



# Health and Wellbeing Strategy 2015 - 2020

## Creating a Great & Safe Place to Work



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## Foreword



Delivery of NHS services involves one of the world's largest workforces and health and wellbeing is crucial to the delivery of continued improvement to patient care.

As a Trust we are committed to supporting the health and wellbeing of our staff to keep everyone healthy, well and in work to enable us to provide high quality patient care. We all need to take responsibility for our own health, as well as the Trust's efforts to promote health and wellbeing to provide prevention, intervention and rehabilitation services where these are required.

The NHS Constitution includes a commitment to: *"Provide support and opportunities for staff to maintain their health, wellbeing and safety"*. This commitment remains as strong now as it did when the NHS Constitution was launched in January 2010. Strong evidence shows that NHS organisations that support the health and wellbeing of their staff achieve a range of positive outcomes. The level of health and wellbeing of the workforce is a key indicator of organisational performance and patient outcomes. The evidence makes it clear that cultures of engagement, mutuality, caring, compassion and respect for all - staff, patients and the public - provide the ideal environment within which to care for the health of the nation. When we care for staff, they can provide outstanding professional care for patients. The aim of this strategy is to work with our staff to integrate health and wellbeing into our day to day activities to enable us to create a positive and healthy working environment.

Changing demographics in the UK predict that about a third of the labour market will be over 50 years old by 2020. The extension of the national retirement age and changing demographics will inevitably change the way we need to think and plan for supporting the wellbeing of our workforce. Our staff will be encouraged to take responsibility for their own health and wellbeing and a supportive self-help approach will be adopted as an underpinning principle of this strategy. We already have a robust platform in place through our Staff Health & Wellbeing Centre, a number of policies and procedures and innovative practice to support staff wellbeing.

This strategy and the supporting action plan aims to further build on good practice. This will ensure a proactive and innovative approach to promoting and protecting the health and wellbeing of our staff is a reality within Blackpool Teaching Hospitals. We want to encourage people with an interest in promoting staff health and wellbeing to become champions to help with the implementation of the strategy action plan. This will help to ensure effective staff engagement to embed positive health and wellbeing practice within the Trust.

**Nicky Ingham, Executive Director of Workforce and OD**

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## Introduction

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.

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.

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.

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

The NHS Five Year Forward View, published in October 2014, sets out the vision for the future of the NHS. Part of this vision highlights the need to prioritise the health and wellbeing of NHS staff and getting serious about preventing avoidable illnesses.

Many of our employees are local residents and improving their health and wellbeing will result in a healthier local population. In addition, our staff, via their families, friends, patients and contacts, have significant opportunities to influence the health of others through 'Making Every Contact Count'.

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.

### **Together We Care: Our Strategy for 2020**

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.

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### Vision:

- To improve the health and wellbeing of the population through partnership working with health and social care, focusing on ill health prevention, management of long-term conditions and timely access to treatment.
- Our care will be safe, high quality and managed within available resources, provided in the most appropriate environment and to agreed pathways of care.
- Our highly skilled and motivated workforce will be patient-centred, caring and compassionate, living our values every day.

### Values:

- **People Centred:** Serving people is the focus of everything we do
- **Excellence:** Continually striving to provide the best care possible
- **Compassion:** Always demonstrating we care
- **Positive:** Having a can do response whatever the situation

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). In addition, 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. In addition, this will link to existing initiatives focused on reducing sickness absence, reducing the numbers of injuries and accidents and improving staff retention.

There is a range of policy drivers and guidance documents that underpin the work required in the area of staff health and wellbeing. The NHS Constitution (2010) includes a commitment to “*Provide support and opportunities for staff to maintain their health, wellbeing and safety*”. The Boorman report (2009) indicated the need for health and wellbeing interventions for staff. This was restated by the Department of Health in the Health and Wellbeing Improvement Framework (DH, 2011). Available evidence and guidance (e.g. NICE, 2009) suggests that interventions to manage or prevent stress have beneficial effects in improving health and work outcomes (Graveling et al, 2008). NICE will publish new guidance on “Workplace Policy and Management practices to improve the health and wellbeing of employees” in June 2015. This guidance will make recommendations on improving the health and wellbeing of employees with a particular focus on organisational culture and the important role of line managers in ensuring the health and wellbeing of employees.

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*

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

The Healthy Staff, Better Care for Patients – Realignment of Occupational Health Services to the NHS in England (DH, July 2011) indicated that occupational health services should play a key role in the delivery of safe, effective and efficient patient care through promoting and protecting the health of staff.

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).

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.



### The Purpose of this Strategy

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

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- 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

## **Scope and Definitions**

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.

We will support the Trust's aim in our People Strategy to invest in our workforce by optimising talent, increasing efficiency, developing potential and supporting wellbeing for all.

## **Areas of Focus**

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. The charter focuses on three key areas – leadership, culture and communication. It has eight standards which cover leadership, absence management, health & safety, mental health, smoking & tobacco, physical activity, healthy eating and alcohol & substance misuse. It also addresses areas highlighted by the staff survey which Trust employees have identified as being important and of interest to them. We have also signed up to the Public Health Responsibility Deal pledges as part of the strategy.

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.

## Leadership

We acknowledge the critical role that our managers play in the wellbeing of their employees and we will aim to support managers by ensuring that they all have the capability and confidence to manage their own wellbeing and that of their teams.

We will pay particular attention to the following:

- role modelling behaviours of good practice which are in line with the Trust's Values
- recognising and managing the signs and symptoms of stress and promoting resilience
- handling difficult conversations
- effective attendance management including early interventions and appropriate referrals
- managing presenteeism
- promoting dignity, respect and an empowered working environment



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## Mental Health & Emotional Wellbeing

Mental ill health issues are evident in every workplace across the UK. Poor mental health in the workplace is detrimental to individuals and businesses and at any one time one worker in six will be experiencing mental distress, depression or problems relating to stress. The total cost to employers of mental health problems among their employees is estimated at nearly £26 billion each year (UK, 2006). That is equivalent to £1,035 for every employee in the UK workforce.

Our mental wellbeing is heavily influenced by our emotional resilience, which refers to our ability to adapt to stressful situations or crises. Providing support throughout times of change, no matter how major or minor, can improve our resilience.

To support mental wellbeing, including emotional resilience, we will focus on:

- mechanisms to improve resilience
- senior management attention to hours of work to monitor and mitigate excessive hours, including overtime
- protection of holiday periods and break times
- self-care packages on stress awareness and stress control
- timely access to OHS services including counselling, CBT, Hypnotherapy
- On-going commitment to the Mindful Employer Charter

We also have a self-referral confidential pathway for staff to access Supporting Minds (for staff with a Blackpool or Cleveleys GP) and **Minds Matter services (for staff who have a GP outside of Blackpool) which offer brief psychological treatments for depression and anxiety disorders.** We are also able to offer advice regarding signposting other organisations which may offer additional support within your community. Treatments available include:

Guided self-help, counselling, Cognitive Behavioural Therapy (CBT), Eye Movement Desensitisation (EMDR) and Stress Control Courses. The link is

Supporting Minds      01253 955700  
Minds Matters        01253 955943 or go to [www.lancashirecare.nhs.uk/mindsmatter](http://www.lancashirecare.nhs.uk/mindsmatter) for the online referral form

The Wellbeing and Mental Health Helpline provides information and a listening service for people in Lancashire between 7pm and 11pm Monday to Friday & 12 noon to 12 midnight on Saturdays & Sundays Freephone 0300 222 5931

## Physical Health

Physical activity is essential for good health and contributes to our positive wellbeing. Many of the leading causes of disease and disability such as heart disease, stroke, obesity and type 2 diabetes are associated with physical inactivity.

Our workplace is an important setting in which we can increase our levels of activity to benefit our health and protect against illness. If we are physically active we are also likely to report fewer illnesses and recover more quickly from the illnesses we do get.

A recent and comprehensive study ([GOV.UK - Review of evidence on employee wellbeing and its potential impact on workplace performance](#)) suggests improved

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wellbeing results in improved workplace performance and employees engaged in physical activity initiatives have reported greater enjoyment of their work, improved concentration and mental alertness and improved cooperation and rapport with colleagues.

To support this we will focus on:

- promotion of gym membership, facilities and classes
- review of workstations
- sports team initiatives
- maximising walking activity e.g. stairs, pedometer challenges, walking trails
- good sleep awareness workshops
- “Know Your Numbers” sessions, to improve awareness and give advice and support on e.g. blood pressure, weight, smoking
- Working with Public Health to develop local initiatives to support health and fitness

### Healthy Eating

We consume at least a third of our daily calories whilst at work, and what we eat and drink affects our work performance as well as our health. Eating healthily can help to improve concentration and mood and boost our energy levels, as well as reducing levels of stress; drinking plenty of water prevents headaches, fatigue and dizziness from dehydration. Food and drink is related to blood sugar levels, hypersensitivity, effect of brain chemicals such as serotonin, level of vitamins and minerals, all of which affect our physical or mental wellbeing.

To help raise awareness and give support about good nutritional practice we have made a commitment to provide catering that meets the criteria and standards for the Healthier Catering Award. We have also signed up to the RCN Eat Well, Nurse Well campaign which will focus on:

- Offering greater choice by engaging with the catering provider to further develop healthy options
- Curbing super-size snacks and drinks by reducing the availability of larger packets of crisps, chocolate etc. and display healthier options in prominent places
- Ensure vending machines have healthy options;
- weight management awareness and support;
- protect staff mealtimes by committing to improving the opportunities for staff to take regular meal breaks and consider ways to improve access to healthy, nutritious food in areas where there are challenges such as overnight
- provide incentives for staff by encouraging healthy eating through schemes such as loyalty cards and special offers on healthy choices
- Improving hydration

### Smoking & Tobacco Harm Reduction

Smoking is the single largest cause of premature death and preventable ill health in England and one in two long term smokers die prematurely as a result of smoking. People who experience a mental health problem have a reduced life expectancy of around 10-20 years, and 70% of these deaths were as a result of smoking related illness. Blackpool Teaching Hospitals is a smoke free site. This means that smoking, including the use of any tobacco products or e-cigarettes, will not be allowed anywhere on Trust premises. Support is available for current smokers and e-cigarette users from our Inpatient Tobacco Specialist Service. The team are on hand to provide friendly advice for anyone who would like to quit smoking for good.

Through a diverse and co-ordinated Tobacco Control programme of work, we aim to;



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- Reduce the uptake of smoking
  - Encourage and support smokers to accessing Local Stop Smoking Services
  - Raise awareness and reduce the availability and acceptability of all forms of illicit tobacco
  - Motivate people to take necessary action to protect others from the harms of second hand tobacco smoke. We have launched a staff responsibility campaign to achieve and maintain a smokefree environment in order to protect the health of all our staff, patients and visitors.



## 5.6 Alcohol Reduction

The International Labour organisation recognises that up to 25% of staff in large organisations may be drinking in a way that puts their health at risk. Studies have found that around 77% of employers are concerned about alcohol, the threat it poses to employee wellbeing and its link to absenteeism. Up to 17 million working days are lost each year in the UK due to alcohol related illness costing employers an estimated £1.7bn. The cost to the UK economy of alcohol related problems is thought to be around £7.3bn a year.

Health Improvement Service provided through Public Health work to reduce the harm associated with excessive alcohol consumption by:

- Increase awareness of alcohol unit guidelines
- Increase awareness of the harm alcohol causes to health
- Increase signposting and access rates to drug alcohol treatment services
- The coordination and delivery of Alcohol Brief Advice Training
- Partnership working with treatment service
- Coordinating alcohol harm related health promotion activities including workplaces, education and community settings

## **Roles and Responsibilities**

Only we know how we are feeling, how we are coping and what will make a difference to our wellbeing. We are all personally responsible for our own health and wellbeing, taking proactive and determined measures to ensure that we are as happy and healthy as we can be.

### Employees

Employees are responsible for their own health and wellbeing, this can be achieved by, for example, adopting healthy lifestyles, seeking advice where appropriate, and taking advantage of services available within the Trust. They should share ideas for promoting health and wellbeing in their place of work, and raise issues that affect their health and wellbeing or that of their colleagues with their line manager, HR or member of the senior management team.

### Line Managers

Managers should ensure sufficient communication is maintained with their teams to know how best to support them and how to make effective early interventions where required to support the wellbeing of individuals.

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## Wellbeing Champions

The Champions are responsible for helping to influence and shape direction of the programme as well as leading the development of quarterly activity, communicating progress as required and engaging the wider population.

## Healthier Workforce Task Group

This group is responsible for leading engagement of a broad audience and ensuring that the programme is embedded across the Trust.

## Executive and Senior Management Team

Although the Executive Director of Workforce & OD is responsible for sponsoring the programme for workforce health & wellbeing to facilitate its successful delivery across the Trust, ownership of the health and wellbeing strategy lies with the Executive Team, Senior Management Team, HR and OD and Occupational Health.

## Staff Health & Wellbeing Centre - Occupational Health

The Occupational Health department will help us by providing High quality SEQOHS accredited timely and impartial expertise. They will also proactively supporting the Healthier Workforce Group on wellness initiatives.


## Health and Safety Team

Along with Health and Wellbeing, the Health and Safety function falls under the umbrella of Health, Safety and Wellbeing and therefore, initiatives will be jointly led wherever possible.

## **Health & Wellbeing Interventions / Initiatives**

### Health Promotion

It is critical that we are all aware of the importance of wellbeing at work and can readily access the benefits and facilities available to us. This will be achieved by a number of means including:

- National campaigns
-  a distinct branding - which will identify our programme as one tailored to the preferences and needs of our Trust employees and which will raise and maintain the profile and awareness of the wellbeing agenda
- working in partnership with key stakeholders – HR & OD, Staff Side, Public Health, Health Improvement Specialists, In-house Tobacco Services, Minds Matter, Communications, managers & Staff to provide a holistic approach
- a dedicated website providing information, guidance and signposting in respect of related activity
- health promotion activities and materials some of which will be communicated on a continuous basis, others as part of quarterly targeted campaigns
- HR policy awareness of practices closely related to the wellbeing agenda e.g. flexible working, annual leave, performance management, learning and development and attendance management
- Management support, which underpins the Trust's strategy and vision

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## 7.2 Measures

In order to measure progress, evaluate success and identify areas for further improvement we will collect data regarding employees' perspectives of the Trust and its approach to wellbeing as well as baseline metrics around employee's mental wellbeing. This will be done via online surveys as well as solicited and unsolicited feedback including staff survey results, Family and Friends Test, etc.

Additionally, we will evaluate how the programme is having a positive impact on employees' health and wellbeing. To do this we have undertaken a Health Needs Assessment for all staff to give us a baseline. A health questionnaire was sent out to all staff, of which we received almost 1500 replies. The data has been analysed and an Action plan developed identifying the key themes and priorities. In addition we will collate individual anonymised data including that related to lifestyle behaviours e.g. smoking, BMI levels, healthy eating, activity levels, blood pressure and rates of sickness absence. This information will be collected on a voluntary basis and all employees are encouraged to take part to enhance their own understanding of personal risk factors and to provide collective data to advise where to target supportive measures.

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## References

NHS Health and Wellbeing Boorman Review November 2009

<http://www.nhshealthandwellbeing.org/>

'Working for a Healthier tomorrow', March 2008, Dame Carol Black's review of the health of Britain's working age population

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High Quality Care For All: NHS Next Stage Review final report, June 2008, Lord Darzi of Denham KBE

[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_085825](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_085825)

Robertson Cooper Business Wellbeing Network Group

<http://www.robertsoncooper.com/business-well-being-network>

NHS National Staff Survey

<http://www.nhsstaffsurveys.com/cms/>

Sainsbury's Centre for Mental Health

<http://www.centreformentalhealth.org.uk/employment/presenteeism.aspx>

NHS Employers

<http://www.nhsemployers.org/HealthyWorkplaces/Pages/Home-Healthy.aspx>

Public Health Responsibility Deal

<http://www.dh.gov.uk/en/Publichealth/Publichealthresponsibilitydeal/index.htm>

The NHS's role in the public's health, a report from NHS Future Forum 2012

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<http://www.nhs.uk/choiceintheNHS/Rightsandpledges/NHSConstitution/Documents/2013/the-nhs-constitution-for-england-2013.pdf>

NHS Five Year Forward View (Oct 2014)

<http://www.england.nhs.uk/ourwork/futurenhs/>

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NHS Health & Wellbeing Improvement Framework (July 2011)

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/216380/dh\\_128813.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/216380/dh_128813.pdf)

Healthy Staff, Better Care for Patients: Realignment of OHS to the NHS in England

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DoH - Closing the Gap: Priorities for Essential Change in Mental Health (Feb 2014)

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/281250/Closing\\_the\\_gap\\_V2 - 17 Feb 2014.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/281250/Closing_the_gap_V2_-_17_Feb_2014.pdf)

National Institute for Health and Care Excellence (NICE)

<http://www.nice.org.uk/guidancemenu/lifestyle-and-wellbeing>

DOH Responsibility Deal – Health at Work pledges

<https://responsibilitydeal.dh.gov.uk/health-at-work-pledges/>

Hospitals Standards on Food Report

<https://www.gov.uk/government/publications/establishing-food-standards-for-nhs-hospitals>

Is Work Good for your Health & Wellbeing (G Waddell, K Burton 2006)

<https://www.gov.uk/government/publications/is-work-good-for-your-health-and-well-being>

## Appendix 1

The measures by which we will assess whether our interventions have been successful include:

<b>Metric</b>	<b>Source</b>	<b>Notes</b>	<b>Monitoring period/interval</b>
Sickness absence	ESR	% of FTE lost overall and by medical cause (may also be broken down into staff category)	Month, Annually
Incidence of ill-health retirement	Finance Dept and NHS Pensions Agency	Number and per 1000 staff employed	Year, annual 5 year moving average
Staff turnover	ESR	Numbers of joining and leavers expressed as a % of average number of employees during measurement period (remove redundancy and junior doctors)	Annually
Agency and locum costs	Workforce Reports	cost of agency nurses and doctors	Monthly , Annually

The Trust will monitor the response rates in relations to questions on health and wellbeing in staff surveys and produce corporate and divisional action plans on sharing the improvements and addressing the concerns these raise.

Self-rated health	NHS staff survey	KF score and number and % of responders	Year
Disability from poor mental health	NHS staff survey	KF score and number and % of responders	Year
Perceived managerial interest in personal health and wellbeing	NHS staff survey	KF score and number and % of responders	Year
Adequacy of adjustments at working for long-standing illness/disability	NHS staff survey	KF score and number and % of responders	Year
Job satisfaction	NHS staff survey	KF score and number and % of responders	Year
Enjoyment of work	NHS staff survey	KF score and	Year



		number and % of responders	
Violence at work	NHS staff survey	KF score and number and % of responders	Year
Harassment at work	NHS staff survey	KF score and number and % of responders	Year

Metrics to monitor activities of our occupational health and wellbeing services:

Metric	Source	Monitoring period/interval
Numbers of referrals from managers	OH records	Month, year
Numbers of self-referrals	OH records	Month, year
Numbers of telephone enquiries handled	OH records	Month, year
Number of email enquiries handled	OH records	Month, year
Number of sharps injuries managed	OH records	Month, year
Number of vaccinations given	OH records	Month, year
Number of workplace visits	OH records	Month, year
Number of health surveillance assessments made	OH records	Month, year
Numbers of training/lectures delivered	OH records	Month, year
Number of fast track physiotherapy referrals	OH records	Month, year
Number of fast track counselling referrals	OH records	Month, year

