# Health & Wellbeing Strategy

**Trust Board**

**Item: 13**

**Date:** 29th March 2017

**Enclosure:** I

**Purpose of the Report:**
To outline an enhanced approach to managing staff health and wellbeing encompassing a four pillar approach.

**For:** Information [ ] Assurance [ ] Discussion and input [x] Decision/approval [x]

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**Risk Implications – Link to Assurance Framework or Corporate Risk Register:**

**Link to Relevant CQC Domain:**
Safe [ ] Effective [x] Caring [ ] Responsive [ ] Well Led [x]

**Link to Relevant Corporate Objective:**
Strategic objective 2 – to have a committed, skilled and highly engaged workforce who feel valued, supported and developed and who work together to care for our patients

**Document Previously Considered By:**
EMC and Workforce Committee

**Recommendations:**
The Board is asked to discuss, comment and approve the strategy for developing Health and Wellbeing in the Trust.
Introduction

This paper describes the proposed approach to further improving the health and wellbeing of employees and volunteers who work within Kingston Hospital.

Although staff and managers can already access support through Occupational Health when sickness occurs and ‘healthy benefits’ such as the discounted cycle scheme and onsite physio, there is a need to bring these existing elements together and develop them further into an integrated and coherent strategy which improves wellbeing. This is important not only because it is the responsible thing for an employer to do (particularly since this is required by the NHS Constitution) but also because it will improve our productivity and services, secure Commission for Quality and Innovation (CQUINS) income and support the quality of our interactions with patients and carers and thereby directly contribute to the improvement clinical outcomes. Most crucially it is critical to support employees “in kind” when they and the NHS are under great pressure.

The case for change

The case for investing in improving the wellbeing of staff is well rehearsed and supported by empirical research. Although this topic has often been considered in the context of sickness absence and increasing staff attendance (with the obvious attendance productivity and cost gains), more recently the focus has been on the positive correlation between the wellbeing of staff and patient clinical outcomes (including mortality rates). Publications from Dame Carol Black’s report¹ and the Boorman report² identify the range of support which can be provided to employees and more recent work by Michael West reinforces that where leaders and managers create positive, supportive environments for staff, those staff then create caring, supportive environments for patients, delivering higher quality care.³ The Carter review⁴ regards staff wellbeing as yet another example of unwarranted variation and concludes that ‘good staff wellbeing leads to increased productivity’.⁵

In addition, given the inherent inflexibilities in national pay bargaining and the financial constraints across the NHS, improving employee wellbeing is a powerful yet cost effective way of encouraging staff retention in a difficult labour market for healthcare employers and enhancing the employer proposition to attract those seeking alternative employment. A strong and valued approach to staff wellbeing has the potential to be a significant differentiator in the Trust’s objective to be an employer of choice.⁶

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¹ Working for a Healthier Tomorrow, Dame Carol Black 17th March 2008 HMSO
² NHS Health and Well-Being, Dr Steven Boorman, November 2009, HMSO
³ Developing collective leadership for health care, Professor Michael West et al, May 2014, Kings Fund
⁴ Operational productivity and performance in English NHS acute hospitals: Unwarranted variation, Lord Carter of Coles, February 2016, HMSO
⁵ Ibid p17
⁶ Kingston Hospitals Corporate Objective 5, 2017/18
More recently, the importance of staff wellbeing has been recognised by the wider system and crystallised into financial incentives though CQUINs. For 2016/17, the Trust has access to potential CQUIN payments of up to £454K for each of three staff wellbeing related initiative, specific health and wellbeing interventions or National Staff Survey improvement, a healthy eating initiative and employee flu vaccination uptake.

Finally, it is worth noting that pressures on the NHS and therefore our staff has been increasing and is likely to increase further in the future. Patient volumes, acuity, increasing standards and expectation by service users and regulatory bodies, the rationing of resources and the significant local workforce changes necessary to deliver the Five Year forward View are likely to require an increase in the level of physical and mental robustness across the workforce. Organisations that do not support those who work for them to deal positively with these pressures are likely to see performance and productivity decreasing, the reactive costs of unwell employees increasing and the loss people to other organisations or the NHS entirely.

3 Current Kingston position

Any assessment of the overall current state of health and wellbeing of staff at Kingston Hospitals should take into account the level of sickness absence and key health and wellbeing related findings from the National Staff Survey particularly around the perceived commitment of the Trust to health and wellbeing, the extent to which staff feel able to control and influence their jobs and the perception of support from line managers. The data suggests an overall positive picture, inevitably with the opportunity to improve its performance amongst specific staff groups and operational units and improve its ranking compared to other acute trusts in England:

- Sickness absence is well below the NHS average and at 2.60% is the lowest amongst South London NHS trusts.
- Staff perception of the Trust’s interest in and action on health and wellbeing is around the average for acute trusts (but with the lowest Trust scores amongst nurses, midwives and doctors and from A&E/AAU).
- Staff perception of being able to contribute towards improvement at work is around the average for acute trusts (with the lowest Trust scores from A&E/AAU).
- Staff perception of support from immediate managers is amongst the highest 20% of acute trusts (with the lowest Trust scores from A&E/AAU).

The Trust already provides a range of support for employee wellbeing and this is summarised below:

- Sickness management including fitness for work assessment and long term sickness case management

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7 National NHS Staff Survey 2015
8 4.00% as at.. ref...
9 3.35%
10 Key Finding 19 National NHS Survey 2015
11 Key Finding 7 National NHS Survey 2015
12 Key finding 10 National NHS Staff Survey 2015
- Self-referral to Occupational Health with onward referral to specialist counselling, physiotherapy and mental health services as required
- Health surveillance (e.g. VDU assessments)
- Counselling and on-line mindfulness course via the EAP helpline provided by CIC
- On-site physical activity classes
- Discounted membership of local gyms and sports facilities
- Spiritual wellbeing support through the multi-faith chaplaincy (although this is adhoc)
- Smoking cessation support with access to a specialist adviser, discounted pharmacy products and campaigns linked to National No-Smoking day
- Healthy food catering options
- Weight management advice during lifestyle checks via Occupational Health

4 Best practice NHS models

NHS organisations have addressed the wellbeing agenda in a number of different ways. A summary of case studies is attached as Appendix 1.

Essentially, initiatives taken can be categorised as follows:

a) Improving short and long term sickness management (case management, rapid access to hospital treatment such as physiotherapy, counselling, CBT)
b) Physical health improvement (flu, smoking)
c) Mental health improvement (mindfulness, resilience training)
d) Healthy lifestyle benefits (cycle to work, gym membership)
e) Initiatives targeted at specific groups (nurses recruited overseas)
f) Behaviour change initiatives (leadership and management training)
g) Confidential external helplines accessing external interventions (e.g. Employee Assistance Programme)
h) Support for family and financial problems which impact on staff effectiveness

The focus is moving towards creating sustainable workplace wellbeing infrastructure including ‘fast track’ interventions, specific local and nationally linked campaigns, mental health ‘first aid’ interventions and staff wellbeing built into the culture and behaviours throughout the organisation.

5 A new health and wellbeing strategy

The Trust strategy will be based on four ‘pillars’; based around physical, mental, financial and family health. A summary of the range of potential interventions is attached as Appendix 2. Further work will need to be undertaken to translate the strategy into an operational plan and with indicative timeframes and phased implementation. There will be a need to invest in an enhanced service with a likely estimate of £100k in 2017/18. The costs will relate to additional chaplaincy, physical exercise and OH sessions.

6 Engagement, implementation, and measurement of success

This paper (which has been endorsed by the Workforce Committee and EMC) will form the basis of a wider engagement with operational managers, groups of staff and volunteers and staff side representatives. A detailed work plan will be presented to a newly established
Health and Wellbeing Committee chaired by Sian Bates, which will oversee this work stream.

Once agreed, the overall strategy and plan will be communicated throughout the organisation with further specific communication when for example new facilities and service come on stream and individual wellbeing campaigns are launched.

Although there will be a needs to monitor implementation (including through a data collection tool and regular reports to the Executive team), overall Trust progress will be subject to review and success measured through the following measures:

a) reduction in sickness absence to below 2% by 21st March 2018
b) a 5 percentage point improvement in each of the three health and wellbeing measures, MSK and stress\textsuperscript{13}
c) launch of the mental health therapies service with an NHS partner provider by June 2017
d) Three campaigns during 2017 linked to national initiatives for mental health (e.g. Mental Health Awareness Week or World Mental Health Day), financial health (e.g. Financial Capability Week) and healthy eating (e.g. BNF Healthy Eating Week)
e) A specific campaign during 2017 to increase physical activity levels of staff
f) Spot surveys of staff to test the effectiveness of the financial and family support measures.

7 Next steps

The Board are invited to comment on and approve the strategy. Work will commence immediately on implementing the strategy where it is sensible to do so. The final assessment of the additional Trust funding will be submitted to the Investment Committee in April.

Kelvin Cheatle

Director of Workforce & OD

March 2017

\textsuperscript{13} Kingston Hospital CQUIN targets 2016/17
APPENDIX 1
Summary of health and wellbeing best practice initiatives

1. Barking, Havering & Redbridge University Hospital NHS Trust
   - Healthy Workplace Wellbeing Charter
   - ‘keep well, live well, work well’
   - Netball, pilates, aerobics, body conditioning
   - Table tennis table or lunchtime use
   - Personal trainer for exercise and lifestyle advice
   - Motivational programmes e.g. walk/cycle to work events
   - Healthy eating and weight loss challenges
   - Healthy eating BBQs
   - Fruit Fridays
   - Health and wellbeing MOTs by OH nurses
   - Physiotherapist
   - CBT therapist
   - Stop smoking buddy in OH

2. Bradford District Care NHS Foundation Trust
   - Bradford Scores, sickness data, HR attendance advisors, casework meetings
   - Fast track physiotherapy and occupational therapist for stress, anxiety and depression
   - ‘Difficult conversation’ coaching for managers
   - Web-base access to health and wellbeing provision
   - Mental health first aiders in the workplace
   - Back care workshops

3. Birmingham Children’s Hospital NHS Foundation Trust
   - Corporate induction
   - Workshops based on Mind’s 5 ways to wellbeing
   - Chaplaincy, mindfulness and resilience workshops
   - Slimming club, exercise classes, stop smoking support clinics
   - Mentally healthy workplace training and awareness campaigns
   - ‘Happiness Campaign’
   - Staff engagement events led by Exec team
   - ‘Team maker’ training programme based on work of Michael West
   - 24/7 telephone counselling support

4. Cambridge University Hospitals NHS Foundation Trust
   - Weight-loss programme including advice on diet, lifestyle and physical activity

5. Camden & Islington NHS Foundation Trust
   - Resilience courses
   - Yoga sessions
   - Pedometer challenges
   - Discounts and corporate deals with The Gym Group and PureGym
   - Health and wellbeing event with Diabetes UK, local gym, Mind, CAB
   - Wellbeing Manager focus for disseminating best practice through HR team

6. Coventry & Warwick Partnership Trust
   - Train the trainer 2 day course on how supportive management behaviours link to wellbeing and staff sickness

7. East Midlands Ambulance Service NHS Trust
   - Commitment to Mind ‘Blue Light Pledge’
   - Trained workplace support colleagues
   - PTSD support

14 Case Studies rom NHS Employers’ Website www.kjhjdhj
- Staff support handbook
- Resilience training

8. **Guy’s & St Thomas’ NHS Foundation Trust**
   - ‘Showing we care about you’ programme
   - 5 ways to a healthier you:
     - Healthy body (physio, smoking)
     - Active body (subsidised fitness centres, lunchtime walks)
     - Healthy mind (counselling, CBT, coaching mentoring, monthly recognition awards)
     - Healthy eating (traffic light menus, weight watchers, dietetic advice)
     - Work-life balance (flexible working, carer support, performing arts programme)
   - Health and wellbeing champions

9. **Lancashire Care NHS Foundation Trust**
   - Making Every Contact Count eLearning modular package

10. **Northumbria Healthcare NHS Foundation Trust**
    - Walking groups
    - Local gym discounts
    - ‘Weigh To Go’ informal weight management groups
    - 12 week healthy foundations programme for staff with an BMI 25-35
    - Commercial weight management pilot
    - Pedometer challenge

11. **Nottingham University Hospitals NHS Trust**
    - Health and Wellbeing Coordinator
    - Partnership between OH and HR
    - Partnerships with dietetics, physiotherapy, clinical psychology to deliver programmes
    - Health promotion wellbeing week
    - Health Hero’s awards
    - Stress, workshops for staff and managers
    - Mindfulness courses
    - Weight management course
    - Pedometer challenge
    - Walking, running and cycling events at all levels including Parkrun
    - Onsite gym and fitness classes
    - Cycle to work scheme, free servicing, maintenance classes, secure compounds, linked to National Bike Week in June

12. **Plymouth Hospitals NHS Trust**
    - Workplace Wellbeing Charter accreditation (endorsed by Dame Carol Black)

13. **Sandwell & West Birmingham Hospitals NHS Trust**
    - Health and Wellbeing manager
    - Quarterly initiatives:
      - Q1 Obesity (Weight loss classes, subsidised wealthy cooking course, ethnic focus, health trainers advise every Monday incl BP and smoking advice)
      - Q2 Ageing workforce (free gym referral for long term MSK linked sickness, BP awareness days, free retirement seminars)
      - Q3 Alcohol and drugs (web-based survey and quiz, alcohol awareness sessions, counselling and OH services advertised, awareness roadshows)
      - Q4 Sickness Absence (short term sickness top 4 – A&E, COTE reduced violence and aggression by patients, headache reduction through VDU assessments, GI infection advice, awareness of stress and poor sleep patterns)

14. **York Teaching Hospital NHS Foundation Trust**
    - Increase capacity in OH and HR to proactively manage sickness absence
    - Manager training using drama
    - Masterclass training for managers on most sensitive and difficult sickness cases
**Kingston Works Well**

**FOUR PILLARS OF HEALTH AND WELLBEING**

<table>
<thead>
<tr>
<th>PHYSICAL HEALTH</th>
<th>MENTAL HEALTH</th>
<th>FINANCIAL HEALTH</th>
<th>FAMILY HEALTH</th>
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<tbody>
<tr>
<td>• Flu immunisation</td>
<td>• Partner with mental health trust</td>
<td>• Access to independent financial advice</td>
<td>• EAP available to partners/spouses</td>
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<tr>
<td>• Smoking cessation support</td>
<td>• Rapid referral to counselling/CBT</td>
<td>• Planning for retirement courses</td>
<td>• Counselling/CBT available to partners/spouses</td>
</tr>
<tr>
<td>• Rapid referral to physiotherapy</td>
<td>• Self-referral through OH or EAP</td>
<td>• NHS Pension awareness campaign</td>
<td>• Flu immunisation for immediate family</td>
</tr>
<tr>
<td>• On-site yoga and fitness classes</td>
<td>• Resilience training sessions</td>
<td>• Pension information workshops</td>
<td>• Trust celebration event for staff, volunteers and their families</td>
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<tr>
<td>• Peripatetic occupational health advisers</td>
<td>• Mindfulness training</td>
<td>• Healthy salary sacrifice benefits launched</td>
<td>• Family physical activity challenge</td>
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<tr>
<td>• Exercise promotion</td>
<td>• Managing mental health coaching</td>
<td>• Financial Capability Week</td>
<td>• Family gym membership discounts</td>
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<tr>
<td>• Healthy eating campaign</td>
<td>• Healthy ageing campaign</td>
<td>• An external provider has been identified who can provide this service to Trust employees at nil cost to the employer</td>
<td>• Dedicated staff chaplaincy support</td>
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<td>• Sleeping awareness week</td>
<td>• Mental Health Awareness Day</td>
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