to critical incidents) • Regional Wellness Network (e.g. Regional Staff Counsellors, PSVs) 	<ul style="list-style-type: none"> • Prevention (e.g.: appropriate water and sanitation) • Promotion: (e.g. Accommodation standards in the field) • Protection: (e.g. Timely and up to standards accommodation in emergency) • Regional Wellness Network 	<ul style="list-style-type: none"> • Prevention: (SOPs for incidents prevention) • Promotion: (Safety standards) • Protection: (Safety Management System) • Regional Wellness Network 	<ul style="list-style-type: none"> • Prevention: (e.g. preparedness, wellness aware mgmt) • Promotion: (e.g. work/life balance) • Protection: (staff admin support in emergencies and critical incident) • Regional Wellness Network

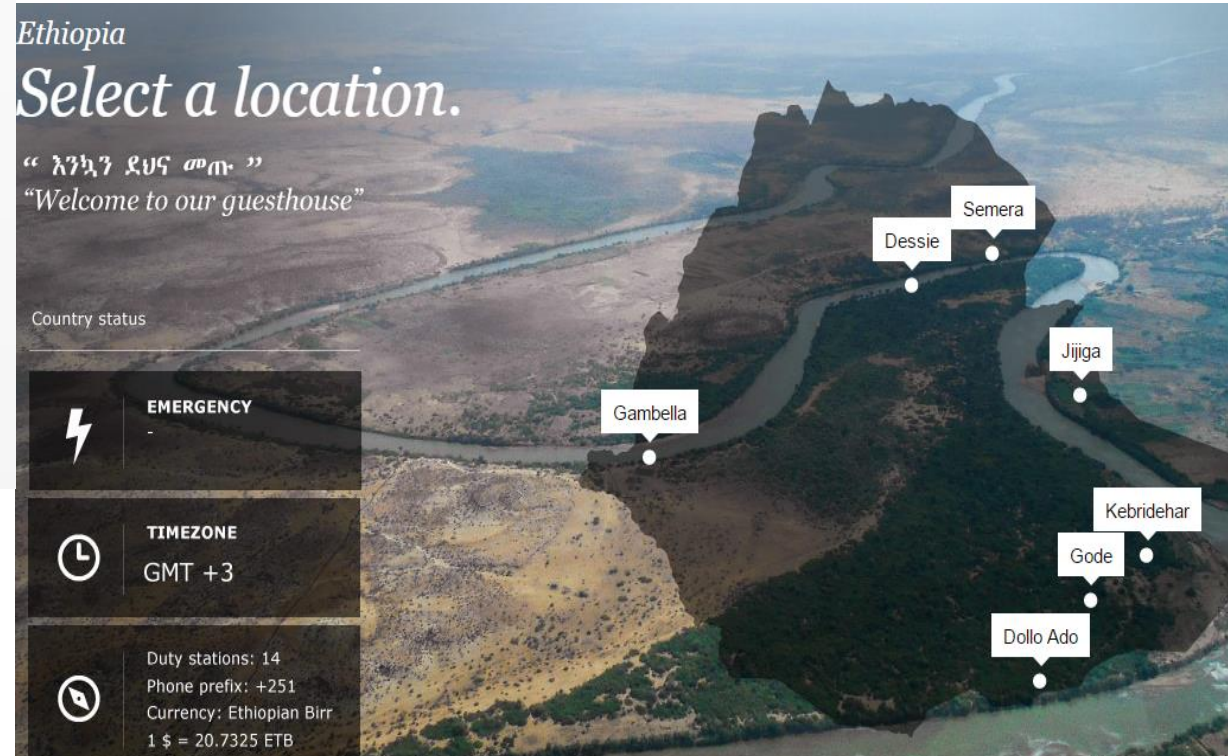
Guest House Accommodations Upgrades

- Chad Accommodations
- Ethiopia Accommodations
- RBJ Staff Counsellor
- RBP Staff Counsellor
- RBP Zika
- Regional Wellness Support
- SMART Ethiopia
- Somalia Accommodations
- South Sudan Accommodations
- South Sudan Vaccinations
- Sudan Accommodations

Ethiopia
Select a location.
“ እንኳን ደህና መጡ ”
“Welcome to our guesthouse”

Country status

	EMERGENCY -
	TIMEZONE GMT +3
	Duty stations: 14 Phone prefix: +251 Currency: Ethiopian Birr 1 \$ = 20.7325 ETB



Shift the focus to the field

Ethiopia Medical Assistance (Roving) Team = EMAT Ethiopia

Priority countries are those where:

- Large WFP staff presence
- Burden of illness and injuries is high
- Access to quality healthcare is poor
- Ethiopia and South Sudan pilot countries

LTA with Intl SOS: with cost recovery from Insurance reimbursement, bring a team of experienced expatriate primary care physicians for remote sub-offices every second week

Somali Region Offices:

Jijiga, Degeharbour, Gode,
Kebridehar, Dolo Addo



Shift the focus to the field

WFP Field Office Employee Vaccination Campaigns

- Beginning in South Sudan in May 2016
- Priority in countries where infectious diseases rampant but vaccine access poor
- 10,000 World Health Organisation recommended vaccines to be deployed
- Fourteen (14) South Sudan offices will be covered
- 10 vaccines for 1000 +/- employees administered over six (6+) months
- External Vendor undertakes procurement, customs/MOH clearances, ensures cold chain
- CO manages the scheduling of the vaccination campaign (including domestic trips and relevant logistics)
- CO provides and funds secure transportation., accommodation & meals at sub-offices in-country
- Means in country from Capital City to sub-offices
- Provides logistical and operational support to the external vendor Vaccinator team
- CO Post Vaccine Campaign/Surplus Vaccines makes all arrangements for the maintenance of the Cold Chain until surplus vaccines are delivered to CO designated recipient



Shift the focus to the field

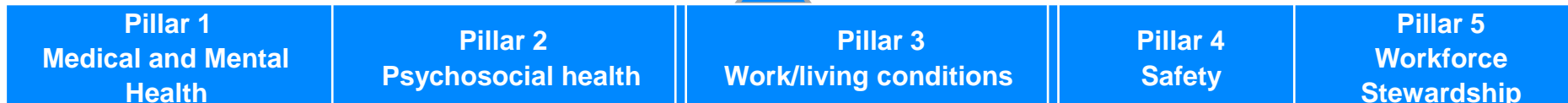


Why the focus on National Staff?

The country level and national staff become the focus of WFP wellness efforts. National staff, the backbone of WFP operations, comprise 82 percent of its workforce in both highly visible emergencies and in less publicized programmes.



WFP Wellness Strategy & Staff Wellness Division created in 2015: Five Pillars of Staff (Employee) Wellness



Wellness Strategy:

GOAL 2: *Promoting a corporate culture of health*

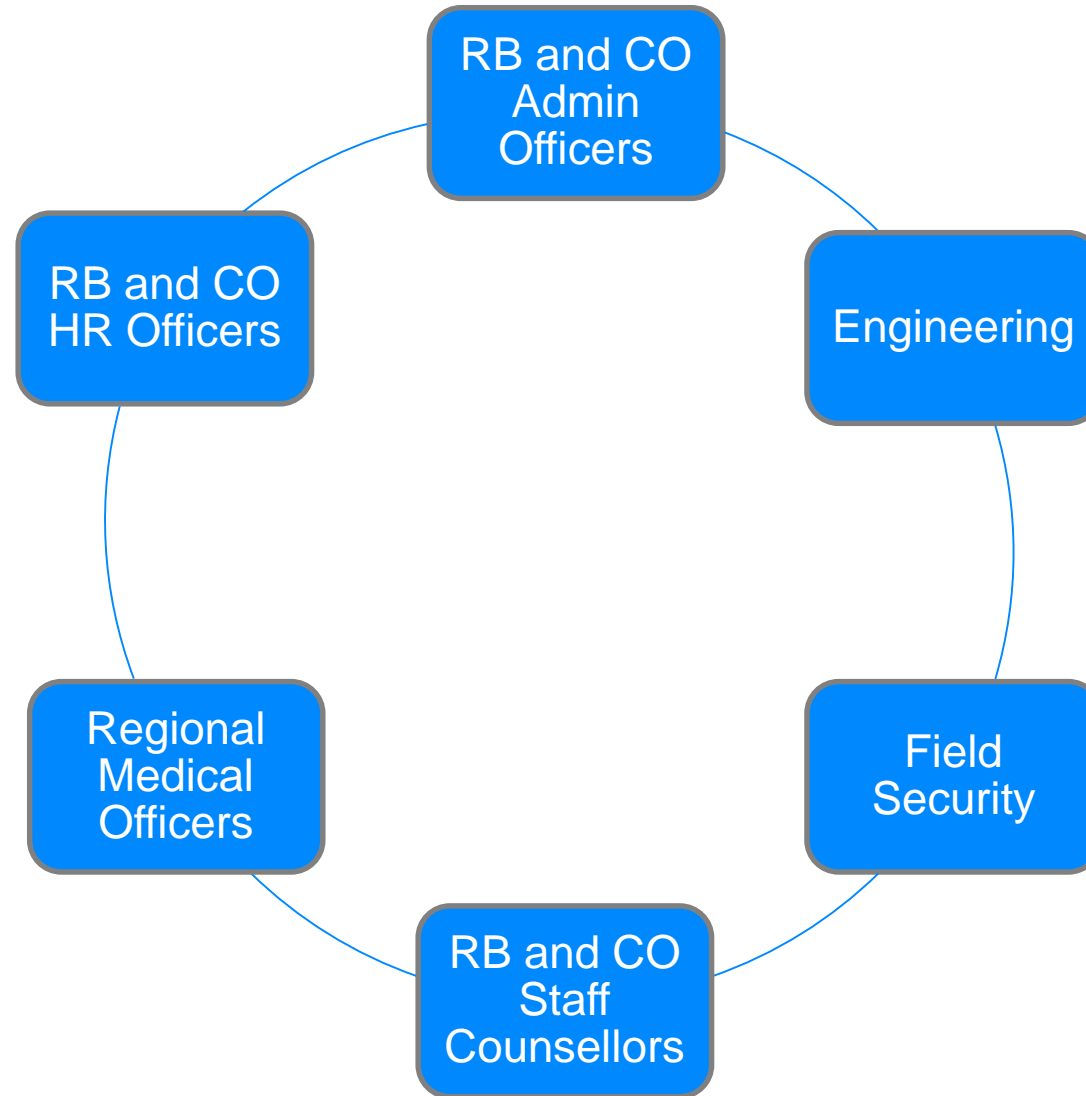
- Focus on prevention: proactive prevention at primary care level versus passive care at tertiary one
- Actually reducing the economic burden of risk and illness versus shifting them to retirement
- Wellness Paradigm: the individual decides the best preventive care approach, with support provided by Wellness experts

OBJECTIVES: (EXPECTED OUTPUTS):

1. *Risk Stratification*
2. *Self-assessment*
3. *Customer-directed care*



Regional Wellness Networks: a pivotal concept



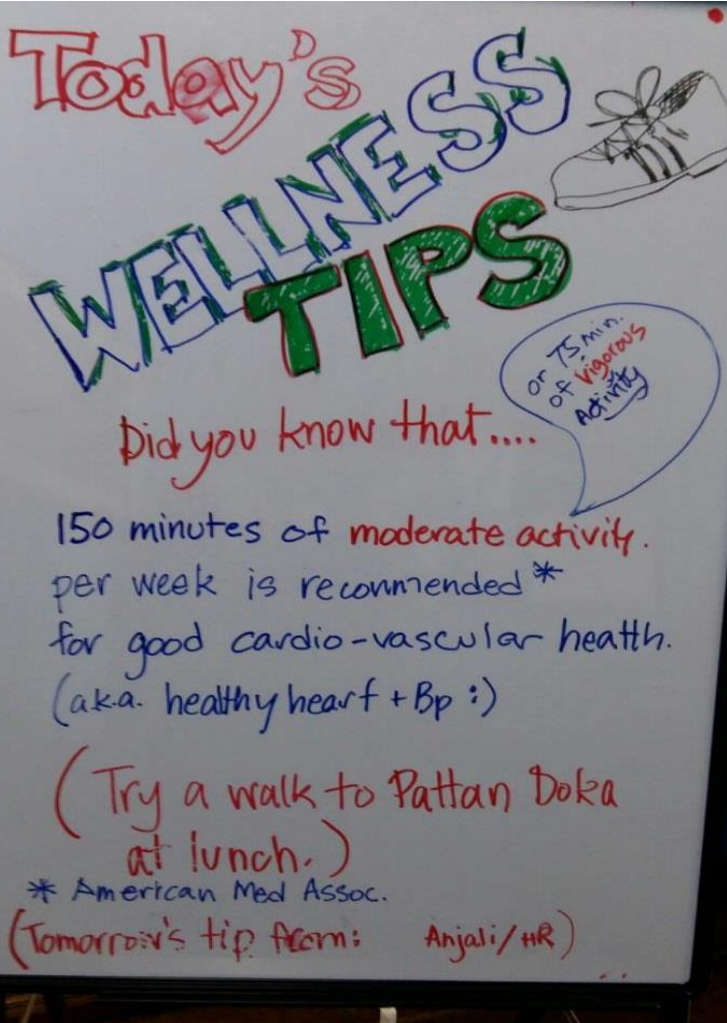
Wellness Strategy:

GOAL 2: *Promoting a corporate culture of health*

	Objectives	Pillar 1 Medical and Mental Health	Pillar 2 Psychosocial health	Pillar 3 Work/living conditions	Pillar 4 Safety	Pillar 5 Workforce Stewardship
GOAL 2: <i>Promoting a corporate culture of health</i>	Risk stratification Self-assessment Customer-directed care	Know your health Improve your health Measure Wellness	Know your health Improve your health Measure Wellness	Be aware, improve and measure health of your work and living conditions	Safety monitoring and reporting risk stratification	Ensure an enabling, supportive and respectful workplace



Country Office Staff Wellness Initiatives since Jan 2016: Just some examples



Sudan Wellness Strategy

RBC Ideal Weight Initiative

South Sudan Sub-Office Staff Cooperative

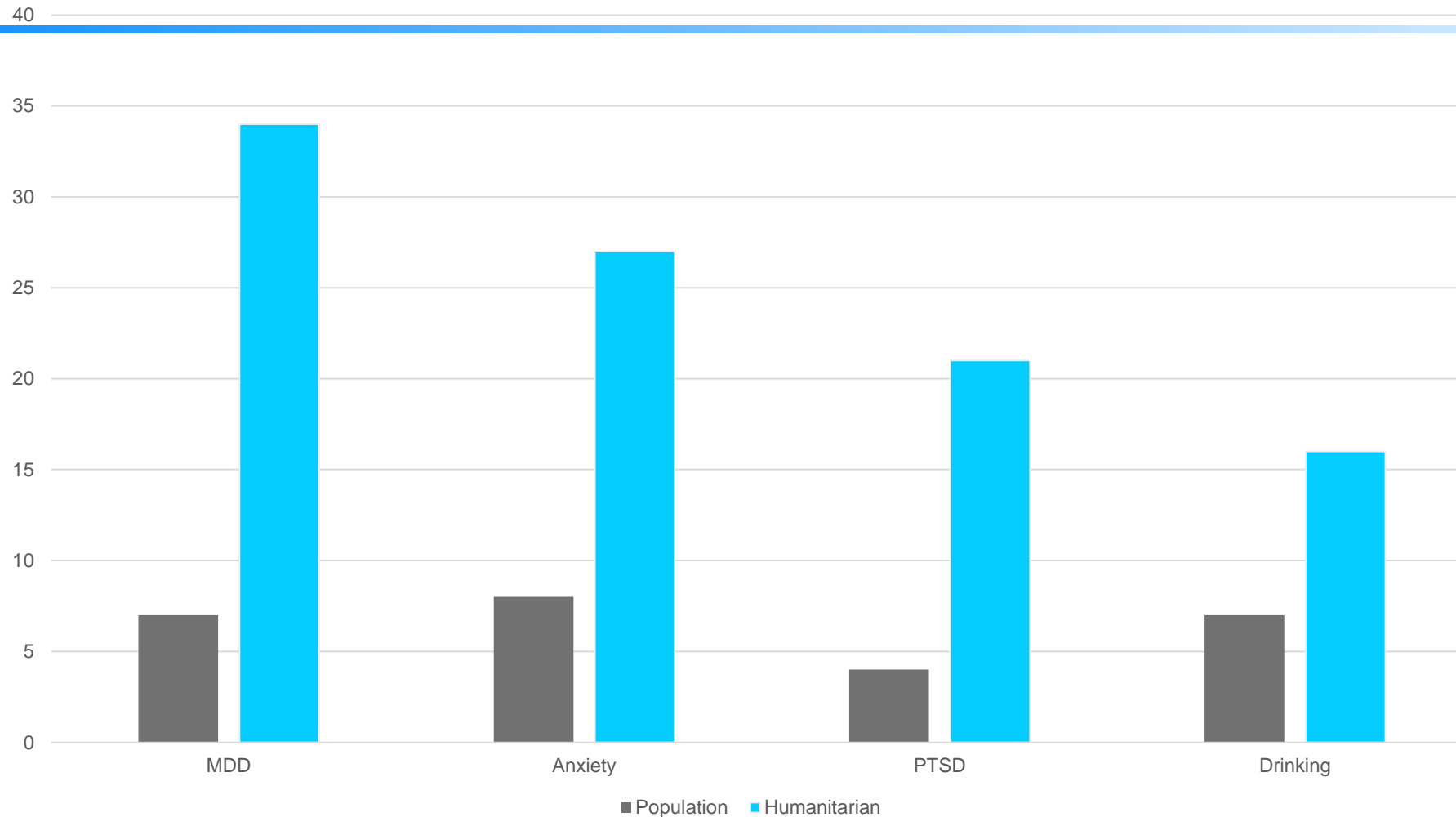
Nepal Daily Wellness Tip

Myanmar Yoga/Zumba Classes

Chad CO Gym



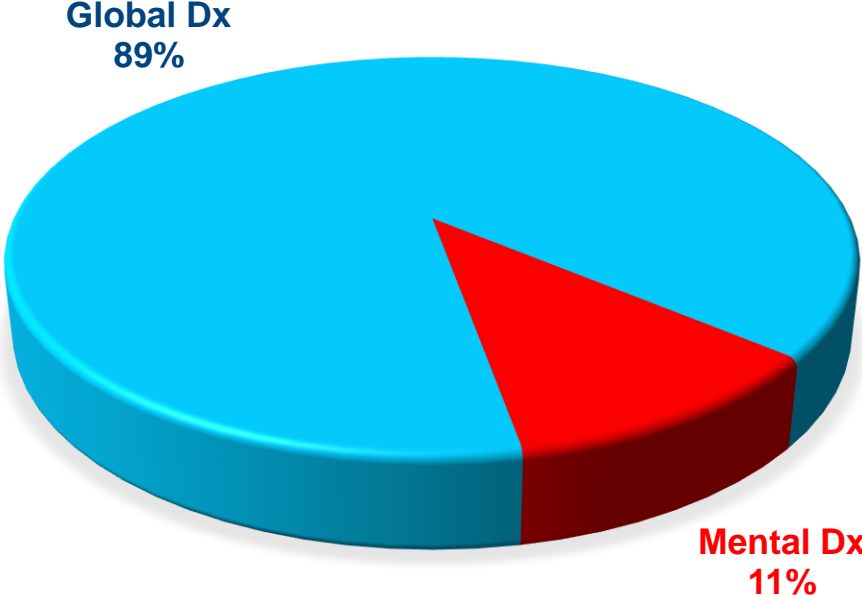
Prevalence rates of Psychological Disorders in Humanitarian Workers Compared to U.S. General Population



WFP 2017 days lost to illness (Staff Wellness data)

GLOBAL DAYS LOST 2017 YTD

Total Days Lost to Illness: 8967
Days Lost Mental Health Diagnosis: 1115



Percentage of days lost to mental health conditions in the UK: 11.5%

Days Lost to Mental health

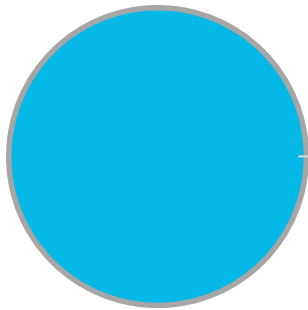
- **Percentage is an underestimate**
 - Under reporting
 - Stigma
- **Far end of the continuum**
 - Most stay at work
 - Impact on productivity and efficiency
 - Team dynamics



Effort-Reward

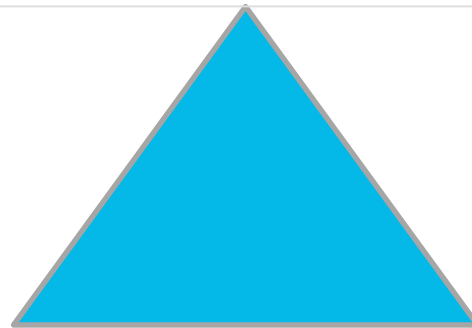
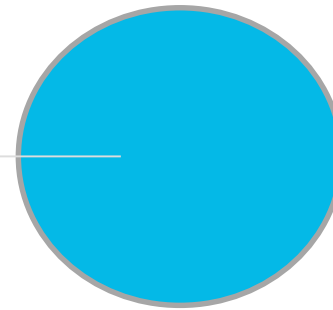
Effort

Job demands, workload, dynamics re-assignments

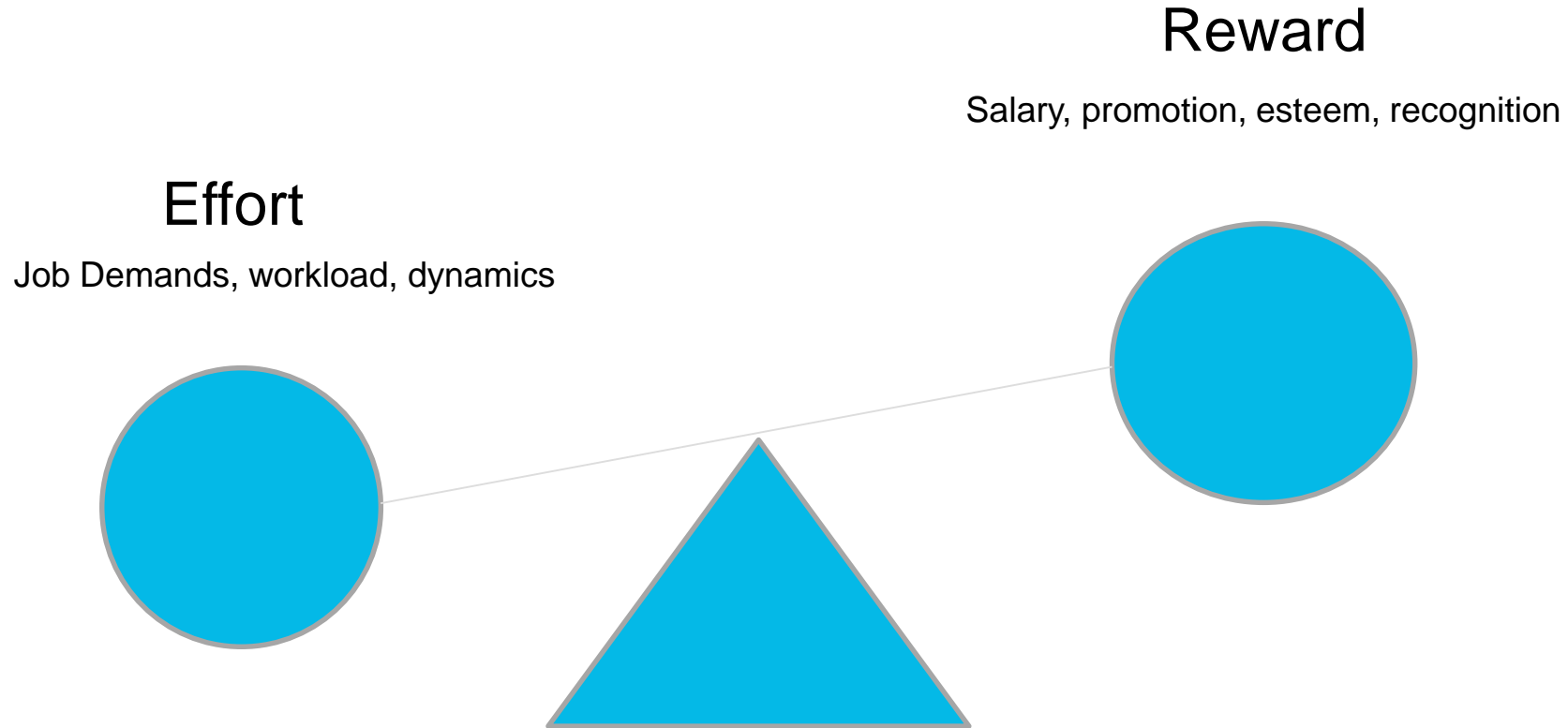


Reward

Salary, promotion, esteem, recognition



Effort-Reward



Over 65% of staff in sister agencies report an ***Effort Reward Imbalance***

Effort/Reward unbalance: health outcomes



Wellness Strategy:

GOAL 3: *Creating an enabling and supportive workplace*

WFP employee wellness depends not only on individual health, but also on career arrangements, working and living conditions, and work-life balance

Whole Organization approach to address a top-down responsibility with multiple stake-holders (divisional and operational)

OBJECTIVES (output):
OSH policy implementation
Internal partnership
External partnership

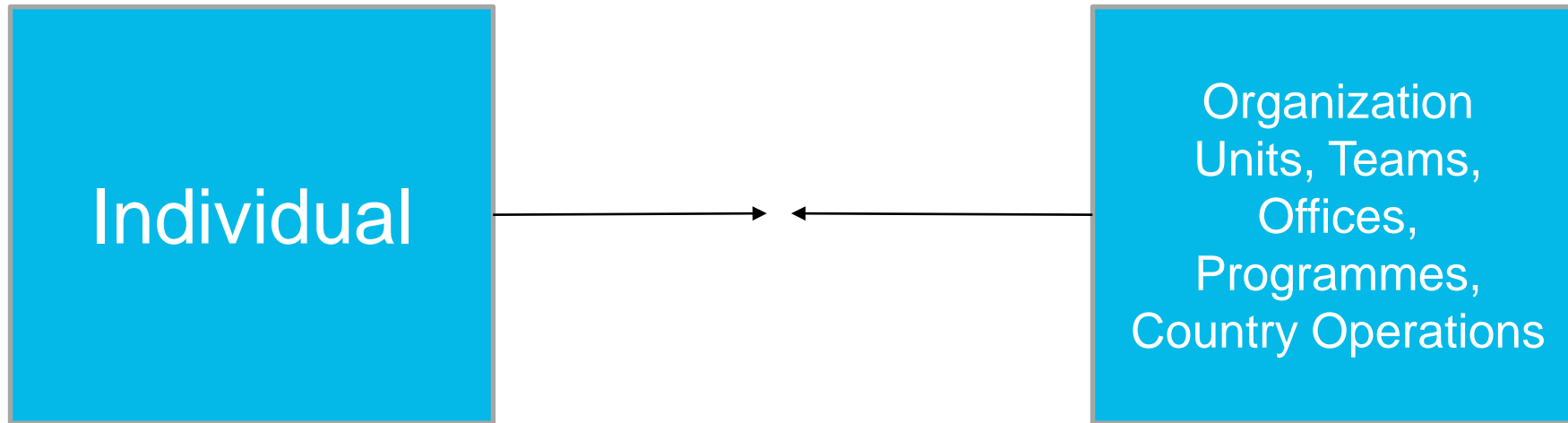


Wellness Strategy:

GOAL 3: *Creating an enabling and supportive workplace*

GOAL 3: <i>Creating an enabling and supportive workplace</i>	Objectives	Pillar 1 Medical and Mental Health	Pillar 2 Psychosocial health	Pillar 3 Work/living conditions	Pillar 4 Safety	Pillar 5 Workforce Stewardship
	OSH policy implementation	Implementation of OSH Standards to mitigate work related stress, injuries, illnesses, ACOSH HQ and Regional Bureaux (MSDI – MSDA – SEC—RMMH—RMB—RMT—HR—Rosters—OSE—COMMS)				
	Internal partnership External partnership	UNMDWG, UNSSCG, WHO, FAO, UNHCR, WB, Outsourced Care Providers				





Build Resilience (emotional regulation, setting boundaries, balance, meaning); realistic expectations; lifestyle changes

What are the impacts of policies and procedures on staff wellbeing?
(Integrated Road Map)

Any questions?

Thank you!

Staff Wellness  we care