Health and Wellbeing Strategy

April 2019 – March 2021

Introduction

1. Welcome to the Blackpool Teaching Hospitals *Health and Wellbeing Strategy (2019-2021)*. Blackpool Teaching Hospitals NHS Foundation Trust is committed to improving the health and wellbeing of our staff as it is recognised that to deliver high quality care, the NHS needs a workforce that is healthy, well and at work.

2. Research shows that where Trusts prioritise health and wellbeing and actively engage with their staff, morale, loyalty, innovation and productivity all increase resulting in a better patient experience with improved patient outcomes and reduced mortality.

3. The NHS workforce is large, and improving the health of NHS staff and their families has enormous potential in preventing future ill health not only for them but also for the wider community. Lord Darzi's Review 'High Quality Care for All' stresses that: "We all have a part to play in making ourselves and our communities healthier," and this is even more pertinent given the resource constraints facing the NHS as a whole.

4. The Boorman Review (NHS Health and Wellbeing, final report November 2009) showed a clear relationship between staff health and wellbeing and performance in the three dimensions of quality: patient safety, patient experience and the effectiveness of patient care. Two key areas identified where action is needed to deliver change were:

   - The provision of staff health and wellbeing services that are centred on prevention (of both work related and lifestyle influenced ill health), are fully aligned with wider public health policies and initiatives and are seen as a real and tangible benefit of working in the NHS

   - All NHS leaders and managers are developed and equipped to recognise the link between staff health and wellbeing and organisational performance and that their actions are judged in terms of whether they contribute to or undermine staff health and wellbeing

5. The NHS Long Term Plan, published in January 2019, clearly details the expectations for how the physical and mental health and wellbeing of staff are going to be supported.

6. This strategy is intended to engage key stakeholders in supporting the Trust to achieve its strategic goals and vision for the future, over the next five years and has been developed in partnership with public health.

Introduction

7. The World Health Organisation defines a healthy workplace as:

A healthy workplace is one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and wellbeing of all workers and the sustainability of the workplace by considering the following, based on identified needs:

   - *Health and safety concerns in the **physical work environment***
   - *Health, safety and wellbeing concerns in the **psychosocial work environment** including organisation of work and workplace culture*
   - ***Personal health resources** in the workplace*

- *Ways of **participating in the community** to improve the health of workers, their families and other members of the community*

8. The healthy workplace principle is one that actively promotes health, not just prevents ill-health and reduces sickness absence.

9. It is known that organisations where staff members feel valued and positive are more successful (e.g. Foresight Mental Capital and Wellbeing Project, 2008). Mortality in patients in health care organisations that have a learning culture and investment in learning is also lower (West & Dawson, 2012).

10. Given the current context of challenging economic circumstances and the need to deliver public services with constrained finances, there is a need to support staff to enable them to deliver high quality services under these pressures. This includes enabling staff members in being competent and skilled in their roles as well as supporting development and self-management.

11. Our Staff Health & Wellbeing Centre's aim is to ensure our staff are healthy in work and that work helps maintain and improve their health for the benefit of patients they treat and the organisation employing them. To achieve this, our Staff Health and wellbeing services recognise the need to implement rigorous standards to consistently improve the quality of our services and are accredited against the standards established in "Safe Effective Quality Occupational Health Services (SEQOHS).

12. Occupational health services have a key role not only in managing health issues in the workforce, but also in proactive prevention and health promotion. With aging workforce health professionals, in line with the general population, will be more vulnerable to long term conditions associated with aging, such as diabetes, arthritis, heart disease and declining cognitive function.

13. The strategy represents the views of our staff through engagement events and its focus is to develop our Trust to attract, retain and develop an integrated, responsive and flexible workforce that consistently delivers the best possible care for our patients. The delivery of this strategy will provide us with a workforce that provides high quality services that have the patient at the heart of everything we do.

14. This strategy will pull together and link existing initiatives focused on reducing sickness absence, reducing the numbers of injuries and accidents and improving staff retention.

Describing the 'What' in relation to *what* do we need to do?

15. We recognise the important contribution all employees make to the achievement of the Trust's strategic objectives and aspire to create an environment in which everyone lives the values and is supported and challenged, healthy and energised, engaged and productive. The Trust's aim to employ the best people will ensure its employees are engaged in health and wellbeing, enabling everyone to flourish and perform at their optimum performance levels.

    The Trust's approach is based on the following key principles:

    - We will make regular and timely use of internal communication practices to ensure everyone is aware of the health and wellbeing benefits available to them
    - We will aim to be known as an employer of choice which cares for its employees wellbeing and which is an attractive place to work
    - We will strive for an environment in which employees consistently report that they're able to cope with workload and day to day challenges as a result of effective management and of active resilience measures

- Good health and wellbeing practice will become a sustained and integral feature of the way we work and the way we support each other
- We will actively recruit, develop and support Wellbeing Champions to influence and shape the future direction of the wellbeing programme and will require the Champions' own managers to prioritise related activity as key
- We will support all our staff to achieve good health and wellbeing and we aim to prevent avoidable illness and disease. When staff are unwell or have a disability we will make early interventions to support them to manage their condition, stay well and in work. When staff are off work through ill health we will work with them to enable a return to work as quickly as possible by putting appropriate support in place
- As a leading employer, we will strive, through our health and wellbeing agenda, to play our part in the sustainability of the economies in which we operate

16. Our approach applies to all employees of the Trust. Additionally the principles and, where reasonable, the facilities of our wellbeing programme and activities are accessible to bank staff as we would wish them to be no less happy and healthy than Trust employees.

17. Our Wellbeing Strategy is underpinned by the Workplace Wellbeing Charter which provides a framework and demonstrates our commitment to the health and wellbeing of our workforce. It also addresses areas highlighted by the staff survey which Trust employees have identified as being important and of interest to them. The Workplace Wellbeing Charter focuses on three key areas – leadership, culture and communication. It has eight standards which are also our priority areas: -

- **Leadership**: There is a health and wellbeing plan in place, life balance is embedded in conditions of employment, line managers skilled in having difficult conversation, organisational change is managed appropriately and resolving disputes and there are effective policies in place for attendance management, tacking bullying and harassment, managing discipline and grievance

- **Absence Management**: absence rates, causes and trends are monitored, interventions undertaken to address issues and prevent further absence, clear attendance management policy in place and procedures are known by employees, return to work interviews conducted and recorded and policies support rehabilitation and early return to work with adjustments

- **Mental health and wellbeing**: mental health and wellbeing strategy in place, organisational stress risk assessments undertaken, employee consultations are surveys seeks information on employees' mental health and action plans in place to address issues and HSE standards for work-related stress incorporated into policies, procedures and activities

- **Health & Safe**ty: employees aware of workplace risks and controls to minimise them, employees and managers are trained on H & S, policies in place to demonstrate compliance with H & S policies

- **Smoking & Tobacco**: employees are aware if smoke-free and tobacco control laws and how they are applied in their workplace, 'stop smoking' services actively promoted and employees allowed to time to attend, breaches of the smoke-free policy are reported and acted upon

- **Physical Activity**: physical activity in the workplace is actively encouraged and supported, employees encouraged to take regular breaks, opportunities for physical activity linked to the workplace are implemented and embedded in organisational culture

- **Healthy eating:** corporate healthy eating plan or guidelines produced in consultation with employees, tailored programmes in place to improve understanding and take-up of healthier diets, on site catering facilities actively provide healthier options

- **Alcohol & Substance Misuse**: alcohol and substance misuse policy in place and employees aware of policy and support available, managers actively promote use of external help and rehabilitation when approached by employees, managers understand the link between alcohol, substance misuse and stress and new employees know how to access relevant policies, information and support

18. We have a health and wellbeing action plan with a rolling programme of activities and a quarterly focus on different areas. Some of the activities are one-off initiatives designed to inform and engage; others will be part of achieving the standards within the Workplace Wellbeing Charter to work through the three levels of commitment, achievement and excellence in all eight key areas until we have achieved excellence against all the standards which will enable the Trust to gain accreditation and be awarded the Workplace Wellbeing Charter. We are committed to a sustained programme, to embed health and wellbeing initiatives to improve health and wellbeing for all staff to keep them healthy, well and in work.

19. An approach that focuses on staff 'well-being'; physical, mental and financial, with the aim of improving workforce resilience, confidence, better health and more informed lifestyle choices

20. An approach to improve equality, diversity and inclusion, with the aim of ensuring all staff, no matter what their background have a part to play in our future.

Describing the 'How' in relation to *how* do we do it?

21. In Appendix 1, the **Plan on a Page** (PoP) attempts to do two things; one, act as an 'aid memoire' for staff to help explain our plans in simple terms and two, links and ties together, our vision, values, ambitions, key drivers and crucially our key deliverables. Logically, the PoP does not aim to cover all plans and activities.

22. The PoP articulates;
    - Our **Vision**, namely, *to be widely known for providing personalised, safe care, in every setting.* This is a working title and may need to be revisited.
    - Our **Values** – People Centred, Excellence, Positive and Compassion
    - Our **Ambitions** – Quality is our organising principle, Improve patient experience, improve staff satisfaction, reduce patient mortality, Improve our sustainability (£) and a 'Great place to work'.

23. The PoP focuses on our **Key drivers** and recognises the evidence base, in relation to the '**characteristics of high performing organisations'**, namely;
    - A clear vision and strategic plans in place
    - Values that drive behaviour
    - A relentless patient focus
    - Effective leadership
    - Structures and processes in place to deliver the strategy

24. The PoP focuses on our **Key drivers** and recognises the evidence base, in relation to the '**characteristics of healthy organisations'**, namely;

    - Compassionate and inclusive leaders that help create a healthy culture by supporting employees' wellbeing
    - A culture where all employees care about mental health and life balance
    - Staff are supported to remain in work, return to work and maintain regular attendance
    - An environment that encourages health eating and physical activity
    - Ensuring the organisation complies with legislation and protects the Trust and its employees
    - Supporting employees to stop smoking
    - Providing access to rehabilitation services for employees affected by alcohol and substance misuse

25. The POP identifies our **Key Deliverables** which is aligned to the **Key Drivers**.

The Key Drivers and our deliverables

26. **Key Driver 1 - Leadership that is compassionate and inclusive**

- Leadership programmes
- Policies on attendance management , bullying & harassment & disciplinary & grievance
- Staff engagement survey
- Healthier Workplace Taskforce
- Courageous Conversations
- Mediation

27. **Key Driver 2 – Attendance Management**
- Sickness absence management clinics at OH
- Physio
- Counselling and CBT
- Flu jabs
- MSK training
- Hypnotherapy
- Mindfulness training
- HR management training

28. **Key Driver 3 – Mental health & wellbeing**
- Employee Assistance programme
- Stress risk assessments
- Managing Stress and Wellbeing policy and procedure

29. **Key Driver 4 – Smoking & tobacco related ill-health**
- Smoking policy
- E-Cigarettes policy
- Smoking cessation team
- 'No Smoking' tannoy

30. **Key Driver 5 – Health & safety requirements**
- Health Surveillance
- First Aid training
- Health & Safety training sessions
- Violence against employees
- Risk Management
- Fire Safety training
- Manual Handling
- DSE assessments
- Lone working
- Sharps policy and procedure

31. K**ey Driver 6 – Healthy eating**
- Slimmer's World
- Internal catering/vending machines
- Eat Well, Nurse Well
- Sugarswap

32. **Key Driver 7 – Physical activity**
    - Zumba
    - Corporate rate gym membership at De Vere hotel
    - Yoga
    - Cycle to Work Scheme
    - Pilates
    - Ping!

33. **Key Driver 8 - Alcohol & substance misuse**
    - Drug & Alcohol policy
    - Access to rehabilitation services

Monitoring progress

34 A number of key performance indicators (KPIs) flow from the Health and Wellbeing Strategy, for example, reduction in violence to staff, reduction in stress levels, flu vaccination uptake, National Staff Survey themes and sickness and turnover. These will be monitored via the appropriate board subcommittee, monthly/quarterly, using SPC 'run charts'.

35   A Workforce 'Scorecard' will be developed using other KPIs from related workforce strategies.

Recommendation

36. The Board is asked to agree and support the Health and Wellbeing Strategy.