

Competencies:

an integrated career and competency
framework for occupational health nursing





Royal College
of Nursing

Acknowledgements

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A full list of acknowledgements can be found in Appendix 3.

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Competencies: an integrated career and competency framework for occupational health nursing has been updated to take account of the final version of the NHS Knowledge and Skills Framework and the development review process published by the Department of Health (2004). It replaces the July 2004 version that was available on the RCN website.

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Foreword

The introduction of Agenda for Change (AfC) and the NHS Knowledge and Skills Framework (KSF) has impacted on the career and pay progression of occupational health nurses working in the NHS and in the private and independent sectors. As a result of many requests for advice about this, the RCN asked the Society of Occupational Health Nursing (SOHN) and the Occupational Health Managers Forum to help them develop specific guidance on the competencies and skills required throughout occupational health nursing career progression.

This framework has taken the competencies identified through consultation with occupational health, nurses themselves and allied professions to occupational health, and mapped them against the six core NHS KSF competencies and seven of the specific NHS KSF competencies. It has also mapped them against the ten public health proficiencies required by the Nursing and Midwifery Council (NMC) for entry into Part 3 of the Professional Register (see Appendix 1).

Providing signposts to a scope of practice at key points in career development and progression, the framework is a guide to occupational health nurses and their employers for decisions on practice competency; personal and professional development; and career and pay progression.

We are delighted with the publication of these competencies, which will provide OHN practitioners and curriculum leaders with a benchmark which will assist them to plan developments for practice, which in turn will continue to support and enhance the health of the working population.

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Chair, RCN Society of Occupational Health Nursing

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Introduction

Competence can be defined as: “The state of having the knowledge, judgement, skills, energy, experience and motivation required to respond adequately to the demands of one’s professional responsibilities” (Roach, 1992).

This integrated career and competency framework for occupational health is an important step forward for occupational health nursing. It addresses a number of political and professional issues, and initiatives including:

- ◆ Agenda for Change (DH, 1999a)
- ◆ need for leadership in specialist nursing
- ◆ need for the development of standards
- ◆ NHS Plan (DH, 2000) and its equivalent in Scotland, Wales and Northern Ireland
- ◆ increased focus on work-based and lifelong learning plus supervision
- ◆ changing focus towards professional rather than academic accreditation.

Agenda for Change

Summary

Agenda for Change (AfC) was implemented from December 2004, with pay, terms and conditions backdated to October 2004. The reform package for pay, career structure and terms and conditions of work for all NHS nurses and health care assistants applies to all NHS organisations, and sets a UK framework for pay, terms and conditions of employment.

AfC means that all staff will have clear and consistent development objectives; can develop in such a way that they can apply the knowledge and skills appropriate to their level of responsibility; and are helped to identify and develop knowledge and skills that will support their career progression.

Under the new system, jobs are evaluated using a job evaluation scheme. This gives each job a weighting, which then determines where each job slots into the new pay bands. To aid transition to the new system common 'job profiles' have been finalised across the countries. Where a job fits a profile it is possible to place it straight onto an

appropriate new pay band. For those jobs that do not automatically fit a profile, trained job evaluators drawn from management and staff side are carrying out the evaluation. Each pay band has a number of points. Staff below the maximum point can expect to progress to the next point each year.

There are, however, two points on each pay band called gateways, at which staff's knowledge and skills will be assessed using the NHS Knowledge and Skills Framework (KSF). Pay progression at these gateways is linked to the demonstration of applied knowledge and skills to support continuing professional development.

For more comprehensive information on Agenda for Change please refer to www.rcn.org.uk/agendaforchange/

Competency levels and the knowledge and skills framework

The RCN competency framework mirrors the career frameworks designed around the core functions of the consultant nurse and the career benchmarks of AfC and the *NHS Knowledge and Skills Framework (NHS KSF)* and *the development and review process* (DH, 2004).

The AfC generic competencies expected of all health care professionals are captured by the NHS KSF. OHNs and others are required to achieve all six core competencies, and some of the 24 specific competencies.

The six core competencies are:

1. communication
2. personal and people development
3. health, safety and security
4. service improvement
5. quality
6. equality and diversity.

The 24 specific competencies are grouped into the following themes:

- ◆ health and wellbeing (HW)
- ◆ estates and facilities (EF)
- ◆ information and knowledge (IK)
- ◆ general (G).

Every competency, or dimension, is subdivided into four levels, each of which is given a level descriptor. Level 1 represents basic knowledge and skills, through to level 4 which represents the highest level of knowledge and skills.

“Every NHS KSF post outline must include an appropriate level from each of the six core dimensions, to which will be added a number of specific dimensions. There is no limit to the number of specific dimensions which can be included, but it would be unusual for a post to need more than seven. The specific dimensions should reflect critical aspects of the post.”

NHS Knowledge and Skills Framework (NHS KSF) and the development and review process (DH, 2004).

Chapter 2 shows two tables that map OHN competencies to the six core dimensions and the seven specific competencies. The third table mapped the competencies against examples of KSF level descriptors.

Remember, the scope of the KSF is extremely broad. Essentially, it is a development tool that provides the basis for pay progression within bands. It is designed to be used during the ongoing review, planning, development and evaluation cycle for NHS staff, linked to organisational and individual development needs. Post outlines based on the NHS KSF should be developed in partnership, and should “reflect the requirements of the post, not the abilities or preferences of the person who is employed in that post” (DH, 2004).

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How to use the framework

Nurses working in the field of occupational health practice in a wide variety of settings, from being a lone practitioner to being part of an extended team. Your scope of practice is dependent on the historical expectations of: employers/employees; outcome of hazard/risk assessment; and legislative requirements. Therefore, while the broadest spectrum of practice has been included in the descriptors and levels of practice, some elements may not be covered in the actual role of the practitioner. However, the descriptors and levels do provide an indication of the expected *ability to be able to function* at that level if the situation arises.

As you move from the level of competence, to experienced and on to expert practice levels, you build on the previous set of skills and knowledge. Hence, as an expert nurse you would be able to function across the entire range of descriptors for practice, where this is called for in an OH setting.

The OHN competency framework should be used in conjunction with the following RCN publications:

- ◆ *Agenda for Change – a guide to the new pay, terms and conditions in the NHS* (RCN, 2004)
- ◆ *Agenda for Change and nurses employed outside of the NHS* (RCN, 2005)

How you produce evidence to demonstrate competence

You are responsible for developing your own portfolios of evidence for each competency in order to demonstrate that you have achieved it at the identified/desired level. Forms of evidence that you can use include case histories, self-appraisal via a reflective diary, 360-degree feedback, verification of practice and structured observation of practice.

So, when you gather evidence it is important to consider the following:

- ◆ ensure you understand what the competency statement is asking of you
- ◆ review any existing work that could be used
- ◆ identify whether the existing evidence is appropriate. For

example, if you attended a study day to prepare to perform a particular intervention, but you have not practised the skill in a clinical setting, your certificate of attendance is not evidence of competence. You will have to consider making arrangements for supervised practice. However, if you have undergone training and have evidence of supervised practice and use new knowledge and skills on a regular basis the evidence should be enough

- ◆ consider what else you may need to do in developing evidence such as feedback on your practice? Also, if you have further developmental needs, are they recorded in a personal development plan?
- ◆ think about using evidence that covers several competencies. One case study may demonstrate that you have used a variety of knowledge and skills in caring for a person.

Using the framework flexibly

While the framework provides comprehensive guidance on competencies for OHN practice, it should be used flexibly and in conjunction with the RCN publications mentioned above. This will help you to determine the scope of actual posts, individual development needs, and pay banding. It should also take account of developing roles as you expand in line with changing occupational health care needs and knowledge.

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Tables

Table 1: OHN competencies mapped against the KSF six core dimensions

(taken from NHS KSF page 45)

RCN level descriptors		Competent	Experienced		Expert
OHN competence	KSF core dimension	KSF level 1	KSF level 2	KSF level 3	KSF level 4
Core transferable skills Ethical and legal issues	1 Communication	Communicate with a limited range of people on day-to-day matters	Communicate with a range of people on a range of matters	Develop and maintain communication with people about difficult matters and/or in difficult situations	Develop and maintain communication with people on complex matters, issues and situations
Core transferable skills Core leadership and management skills	2 Personal and people development	Contribute to own personal development	Develop own skills and knowledge and provide information to others to help their development	Develop oneself and contribute to the development of others	Develop oneself and others in areas of practice
Risk assessment Occupational hygiene Ethical and legal issues	3 Health, safety and security	Assist in maintaining own and others health, safety and security	Monitor and maintain health, safety and security of self and others	Promote, monitor and maintain best practice in health, safety and security	Maintain and develop an environment and culture that improves health, safety and security
Core transferable skills Core leadership and management skills	4 Service improvement	Make changes in own practice and offer suggestions for improving services	Contribute to the improvement of services	Appraise, interpret and apply suggestions, recommendations and directives to improve services	Work in partnership with others to develop, take forward and evaluate direction, policies and strategies
Core leadership and management skills Ethical and legal issues	5 Quality	Maintain the quality of own work	Maintain quality in own work and encourage others to do so	Contribute to improving quality	Develop a culture that improves quality
Core transferable skills Ethical and legal issues	6 Equality and diversity	Act in ways that support equality and diversity	Support equality and value diversity	Promote equality and value diversity	Develop a culture that promotes equality and values diversity

Table 2: OHN competencies mapped against seven KSF-specific dimensions (taken from NHS KSF pages 46 to 48)

RCN level descriptors		Competent	Experienced		Expert
OHN competence	KSF core dimension	KSF level 1	KSF level 2	KSF level 3	KSF level 4
Health promotion, health protection and surveillance	HWB 1 Promotion of health and wellbeing, and prevention of adverse affects on health and wellbeing	Contribute to promoting health and wellbeing, preventing adverse effects on health and wellbeing	Plan, develop and implement approaches to promote health and wellbeing, and prevent adverse effects on health and wellbeing	Plan, develop and implement programmes to promote health and wellbeing and prevent adverse effects on health and wellbeing	Promote health and wellbeing and prevent adverse effects on health and wellbeing by contributing to the development, implementation and evaluation of related policies
Health promotion, health protection and surveillance	HWB 2 Assessment and care planning to meet health and wellbeing needs	Assist in the assessment of people's health and wellbeing needs	Contribute to assessing health and wellbeing needs and planning how to meet those needs	Assess health and wellbeing needs and develop, monitor and review care plans to meet specific needs	Assess complex health and wellbeing needs and develop, monitor and review care plans to meet those needs
Risk assessment Ergonomics Occupational hygiene Psychosocial interventions Maintaining safety Health protection and surveillance	HWB 3 Protection of health and wellbeing	Recognise and report situations where there might be a need for protection	Contribute to protecting people at risk	Implement aspects of a protection plan and review its effectiveness	Develop and lead on the implementation of an overall protection plan
Equality, sickness absence, retention and rehabilitation Health promotion, health protection and surveillance	HWB 4 Enablement to address health and wellbeing	Help people meet daily health and wellbeing needs	Enable people to meet ongoing health and wellbeing needs	Enable people to address specific needs in relation to health and wellbeing	Empower people to realise and maintain their potential in relation to health and wellbeing
Risk assessment Ergonomics Health promotion, protection and surveillance Maintaining safety Occupational hygiene	IK 2 Information collection and analysis	Collect, collate and report routine and simple data and information	Gather, analyse and report a limited range of data and information	Gather, analyse, interpret and present extensive and/or complex data and information	Plan, develop and evaluate methods and processes for gathering, analysing, interpreting and presenting data and information
Leadership & management	G 5 Services and project management	Assist with the organisation of services and/or projects	Organise specific aspects of services and/or projects	Prioritise and manage the ongoing work of services and/or projects	Plan, co-ordinate and monitor the delivery of services and/or projects
Leadership and management	G 8 Public relations and marketing	Assist with public relations and marketing activities	Undertake public relations and marketing activities	Market and promote a service/project	Plan, develop, monitor and review public relations, and marketing for a service/organisation

Key
HWB health and wellbeing dimension
IK information and knowledge dimension
G general dimension

Table 3: OHN competencies mapped against examples of KSF level descriptors

Competent OHN		Experienced OHN		Expert OHN
<ul style="list-style-type: none"> 1st level registered nurse 2 years post-basic experience Post-basic education and training equivalent to university diploma Works under guidance of established protocols and procedures at operational level Maintains safe and competent practice 		<ul style="list-style-type: none"> 2 years experience in OH setting Post-basic education and training equivalent to university degree Holds or working toward a recordable/registered OHN qualification with the NMC Develops and establishes protocols and procedures at operational level Develops and leads on safe and competent practice 		<ul style="list-style-type: none"> 5 years experience in OH setting Post-basic education and training equivalent to university higher degree Holds a recordable/registered OHN qualification with the NMC Develops, leads and establishes protocols and procedures at operational and strategic levels Innovates, develops and leads on safe and competent practice Leads and develops consultant occupational nursing and consultancy
KSF dimension 1 and 2 descriptors		KSF dimension 3 and 4 descriptors		KSF dimension 5 descriptors
<ul style="list-style-type: none"> Maintains Contributes Assists Ensures Routine Monitors Prepares Produces Influences Participates at individual and group level 	<ul style="list-style-type: none"> Establishes Maintains Develops Monitors Contributes Supports Ensures Assists Maintains Leads on specific aspect Raises awareness Modifies Analyses and interprets Designs Undertakes and reports Participates at individual, group, community and agency level Leads others Plans and allocates 	<ul style="list-style-type: none"> Establishes Maintains Develops Contributes Promotes Assesses Modifies Monitors Evaluates Plans, delivers and evaluates Improves Protects Co-ordinates Processes and manages data Designs, produces and modifies Plans, analyses, interprets, and assesses reports Develops and sustains partnerships Leads teams Allocates Obtains 	<ul style="list-style-type: none"> Establishes Maintains Develops Designs Improves Enables Assesses Plans Delivers Evaluates Improves Analyses Synthesises Innovates Develops knowledge Effective Develops fiscal and physical resource management Develops strategies Sustains Complexity Partnerships at individual, group, community and agency levels Leads multi-agency teams 	<ul style="list-style-type: none"> Develops own and others skills and knowledge Develops strategies and policies Enables Leads Implements Evaluates Innovates Develops strategies Researches Disseminates Influences

3

The competency framework for occupational health nursing

1. Self-assessment

Competent	Experienced	Expert
<p>Under the supervision I am able to:</p> <ul style="list-style-type: none"> • plan and carry out initial assessments for a range of clients using an evidence-based and client-centred approach to practice • monitor clients in working environments. Prescribe care for a range of clients in working environment • implement a plan of care for a range of clients using an evidence-based approach and client-centred to practice in collaboration with others • set and monitor clients' goals using an evidence-based and client-centred approach to practice in collaboration with clients and other members of the team • evaluate a plan of care for a range of clients using an evidence-based and client-centred approach to practice • make decisions about priorities of care for a range of clients in the working environment in collaboration with clients and other team members • initiate interventions for clients in the working environment. 	<p>With the minimum guidance and supervision I am able to:</p> <ul style="list-style-type: none"> • decide on priorities in the care setting for a range of clients • organise a team of others to deliver the care of a range of clients in a working environment • initiate the care of a range of client groups in different occupational settings • monitor the care of a range of clients in the working environment • facilitate others to set client goals using evidence-based and client centred-approach to practice in collaboration with clients and other members of the team • challenge care practices and processes and decide on care priorities • interpret care practices and processes in the care setting • evaluate care practices and processes in a range of workplace environments • take responsibility for leading a team over time and facilitating others to lead on a day-to-day basis. 	<p>Working autonomously I am able to:</p> <ul style="list-style-type: none"> • take responsibility without supervision in any care setting for monitoring interventions for the care of clients in the working environment • take responsibility for deciding on the priorities for care of clients in the working environment • take responsibility in any care setting for prescribing the care of clients in the working environment • take responsibility for initiating interventions for the care of clients in the working environment • independently organise nursing care in the working environment • actively lead on developments in nursing practice and their day-to-day implementation • manage and lead an occupational health nursing team and (in the case of a nurse-led service) manage and lead the occupational health service • manage occupational health nursing resources and (in the case of a nurse-led service) manage resources for the occupational health service.

2. Core transferable skills

Competent	Experienced	Expert
<ul style="list-style-type: none"> • Uses transferable nursing skills of research, audit, quality assurance, IT and data collection. • Works under guidance of established protocols and procedures at operational level. Maintains safe and competent practice, and able to apply the principles of the Code of Professional Conduct (NMC, 2004b) to occupational health settings. • Through practice, develops understanding of the OHN role in workplace and a range of settings both in and outside the NHS. • Adheres to occupational health standards and policies, and recognises limitations of own competence and scope of professional practice in respect of occupational health nursing practice. • Requires support of more experienced practitioners for non-routine decisions, and in more complex occupational health issues defers to experienced or expert nurse, and/or occupational health physician, and/or line manager, and/or human resources for support. • Communicates effectively with occupational health team and clients. • Able to undertake a range of routine occupational health screening tasks, and collects, records and stores data accurately. 	<ul style="list-style-type: none"> • Maintains and develops competent practice in occupational health nursing with regular personal and professional development activity. • Able to collect, record and interpret occupational health data using an evidence base accurately. • Has developed communication skills with specific groups and individuals in a justified, sensitive and mediating way, and communicates effectively with the occupational health team; clients; and across operational boundaries. • Able to work autonomously, and where appropriate, seeks support and guidance from expert nurse, and/or occupational health physician, and/or line manager, and/or human resources for support in more complex occupational health issues. • Able to participate in the training and supervision of junior practitioners, and engages in continuing professional development and clinical supervision to maintain and develop evidence-based skills and knowledge in occupational health nursing. 	<ul style="list-style-type: none"> • Able to work interdependently in a multidisciplinary team and autonomously within a framework of clinical governance and clinical supervision. • Analyses and evaluates data, and is able to integrate data and give strategic planning advice at organisational level. • Demonstrates excellent presentation and analytical skills, and manages conflict with mediating skills. • Leads on coaching, mentoring and clinical supervision of competent and experienced nurses, and engages in continuing professional development and clinical supervision to maintain and develop evidence-based skills and knowledge. • Where appropriate, and dependent on an individual's scope of professional practice, will have undertaken continued professional development that leads to admission to the register of recognised occupational health and safety professional bodies in, for example, ergonomics, hygiene, and occupational psychology.

3. Core leadership and management skills

Competent	Experienced	Expert
<ul style="list-style-type: none"> • Able to manage themselves and their workload, and prioritises their own actions in the working environment. • Participates in new initiatives and developments in practice and contributes to their evaluation. • Relates to other members of the multidisciplinary team, and participates as a team member through the whole chain of care. • Gains insight into occupational health agenda through an awareness of the local and national political agendas that impact on their area of practice. • Participates in the day-to-day delivery of internal and external services and contracts. • Participates in occupational health and safety audit. • Develops self through continued professional development activities. • Participates in the development of the occupational health and safety team. • Adopts a patient-focused approach in service delivery. • Uses networking and political awareness to contribute to service development. 	<ul style="list-style-type: none"> • Contributes to the development of occupational health standards and policies, and assists in developing and establishing protocols and procedures at operational level, and develops and leads on safe and competent practice. • Manages conflict situations in sensitive and mediating way. • Able to initiate, change and develop practice and evaluates changes in practice. • Able to identify how a local and national political agenda impact on the provision of the service, and develops services that meet current political agendas. • Able to delegate appropriately and to give feedback to colleagues. • Able to lead service development by participating in multidisciplinary team and committee work. • Able to manage a limited budget and range of external contracts. • Able to implement and lead on departmental occupational health audits. • Develops self and others through continued professional development activities. • Participates and leads on specific programmes in the development of the occupational health and safety team. • Uses and develops patient-focused approaches in service delivery. • Uses networking and political awareness to develop services. 	<ul style="list-style-type: none"> • Able to develop, lead and establish protocols and procedures at operational and strategic levels, and to innovate, develop and lead on safe and competent practice. • Plays a major role in developing and implementing occupational health and safety standards and policies at operational and strategic levels. • Able to develop and lead occupational health audit, and to problem solve in an ethical, reflective and evidence-based manner. • Facilitates the development of innovations in practice, and pushes forward the boundaries by visionary approaches to occupational health nursing, and communicates practice innovations at local, national and international level. • Able to appraise the performance and facilitate personal development of others involved in the delivery of the service. • Able to manage and lead multidisciplinary occupational health departments. • Able to secure and manage resources for the occupational health department. • Able to manage complex departmental budgets and extensive range external contracts. • Able to provide clinical leadership through self-development, and guide and develop others through continued professional development activities. • Able to provide operational and strategic leadership in developing the occupational health and safety team. • Uses networking and political awareness to lead and develop occupational health services.

4. Core quality assurance and research skills

Competent	Experienced	Expert
<ul style="list-style-type: none"> • Participates and contributes to the audit process and continuously evaluates own interventions. • Participates in improving the patient experience through a patient-focused approach to benchmarking. • Participates in, and contributes to, evaluating patients' experiences, and uses patient-focused benchmarks in improving the patient experience. • Participates in clinical governance mechanisms. • Uses a customer care approach to practice. • Contributes to the implementation of local shared governance, local priorities, policy formation and implementation. • Uses national targets and initiatives in own area of practice. • Contributes to aspects of work-based research and evaluation projects. Actively researches own practice through systematic reflection and critique using clinical supervision and co-operative inquiry. • Uses a research supervisor/mentor for support and challenge in relation to research contributions. • Questions practice and critiques research, identifying research questions with regard to own practice. 	<ul style="list-style-type: none"> • Develops and uses audit tools and ensures regular team audit and action planning. • Introduces evaluation approaches that provide feedback on the patients' experiences and team activity, and maintains local action plans for reviewing actions from audit and evaluation. • Contributes to developing and implementing clinical policy formation, and facilitates the delivery of effective customer care by the team. • Contributes to achieving national targets and initiatives within own area of practice. • Contributes to the identification of future priorities. • Undertakes small local evaluation/research project in the workplace, and able to co-supervise undergraduate projects and practitioner-based research with a mentor. • Questions practice, and critiques research, identifies research questions relating to team practice and specific care of client group. • Role-models systematic critique relating to developing and using evidence in and from practice, and enables team members to contribute to different stages of the research process. • Provides opportunities for others to contribute to practice-based research. 	<ul style="list-style-type: none"> • Leads on clinical audit and develops practice through audit and evaluation. • Promotes opportunities for interdisciplinary audit and evaluation, and evaluates audit tools. • Promotes and uses clinical governance mechanisms. • Develops local action plans to improve service delivery using patient-focused benchmarks. • Facilitates benchmarking of service against other departments. • Provides a service that reflects national standards and patient benchmarks. • Facilitates developing and monitoring local protocols and guidelines for the care of patients, through critical evaluation of the evidence for practice. • Leads and develops clinical service development, facilitates strategic planning to meet the delivery and achievement of national targets and initiatives. • Leads a project that contributes to a programme of research and contributes to the evidence base for clinical practice by presenting and publishing papers from practice-based research. • Able to supervise undergraduate projects and co-supervise post-graduate projects and practitioner-based research with a mentor. • Identifies areas for research and contributes to the corporate research agenda in relation to client group and service. • Enables support, time and resources for others to access, critically appraise and disseminate evidence-based information. • Supports development of a service infrastructure for using and organising evidence-based care and research. • Enables others to contribute to practice-based research with support and supervision.

5. Legal and ethical issues

Competent	Experienced	Expert
<ul style="list-style-type: none"> • Uses basic understanding of the general and specific health and safety, employment law and disability discrimination legislation, and able to apply basic understanding of statutory and advisory guidance to ensure the health protection of the working population. • Uses awareness of the Data Protection Act, and works to departmental policies and procedures as a guide to their ethical and legal practice. • Competent to manage inappropriate requests to disclose personal health information without informed consent of individuals, and to manage the safe storage and retrieval of occupational health records. • Able to maintain accurate and appropriate occupational health records for individuals and groups. • Able to recognise when to report issues of conflict and seek appropriate guidance. • Understands the scope of Duty of Care and able to manage, investigate and care for the occupational health and wellbeing of the individual clients at departmental level. • Uses transferable nursing skills to seek out evidence to inform ethical and legal practice in occupational health settings. 	<ul style="list-style-type: none"> • Able to advise at departmental and operational levels on general and specific health and safety, employment law and disability discrimination legislation. • Able to interpret and communicate key facts relating to the statutory and advisory guidance governing the ethical and legal aspects that ensure the health, safety and wellbeing of employers and employees. • Able to apply, advise and guide employers and employees on the principles of the Data Protection Act. • Able to develop safe systems of work for the recording, retrieval and storage of occupational health information and records across clinical and occupational settings. • Uses appropriate knowledge and communication skills to protect and promote the ethical and legal consideration of occupational health nursing practice. • Works to the scope of Duty of Care and able to manage, investigate and care for the occupational health and wellbeing of the individuals and groups at departmental and operational levels. • Assists in developing and implementing legal and ethical policies and procedures at departmental and operational levels. • Evaluates and applies evidence to ethical and legal occupational health issues to inform practice. 	<ul style="list-style-type: none"> • Has developed expert understanding and networks and is able to lead and advise at departmental, operational and strategic levels on general and specific health and safety, employment law and disability discrimination legislation. • Remains abreast of new and emerging guidance and legislation that govern legal and ethical aspects of occupational health practice, and uses evidence-based practice to guide interpretation of statutory and advisory guidance to ensure the health protection of the working population. • Plays a key role as part of a multidisciplinary team in developing, implementing and monitoring ethical and legal strategies and policies at corporate and departmental level. Provides leadership in the management of conflict relating to confidentiality of data collection, recording, retrieval and dissemination. • Able to generate and disseminate effective management reports and other forms of verbal, written and visual communication relating to the ethical and legal considerations of managing the health, safety and wellbeing the working population. • Able to use the principles of clinical governance, clinical supervision and clinical audit to lead, manage and develop the ethical and legal aspects of occupational health, safety and wellbeing.

6. Risk assessment

Competent	Experienced	Expert
<ul style="list-style-type: none"> • Contributes to risk reduction and hazard analysis at the level of the individual. • Maintains competence by keeping up-to-date with current clinical issues, and uses awareness of how these impact on risk assessment and practice in the department. • Uses knowledge of policies, the nature of work risk and hazards, and is familiar with the theory and practice of job roles. • Participates and contributes at a basic level to the monitoring, quality assurance, and communication of risk assessment. • Uses basic understanding of risk assessment concepts, goal setting, common and employment law, and the Disability Discrimination Act. • Uses basic understanding of corporate risk and resource limitations. • Undertakes basic workplace risk assessment under supervision and working to protocols. • Adheres to professional accountability and limitations and refers as appropriate to higher authority. • Recognises the impact of cultural diversity when assessing risk in an organisation. 	<ul style="list-style-type: none"> • Contributes to business objectives in risk reduction and hazard analysis at an operational level. • Assesses, critically appraises and applies an evidence base for risk assessment, and promotes an environment for using evidence-based care. • Has gained additional academic and technical knowledge of risk assessment through personal and professional development, and is able to provide advice on risk assessment control and design. • Able to assess and evaluate risk with minimal supervision, and participates and contributes fully in monitoring, quality assurance, and communicating risk assessment at operational level. • Uses experience to widen knowledge base on risk assessment information, case law, EU legislation, impact of devolution, and operational strategies. • Generates and analyses data to identify employer/employee at risk. • Uses health promotion activities to minimise risk. • Recognises the impact of cultural diversity when assessing risk in an organisation. • Able to manage limited array of resources. 	<ul style="list-style-type: none"> • Participates in strategic organisational decisions and contributes to organisational policy development of risk assessment. • Develops expertise of risk assessment through critical analysis of own practice, and uses skills of recognition and control to contribute to the development of risk and control policy. • Has in depth knowledge on which to prepare, plan, participate and consult at strategic, local and national level. Ensures that appropriate, evidence-based standards, benchmarks, protocols, clinical guidelines and procedures are in place. • Able to manage OH services, lead multidisciplinary teams and manage resources and income generation related to risk assessment. • Promotes awareness of risk assessment and influences organisational change by using clinical and corporate governance, demographics and epidemiology, and educational initiatives. • Able to align OH service with business objectives and advises organisation of risk and implication of corporate governance. • Has political awareness and able to analyse professional accountability and needs assessment in order to develop inter-dependent practice through effective communication and lobbying.

7. Health promotion, protection and surveillance

Competent	Experienced	Expert
<ul style="list-style-type: none"> Adheres to standards and policies and recognises limitations to own competence and scope of professional practice when implementing health surveillance programmes. Has empathetic listening skills; is a competent and reflective listener; operates mainly in one-to-one relationships with clients; participates in pre-employment health screening and assessment of fitness to work. Has understanding of legislation governing health protection and surveillance and is able to screen pre-employment health questionnaires and declare fitness or refer when health issues declared. Has specific training to undertake range of basic health protection/surveillance activities under Client Group Directions and protocols as required such as vision screening; audiometry; skin checks; spirometry; urinalysis; blood pressure; immunisations and administration of medicine. Accurately gathers and records working history; workplace exposures; and re-call for health surveillance requirements. Able to collect accurate health surveillance data and maintain accurate records. Maintains confidentiality of individual health information and security of health records. Has knowledge of infection control and disposal of clinical waste in the workplace, and first aid at work regulations. 	<ul style="list-style-type: none"> Understands needs of organisations and industry, contractual obligations, and role of OHS and OHN in operational context of organisation and key stakeholders. Builds on the basic skills of the competent nurse and demonstrates greater analytical skills when assessing health and implementing health surveillance. Able to conduct full range of pre-employment health screening and assessment of fitness to work. Uses professional judgement and discretion to interpret health surveillance results and relates to occupational exposures and health protection strategies. Has knowledge of, and interprets health and safety legislation relating to health protection and surveillance, and uses knowledge to raise awareness of population and individual need for health protection and surveillance. Understands business needs and culture, and contributes to the economic viability of the organisation by implementing appropriate health protection measures for the working population, and provides evidence-based programmes based on cost benefit analysis. Able to articulate health protection and surveillance need at an operational level using negotiating skills and political awareness. 	<ul style="list-style-type: none"> Influences by negotiation and with political awareness of wider global issues for health protection and health surveillance. Possesses corporate and operational knowledge of organisation. Contributes to contract development and review. Manages and secures budget for health protection and surveillance. Incorporates clinical governance and clinical supervision in contract specification for health protection and health surveillance. Able to establish, develop and evaluate health protection and health surveillance based on evidence. Produces benchmarks for best practice. Develops and implements policies and procedures. Able to establish benchmarks for pre-employment health screening and assessment of fitness to work, and able to generate and analyse data for continued improvements. Liaises and develops internal and external networks for support and referral. Demonstrates leadership in review and audit of health surveillance strategies. Communicates trends and advises on action plans to meet statutory and voluntary requirements for health protection, surveillance and statutory reporting.

8. Sickness, absence and rehabilitation

Competent	Experienced	Expert
<ul style="list-style-type: none"> • Uses basic understanding of the Disability Discrimination Act and employment law in assessment. • Supports monitoring sickness and absence as a part of holistic <i>total management</i> approach. • Fosters good communications with human resources to maintain appropriate involvement of occupational health services in the assessment, support and rehabilitation of employees. • Uses basic skills and competencies to monitor and assess sickness and absence. Constructs OHN care plans, and supports the rehabilitation of employees. • Uses an awareness of the importance of building up network of external specialists and agencies to support employee rehabilitation. Liaises with external agencies that support rehabilitation and early return to work. • Able to provide standard assessment of an employee to a set of protocols and to participate in shared case management in a multidisciplinary team. • Able to generate data and produce reports to agreed format. 	<ul style="list-style-type: none"> • Uses good understanding of the Disability Discrimination Act and employment law, and contributes to policy development. • Able to use experience of shared case management to monitor and assess sickness and absence. Constructs OHN care plans, and supports the rehabilitation of employees as part of a holistic total management approach. • Maintains good communications with human resources to ensure the appropriate involvement of occupational health services in the assessment, support and rehabilitation of employees. • Liaises with, and maintains links with external agencies to support rehabilitation and early return to work (e.g. physiotherapists, occupational therapists, occupational physicians etc). • Able to analyse data and identify trends in sickness and absence, and to generate reports and act on reports provided by others. • Able to contribute to the management of sickness absence and rehabilitation in a business culture. 	<ul style="list-style-type: none"> • Uses an evidence base, and expert understanding of the Disability Discrimination Act and employment law to advise and lead policy development. • Develops strategies in a quality assurance framework of clinical governance and clinical supervision relating to sickness absence management and rehabilitation. • Able to generate data that demonstrates the cost benefit analysis of occupational health interventions in the management of sickness absence and rehabilitation. • Communicates effectively at operational and strategic levels, and maintains good communications with human resources to develop the understanding and involvement of occupational health services in the assessment, support and rehabilitation of employees. • Able to take the lead in monitoring sickness and absence as a part of holistic <i>total management</i> approach. Able to manage the development of skills and competencies required for monitoring and assessing sickness and absence. • Able to develop occupational health care plans to support rehabilitation and early return to work of employees, which use the multidisciplinary team and external agencies.

9. Psychological and psychosocial interventions

Competent	Experienced	Expert
<ul style="list-style-type: none"> • Uses knowledge of the principles of primary, secondary and tertiary measures required for mental health care in the workplace at organisation, individual and group levels. • Able to consider research, legislation, organisational culture, work design, internal and external resources, and multidisciplinary team work when assessing and controlling psycho-educational risk. • Interacts with workplace managers and individual employees to assess psycho-educational risk. Supports development and interpretation of psycho-educational policies in the workplace. • Uses basic counselling skills when supporting managers and employees. • Able to profile specific groups in a working population and identify individuals at potential psycho-educational risk. • Able to plan and deliver psycho-educational health education packages. • Able to identify and advise on external sources for specialist psycho-educational support. • Adheres to standards and policies and recognises limitations to own competence and scope of professional practice related to psycho-educational practice. 	<ul style="list-style-type: none"> • Uses knowledge and interprets the principles of primary, secondary and tertiary measures required for mental health care in the workplace at organisation, individual, and group levels. • Able to draw on research, legislation, organisational culture, work design, internal and external resources, and multidisciplinary team work when assessing and controlling psycho-educational risk. • Interacts at organisation level as well as with individual workplace managers and employees to assess psycho-educational risk. Supports development and interpretation of psycho-educational policies in the workplace. • Uses basic counselling skills with specialist psycho-educational skills to support managers and employees. • Able to work autonomously and independently, collect and analyse data, accurately profile psycho-educational needs of the working population, identify groups and individuals at potential risk. • Able to plan and deliver psycho-educational health education packages in a health promotional strategic framework, and identify, advise and refer to external sources for specialist psycho-educational support as appropriate. • Able to contribute to the development of standards and policies related to psycho-educational practice. 	<ul style="list-style-type: none"> • Interprets and advises on research, legislation, organisational culture, work design, internal and external resources, and multidisciplinary team work in the assessment and control of psycho-educational risk. • Operates at a strategic level in the assessment of psycho-educational risk, and takes a key role in developing and implementing psycho-educational policies and standards in the workplace. • Able to work inter-dependently with others. • Uses specialist psycho-educational skills when supporting workplace managers and employees. • Develops links and working arrangements with external sources for specialist psycho-educational support. • Supports others to work autonomously to collect and analyse psycho-educational data profiles. Able to identify health trends that require interventions for groups and individuals at risk. • Uses business and management skills to plan and deliver psycho-educational health education packages in a strategic health promotional framework. • Develops and implements audit of psycho-educational interventions, and demonstrates cost effectiveness of interventions.

10. Ergonomics

Competent	Experienced	Expert
<ul style="list-style-type: none"> • Uses transferable nursing knowledge of anatomy and physiology to assess workers physical capability in workplace environments. • Able to identify potential issues between medical assessment and person-environment fit. • Uses knowledge of organisational behaviour relating to person-environment fit and use of equipment. • Uses awareness that task, equipment, environment, work organisation and people are inter-dependent elements in ergonomic assessment. • Has the basic skills and experience to deliver training in manual handling. • Uses basic understanding of assessment and use of workplace equipment to give advice. • Uses basic understanding of personal protective equipment (PPE) and able to apply understanding when assessing person-environment risk. • Uses transferable nursing interpersonal skills for effective communication of basic ergonomic principles. 	<ul style="list-style-type: none"> • Building on competent practice, has acquired good working knowledge of relevant legislation relating to ergonomic assessment, control and advice. • Has clear awareness at operational level, of the business implications of ergonomic assessment and management, and is able to influence and advise on ergonomic factors and to secure additional resources within budgetary constraints. • Able to work autonomously and within teams, and mentors less experienced nurses and members of the workforce, in ergonomic assessment activities. • Uses awareness of task, equipment, environment, work organisation and people when participating in ergonomic assessment. • Able to identify specific and general ergonomic issues and able to present solutions for problems. • Able to develop and use a network of expert colleagues to support and enhance ergonomic practice. • Works proactively and introduces ergonomic preventative programmes in the workplace. 	<ul style="list-style-type: none"> • Will have developed knowledge and skills in ergonomics through personal and professional development, and may, depending on role, meet the admission criteria for membership of a professional body in the field of ergonomics. • Able to participate at strategic level in the development of operational and strategic policy relating to ergonomic assessment and management. • Able to analyse and articulates the cost benefit of adopting sound ergonomic strategies in a business culture, and is able to lead and participate in proactive ergonomic programmes across the organisation. • Takes full account of task, equipment, environment, work organisation and people in the development of ergonomic assessment and management. Uses own expertise in conjunction with internal and external resources to evaluate, interpret and solve ergonomic problems. • Able to use expert ergonomic knowledge and a wide evidence base when responding to ergonomic issues. Able to develop extensive network of professional and technical sources for ergonomic advice, support and referral. • Able to generate and communicate ergonomic data by appropriately designed evaluation trials and effective dissemination. • Practises, develops and leads nursing and/or multidisciplinary teams in sound ergonomic principles in a framework of clinical governance, supervision and audit.

11. Occupational hygiene

Competent	Experienced	Expert
<ul style="list-style-type: none"> • Uses awareness of the effect of the environment on health and health outcomes (e.g. occupational-induced diseases such as hearing loss and lung disease) to provide advice. • Uses basic understanding of control measures for both personal and environmental protection (e.g. personal protection, removal of hazard, ventilation; shielding, guarding, substitution), and basic knowledge of principles of hazard identification/definition, and the assessment of residual risk taking account of control measures to provide advice. • Understands the complementary roles of the occupational health adviser (occupational health promotion and ill health prevention); and that of the occupational hygienist (occupational and environmental measurements and control). Contributes information towards departmental and operational reports relating to occupational hygiene and environmental surveys. • Able to advise individuals on occupational hygiene preventative measures, and to participate in environmental surveys with the support of others. • Aware of and able to source and understand statute and advisory standards relating to occupational hygiene and environmental control. • Able to contribute to occupational hygiene measurement, control and education by following guidance in policies and procedures. 	<ul style="list-style-type: none"> • Possesses and uses good knowledge of occupational and environmental hazard identification, risk assessment and control measures to provide advice. • Assesses and uses specialist information and support for hazard identification and risk control (e.g. noise assessments and ventilation assessment). • Uses experience, skills and knowledge of the principles and practice of risk assessment, to advise on occupational hygiene matters both to individuals and departments at operational level. • Able to advise when and what specialist occupational hygiene input is required, and is competent to undertake environmental surveys that are applicable to the local requirements of the employing organisation. • Contributes to the management of occupational hygiene by participating in multidisciplinary working across the extended occupational health team (including external agencies and advisors). • Uses accurate and up-to-date information to inform practice, and is able to apply knowledge of statute and advisory standards in the assessment of occupational hygiene hazard/risk assessment. • Able to produce accurate, effective and helpful occupational hygiene and environmental survey reports for management at operational level. 	<ul style="list-style-type: none"> • Uses excellent skills and knowledge of occupational and environmental hazard identification, risk assessment and control measures. • Uses a wide and appropriate evidence base to inform a higher level of occupational hygiene practice, and is competent to undertake detailed occupational hygiene and environmental survey activities. • Interprets statute and advisory notices for occupational hygiene and occupational environmental matters, and is able to provide occupational health advice and leadership at the strategic level of an organisation. • Able to lead on development, implementation and management of occupational health nurse policies and procedures in occupational hygiene and environmental survey activity. Contributes as a key partner to the development and implementation of occupational hygiene and environmental health policies and procedures at the strategic level of the organisation. • Able to produce effective management reports that impact on occupational hygiene and environmental safety activities and resources. • Maintains and develops internal and external networks to inform occupational hygiene and environmental knowledge and activities. Obtains and disseminates knowledge and information on occupational hygiene and environmental monitoring by attendance and contribution at national and international venues.

12. Maintaining safety and accident control

Competent	Experienced	Expert
<ul style="list-style-type: none"> Requires induction and a personal development plan to develop knowledge and skills in the areas of health and safety legislation including: the Reporting of Incidence Diseases and Dangerous Occurrences Regulations (RIDDOR); organisational safety and training; accident reporting; report writing; pre-employment selection and placement; health and safety surveillance; organisational and departmental health and safety policies and procedures. Practises under the guidance of occupational health nursing policies and protocols, and is able to work to health and safety policies and procedures. Able to gather information and communicate health and safety information in the occupational health team and with clients. Acquires knowledge and skills to be able to provide basic advice on: safe systems of work; personal and protective equipment (PPE); environmental safety; employee job placement safety; employee health surveillance; and rehabilitation following health and safety-related sickness absence. Acquires knowledge and skills to be able to provide psychological support following accident/incidents, and to provide health and safety education for employees and groups in the organisation. 	<ul style="list-style-type: none"> Builds on competent practice and is able to communicate and negotiate for health and safety strategies at operational level, and to contribute to the development and implementation of health and safety policy in an organisation. Able to use experience and enhanced skills to interpret health and safety legislation, apply the principles of hazard and risk control, and undertake a range of risk assessment strategies without supervision. Able to gather and interpret health and safety data, and to articulate cost benefit analysis of effective health and safety behaviour to individuals and groups. Able to advise on: safe systems of work; personal and protective equipment (PPE); environmental safety; employee job placement safety; employee health surveillance; rehabilitation following health and safety-related sickness absence. Able to provide psychological support following accident/incidents, and to provide health and safety education to employees and groups in the organisation. Contributes to health and safety promotion at a strategic level. Acts as an advocate for occupational health and safety in the organisation, and works autonomously within a framework of clinical governance and clinical supervision. 	<ul style="list-style-type: none"> Possesses additional knowledge and experience to provide expert interpretation and advice on health and safety legislation and hazard and risk control. Able to communicate and negotiate for health and safety strategies at operational and strategic levels. Contributes to the development and implementation of health and safety policies throughout the organisation and in the occupational health department. Has advanced interpretative skills, and can manage and lead on the gathering, interpretation and dissemination of health and safety data. Articulates the cost benefit analysis of effective health and safety behaviour for individuals and groups, and influences safety behaviour at an organisational level. Competent in a wide range of risk assessment strategies and able to generate and disseminate effective health and safety management reports. Able to take the occupational health nursing lead for advice on: safe systems of work; personal and protective equipment (PPE); environmental safety; employee job placement safety; employee health surveillance; and rehabilitation following health and safety-related sickness absence. Uses advanced practice when providing psychological support following accident/incidents, and leads on occupational health and safety promotion at organisational and strategic level.

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Glossary

RCN	Royal College of Nursing
KSF	Knowledge and Skills Framework
NMC	Nursing & Midwifery Council
OHN	Occupational Health Nursing

6

Appendices

Appendix 1: Mapping standards for specialist community public health nursing against the RCN OHN competencies

Nursing & Midwifery Council new standards and register

In 2004 the NMC decided to establish part three of the register for specialist community public health nurses because this practice has distinct characteristics that require public protection. These include the responsibility to work with both individuals and a population, which may mean taking decisions on behalf of them without having direct contact with every individual in that community. The primary purpose of standards for registration is to provide the mechanism through which the NMC can exercise its main function of protecting the public.

Entry to part three of the register

Part three of the register is open to nurses designated as having a significant role as a public health nurse and OHNs have been identified as one group of nurses that meet this criteria.

OHNs who already hold an NMC recordable qualification at certificate, diploma or degree will automatically be transferred to part 3 of the register. Nurses training as qualified OHNs will, in future, be required to complete

study at a minimum of first degree. This has to have NMC-approval to meet their standards of proficiency.

Go to www.nmc-uk.org for full information on the new part three of the register and the Standards of Proficiency for Specialist Community Public Health Nurses.

Standards of proficiency

Proficiency for entry to the register is reflected in the new Specialist Community Public Health Nursing Programme for OHN. This is underpinned by ten key principles of public health practice that are grouped into four domains. The following tables have mapped these key principles and domains against the RCN OHN competencies, which were identified by OHN stakeholders as the essential elements for practice.

Mapping

The following mapping exercise demonstrates that there is a close correlation between the aspirations of key OHN stakeholders and the NMC on determining proficiency and competence to practise as a specialist OHN.

NMC principle 1

Carrying out surveillance and assessment of the population's health and wellbeing.

NMC domain 1: search for health needs:

1. collect and structure data and information on the health and wellbeing and related needs of a defined population
2. analyse, interpret and communicate data and information on the health and wellbeing and related needs of a defined population
3. develop and sustain relationships with groups and individuals with the aim of improving health and social wellbeing
4. identify individuals, families and groups who are at risk and in need of further support
5. undertake screening of individuals and populations and respond appropriately to findings

Embedded in RCN OHN competency descriptors for:

- core transferable skills
- core quality assurance and research skills
- risk assessment
- health promotion, protection and surveillance
- sickness absence and rehabilitation
- ergonomics
- occupational hygiene.

NMC principle 2

Collaborative working for health and wellbeing. Working with, and for, communities to improve health and wellbeing.

NMC domain 2: stimulation of awareness of health needs:

1. raise awareness about health and social wellbeing and related factors, services and resources
2. develop, sustain and evaluate collaborative work
3. communicate with individuals, groups and communities about promoting their health and wellbeing
4. raise awareness about the actions that groups and individuals can take to improve their health and social wellbeing
5. develop capacity and confidence of individuals and groups, including families and communities, to influence and use available services, information and skills, acting as advocate where appropriate
6. work with others to protect the public's health and wellbeing from specific risks.

Embedded in RCN OHN competency descriptors for:

- core transferable skills
- core leadership and management skills
- core quality assurance and research skills
- health promotion, protection and surveillance
- risk assessment
- sickness absence and rehabilitation
- psychological and psychosocial interventions.

NMC principle 3

Developing health programmes and services and reducing inequalities. Developing an implementing policy and strategy to improve health and wellbeing. Research and development to improve health and wellbeing.

NMC domain 3: influence policies affecting health:

1. work with others to plan, implement and evaluate programmes and projects to improve health and wellbeing
2. identify and evaluate service provision and support networks for individuals, families and groups in the local area or setting
3. appraise policies and recommend changes to improve health and wellbeing
4. interpret and apply health and safety legislation and approved codes of practice with regard for the environment, wellbeing and protection of those who work with the wider community
5. contribute to policy development
6. influence policies affecting health
7. develop, implement, evaluate and improve practice on the basis of research, evidence and evaluation.

Embedded in RCN OHN competency descriptors for:

- core transferable skills
- core leadership and management skills
- core quality assurance and research skills
- legal and ethical Issues
- risk assessment
- maintaining safety and accident control.

NMC principle 4

Promoting and protecting the population's health and wellbeing. Developing quality and risk management in an evaluative culture. Carrying out strategic leadership for health and wellbeing. Managing self, people and resources ethically to improve health and wellbeing.

NMC domain 4:

1. work in partnership with others to prevent the occurrence of needs and risks related to health and wellbeing
2. work in partnership with others to protect the public's health and wellbeing from specific risks
3. prevent, identify and minimise risk of interpersonal abuse or violence, safeguarding children and other vulnerable people. Initiate the management of cases involving actual or potential abuse or violence where needed
4. apply leadership skills and manage projects to improve health and wellbeing
5. plan, deliver and evaluate programmes to improve the health and wellbeing of individuals and groups
6. manage teams, individuals and resources ethically and effectively.

Nursing & Midwifery Council (2004) *Standards of proficiency for specialist community public health nurses*, London: NMC.

www.nmc-uk.org

Embedded in RCN OHN competency descriptors for:

- core transferable skills
- core leadership and management skills
- core quality assurance and research skills
- legal and ethical issues
- risk assessment
- psychological and psychosocial interventions
- ergonomics
- occupational hygiene.

Royal College of Nursing (2005) *Competencies: an integrated career and competency framework for occupational health nursing*, London: RCN. Publication code 002 774

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Appendix 2: The 11 key functions of OH services

Functions of occupational health services:

1. identification and assessment of the health risk in the workplace
2. surveillance of work environment factors and work practices that affect workers' health, including sanitary installations, canteens and housing, when such facilities are provided by the employer
3. participation in the development of programmes for the improvement of working practices, as well as testing and evaluating health aspects of new equipment
4. advice on planning and organisation of work, design of workplaces, choice and maintenance of machinery, equipment and substances used at work
5. advice on occupational health, safety and hygiene, and on ergonomics and individual and collective protective equipment
6. surveillance of workers' health in relation to work
7. promoting the adaptation of work to the worker
8. collaboration in providing information, training and education in the fields of occupational health, hygiene and ergonomics
9. contribution to measures of vocational rehabilitation
10. organisation of first aid and emergency treatment
11. participation in the analysis of occupational accidents and occupational diseases.

World Health Organization (2002) *Good practice in occupational health services – a contribution to workplace health*, Copenhagen: WHO.

Appendix 3: Full acknowledgements

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