Workforce
Health & Wellbeing
Strategy
2013 - 2017

Solent NHS Trust is committed to ensuring a planned approach to providing a healthy and safe working environment to support staff in maintaining and enhancing their personal health and wellbeing at work

Creating a great place to work

... Healthy, Happy, Here
### Workforce Wellbeing Strategy

#### Version Control

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<th>Date</th>
<th>Author</th>
<th>Amendments</th>
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<td>Michaela Tarrant</td>
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1. Introduction

This Strategy has been developed with a particular focus on staff health & wellbeing with the intention of supporting two broader Trust Strategies already in place:

1. Trust Health and Wellbeing Strategy 2012 - 17

The Solent Health & Wellbeing model identified within the Trust Wellbeing Strategy (1) describes six principles to be embedded within every service. A healthy workforce is defined as one of these six principles, demonstrating Solent NHS Trust’s commitment to delivering on the national health and wellbeing agenda.

The definition of health as presented by the World Health Organisation (2) and adopted in the Southampton Health and Wellbeing Strategy:

‘Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity’

The Southampton Health & Wellbeing Strategy describes wellbeing as:
The aim of the Strategy is to work with our staff to integrate health & wellbeing into our day to day activities to enable us to create a positive and healthy working environment. We are in the business of patient care and a healthy motivated workforce is integral to achieving better care for patients. It is well researched that supporting the wellbeing of the workforce is paramount to achieving higher levels of performance. As set out in the Department of Health 2011 document (3) ‘Healthy Staff, Better Care for Patients’ there is a direct correlation between staff wellbeing and the quality of patient care delivered. Therefore in the current economic climate getting the best from our workforce through good engagement and maintaining and enhancing their personal health and wellbeing at work, is more important than ever in influencing better care for patients and business success.

Stephen Bevan from the Workforce Foundation (4) stated the following in a report prepared for Investors in People in 2010:

“The British workforce is not healthy enough to drive the improvements in productivity which the UK needs”

This statement emphasises just how important the link is between workforce wellbeing and business success is.

Changing demographics (5) in the UK predict that about a third of the labor market will be over 50 years old by 2020. The extension of the national retirement age and changing demographics will inevitably change the way Organisations need to think and plan for supporting the wellbeing of its older workforce.

In Solent NHS Trust 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 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 to ensure a proactive and innovative approach to promoting and protecting the health and wellbeing of our staff is a reality within Solent NHS Trust.

We have implemented a staff engagement plan and as part of this we have encouraged people with an interest in promoting staff health & wellbeing to help with the implementation of the strategy action plan. This will help to ensure effective staff engagement to embed positive health
& wellbeing practice within the culture of the Organisation at all levels. It is anticipated that this strategy will help the Trust to deliver:

- Improved staff commitment, reliability and energy to deliver better patient care
- Reduced sickness absence
- Improved recruitment and retention rates
- Improved staff moral and motivation and a healthier, happier workforce
- Improved resilience in the workforce
- Improved work life balance
- Enhanced Staff Engagement
- Lower workplace accidents
- Improved timescales for returning to working following ill health absence
- Improved working environments.

Successful implementation of our Staff Health & Wellbeing Strategy will be realised by the feedback we receive through the Staff Survey and informal feedback routes, customer satisfaction surveys, reductions in sickness absence; particularly short term absenteeism, staff retention rates and patient quality performance data. Achievement and retention of Investors in People Health & Wellbeing Award will also be a key indicator.

2. National & Local Context

2.1 Key National Documents

The importance of the health and wellbeing agenda is receiving increased awareness at a national level. The impact of poor health and wellbeing on our staff is well researched and acknowledged in the following national documents:

a. Dame Carol Black’s review (6) ‘Working for a Healthier Tomorrow’ 2008 sets a vision based on three principles:
   - prevention of illness and promotion of health and well-being;
   - early intervention for those who develop a health condition; and
   - an improvement in the health of those out of work.
   - It identified the importance of healthy workplaces designed to protect and promote good health and the central role that such workplaces play in preventing illness arising in the first place.

b. The response to Dame Carol Black’s review, (7) published in November 2008, identified a number of indicators against which to measure implementation of the vision:
   - knowledge and perceptions about the importance of work to health and health to work;
   - improving the promotion of health and well-being at work;
   - reducing the incidence of work-related ill-health and injuries and their causes;
   - reducing the proportion of people out of work due to ill-health;
   - improving the self-reported health status of the working age population;
   - the experience of working-age people in accessing appropriate and timely health service support; and improving business productivity and performance.
c. The Boorman NHS Health & Wellbeing Review final report 2009 \(^{(8)}\)

The NHS Health and Wellbeing review led by Dr Steven Boorman found that organisations that prioritise staff health and wellbeing perform better, with improved patient satisfaction, stronger quality scores, better outcomes, higher levels of staff retention and lower rates of sickness absence. The benefits are not only cost effective for organisations in terms of reduced absence rates and increased productivity, but also enable staff to live a healthier and more fulfilled life which in turn will have a significant impact on their performance at work.

d. Healthy Staff, Better Care for Patients DH 2011\(^{(3)}\)

This document outlines a vision and recommendations for occupational health services to healthcare staff stating they play a key role in the delivery of safe, effective and efficient patient care through promoting and protecting the health of staff.

e. NICE Guideline promoting wellbeing at work; \(^{(9)}\) Public Health Guidance for the Workplace

Provides evidence based guidance for all employers on how to improve the health & wellbeing of staff. The areas covered include:

- Long term absence
- Mental wellbeing
- Obesity
- Smoking cessation
- Physical activity.

A report called `Overcoming the Barriers and Sharing Success` was produced by Royal College of Physicians as part of the Staff Health Improvement Project in 2012 to review Practice against the NICE Guidance in a number of NHS Trusts. \(^{(10)}\)

f. No Health Without Mental Health` \(^{(11)}\) 2011

In 2012 the Government produced the National Framework to Improve Mental Health and Wellbeing. This framework sets out the expectations of organisations in delivering six key objectives to improve mental health and wellbeing defined in the `No Health without Mental Health Strategy`. The Mental health implementation framework sets out what employers, can do to promote and support the mental health of their workforce.

g. Health and Wellbeing standards for IiP. \(^{(12)}\)

Investors in People have now introduced a new Health and Wellbeing Good Practice Award. The aim of this is to help Organisations get sustained performance from their staff. The business benefits are follows:
### Improving
- employee engagement
- ideas and innovation
- morale and motivation
- employee and talent retention
- quality
- loyalty and advocacy
- productivity

### Reducing
- absence rates
- recruitment costs
- agency cover costs
- health insurance costs
- litigation costs

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**h. NHS Health & Well-being Improvement Framework, Department of Health, July 2011**

The Improvement Framework sets the expectations for NHS Organisations in relation to Health & Wellbeing of the Workforce+. The document describes five high impact changes for NHS Organisations to focus on giving their staff a healthy and positive experience of working in the NHS. The five Impact changes are:

1. Develop local evidence-based improvement plan
2. Strong viable leadership
3. Support by improved management capability
4. Access to better, local high quality accredited OH services
5. All staff are encouraged and enabled to take more personal responsibility

**i. Engaging for Success: A report to the Government, 2008**

The report focuses on the evidence-base linking positive employee engagement to increased performance and profitability.

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### 2.2 Local Context

Trust objective number 2 focuses on our staff. The objective is as follows:

**To value, reward and develop our staff.**

Three key strategic aims for the Trust have been identified with regard to Workforce and Organisational Development, as follows:

**Strengthen our Culture** - Creating a performance driven culture in the Trust whereby staff are enabled to feel valued, involved and proud (VIP) and where day to day attitudes and behaviours exhibited are consistent within the Trust values enabling us to deliver at an optimal level.

**Develop our Capability** – Defining and developing the skills and capabilities required at all levels of the organisation to lead transformational change and deliver affordable, high quality, sustainable community services whilst competing confidently and competently in an environment of financial challenge, increasing patient choice, personalisation of services and diversity of provision.
Transformational change management and business skills to achieve the level of workforce reduction required over the next few years is imperative and developing these management skills will be a critical success factor and a key priority.

**Building our Capacity** - Outline the internal capacity and infrastructure required to transform the organisation to deliver business and clinical excellence, recognising that the base case Long Term Financial Plan requires a reduction in workforce cost.

The Solent NHS Trust Employee Wellbeing and Stress Risk Assessment Policy\(^{(15)}\) articulates the high value the Trust places on the physical and mental health of our employees and our commitment to measures that encourage a healthy workforce.

NHS Southampton City have recently produced a Public Health Mental Health & Wellbeing Strategy *Be Well* \(^{(16)}\) for the people of Southampton 2012 – 2015. This provides ten pledges, number nine being to ‘work with employers to raise awareness of the importance of mental health and wellbeing in the workplace.

### 2.3 Legal Obligations

As an employer, Solent NHS Trust recognises it has a duty of care to under the Health and Safety at Work Act (1974). \(^{(17)}\) The Act states that the employer must:

> "Ensure, so far as is reasonably practicable, the health, safety and welfare at work for all."

Employers have a responsibility to carry out risk assessments and must provide the necessary information, training and supervision for staff to ensure they are equipped to maintain health, safety and wellbeing at work. Staff themselves have a responsibility to take reasonable care for health, safety and wellbeing of themselves and others who may be affected by any acts of omissions at work.

The Trust must take action to make reasonable adjustments for staff with disabilities and cannot refuse employment or terminate someone on the grounds of their disability without justification.

Solent NHS Trust wants to go beyond the statutory Health & Safety duties defined above and deliver a meaningful Strategy which can make a difference to how staff feel about coming to work and to ultimately deliver good quality care to patients.

### 2.4 External Influencing Factors

**Economic Climate**

We are facing increasing financial restraints and tough targets. This has an inevitable impact on the workforce and the Trust’s challenge is to maintain a healthy and motivated workforce that is committed and capable of delivering safe patient care. Therefore to get the best from our workforce we need good engagement to understand what will help to maintain and enhance their personal health and wellbeing at work. Recognising the challenges faced at all levels of the
organisation, it is more important than ever to invest time and effort in influencing better health and wellbeing for the workforce and patients to secure and achieve business success.

The Ageing Workforce
The Trust needs to plan for supporting the wellbeing of an older workforce, creating opportunities for promoting and monitoring health and wellbeing for this group.

The wealth of experience and skills obtained from our older workforce need to be retained. However, there also needs to be recognition that for some people, there may be a decline in physical and or mental capacity e.g. loss of muscle strength, reduced heart and lung function, reduced memory and an increased risk of suffering with one or more long term condition. Flexible work options taking into account changes that may occur in the older workforce will need to be considered to maximise an individual’s potential and the organisational benefits. Options such as the following will be explored by the Trust:

- Optional Health checks for the older workforce
- Individual wellness programmes to maintain fitness for work
- More information available for the older workforce about long term conditions and self-management
- Flexibility with work patterns or reduced hours
- Maximising the use of different types of contracts e.g. annualized hours or bank

Stress
It is well recognised that stress at work is a fast growing problem. Stress has a significant impact on staff health and well-being and it is well recognised that excessive work pressures over a prolonged period can lead to stress and absence from work.

The Trust recognises the challenges which face healthcare staff in today’s NHS and the need to truly make staff health and wellbeing a priority. We can manage and help to prevent work-related stress by improving conditions at work and the support mechanisms in place to help people to build up their personal resilience to stress triggers. Individuals and managers have a role to play in identifying and acknowledging when there is a problem and in making adjustments to help the person to manage the problem at work. As a Trust the approaches need to be multifaceted in recognition of the unique response individuals have in terms of personal resilience and responses to stress triggers.

Managing change
Change has become a regular feature of the NHS and as such the Trust recognises the importance of acknowledging the effects of frequent change on staff and the need for good communication and support strategies to be in place to promote health and wellbeing for the workforce. Equipping our managers with transitional change management skills to effectively manage change programmes recognising that cultural development is a key success factor.
3. What is a Healthy Workplace?

NHS Employers define a healthy workplace in `The Healthy workplaces handbook` as:

- a place where health risk are recognised, and controlled if they cannot be removed
- a place where work design is compatible with people’s health needs and limitations
- an environment that supports the promotion of healthy lifestyles
- a place where employees and employers recognise their responsibilities for their health and the health of colleagues

4. Strategic Approach

4.1 Our Wellbeing Mission

To create a healthy, happy and safe working environment by:

- Switching from a reactive to proactive approach
- Building a sense of belonging and involvement
- Having effective leadership and management across the organisation to embed and maintain health and wellbeing as part of everyday activities
- Helping staff develop and maintain a healthy lifestyle and improve their physical and emotional health
- Building personal resilience in individuals through practical strategies, training and support in managing stress
- Providing early intervention and support to staff with health problems or disabilities to remain at work or to return to work as soon as possible following a period of absence
- Developing and monitor the effectiveness of policies which support staff wellbeing
- Focus on employee engagement

4.2 Organisational Culture

Board level commitment and practical support to help drive the strategy and role model good management practice and ensuring two way communications is vital to the meaningful success of achieving our workforce wellbeing mission to create a healthy, happy and safe working environment for our staff.

Day-to-day management behaviors form the foundation of our workplace culture as outlined within the Trust Values. The behaviors and attitudes of staff towards their work are vitally important as part of a two-way process for improving health and wellbeing.

Being at work can be a healthy or unhealthy experience and this will depend largely on the individual’s perception and the Organisation’s culture and support mechanisms in place. There is evidence to suggest that being at work should add value to people’s lives in terms of a sense of purpose and being in daily contact with others. Being away from work can lead to a sense of worthlessness and poor mental and physical health. However, staff being in control of how much time is spent at work and how this is balanced with other priorities in their life is the
important factor. This balance will be different for each individual and where staff have appropriate work demands and a degree of control over the work, will be where there are the best outcomes for staff, patients and the Trust. \( ^{19} \)

The value of looking after the workforce by promoting health and wellbeing will come naturally for some. However, for others additional information and support through training and development will be required. This will be supported through the Trust’s Leadership and Management Development Framework. Leaders and Managers at all levels should be role modeling positive leadership behaviours and enabling a culture of wellbeing management which can cascade throughout the organisation setting high but realistic expectations of staff. This approach will help influence an organisational culture which firmly puts the health and wellbeing of the workforce as a high priority where staff can achieve a healthy work-life balance.

4.3 Strategic Activities
The categories used below outline the Trust’s Strategic activities which need to be demonstrated. This is based on DH & NHS Wellbeing Improvement Group Template (2010):

a) Reactive Activity
Activities which will be quickly put in place to support staff with ill-health and support prompt return to work:

- Timely referrals to Occupational Health
- Occupational Health Duty Nurse system – fast, easy access to advice
- Staff physio services and rehabilitation programmes

b) Preventative Activity
To reduce ill-health and poor wellbeing:

**Fit for work activity** – Activities to promote and support healthy lifestyles.

- Staff Wellbeing Champions
- Health Trainers – workforce support programme
- Health Promotion Directory of Resources for Activity and Healthy Eating
- OH Wellness checks
- Wellbeing resource information
- Employee Assistance Programme
- Healthy lifestyle awareness campaigns
- Easy access to support and information
- Wellbeing monitoring in the workplace – self-help approach
- Wellbeing messages built into core staff training
- Other programmes and schemes that promote healthy lifestyles e.g. cycle to work scheme
- Moving & Handling advise
- Workplace assessments
- Organisational policies and processes which support staff health & wellbeing – such as:
Healthy Work activity – Activities to ensure well-being is not threatened by negative working environments, giving staff satisfying roles, with good management practice and support, and leadership

- Culture and leadership development
- Managers training
- Bullying & Harassment policy and monitoring
- Targeted work on bullying & harassment
- Whistle blowing policy

c) Evaluative Activity - Monitoring progress

- Sickness absence rates
- Short term episodes of sickness
- Sickness trends e.g. mental health problems, musculoskeletal injuries
- Agency spend
- Staff Turnover
- Staff leavers as a result of stress / workload
- Use of EAP
- Staff survey results
- Spend on health & wellbeing

5. Workforce Profile

5.1 About Our Workforce

Solent NHS Trust employs in the region of 3953 (2885 wte) members of staff in the following staff groups:

Most staff are employed in association with national contracts, predominantly Agenda for Change. The new Consultant Contract has been adopted exclusively and all staff posts are compliant with the European Working Time Directive. For staff still on residual local contractual arrangements measures are in place to incentivise their transfer to the national frameworks in an effort to simplify pay and ensure parity of terms and conditions of service.

5.2 Ethnicity Profile
Our workforce is predominantly white with 88% of staff with a white British background and 4% of staff with another white background. Approximately 8% of staff are from other ethnic groups. The diversity of the workforce broadly reflects that of the local population.

5.3 Gender Representation

Our workforce is predominantly female (85%) which reflects the national gender composition of the NHS workforce but is higher when compared with some neighbouring NHS organisations.

5.4 Age Profile

The age profile of our workforce reflects the national trend of an ageing NHS workforce and indicates the emphasis which must be placed upon strategic recruitment and retention, succession planning and development to avoid potential skill shortages in future, particularly in those professions where there is a national deficit.

5.5 Disability

The number of staff members who notify the Trust of their disability upon appointment is limited and historically lower than the reported figure which is derived from anonymous data collected through the annual staff survey. Efforts will, therefore, continue to promote the Trust’s commitment to equality in order that this information becomes more consistent.

5.6 Staff Turnover

Staff turnover has shown a steady increase since the first quarter of 2012-13. This is indicative of the current economic situation and is expected to continue or level off until such time as there is an economic upturn. This rising turnover rate means the Trust needs to work at maintaining stability within the workforce and ensuring skills retention within the organisation.

5.7 Sickness Absence
The target for absence within South Central SHA in the current financial year (2012/13) is 3%. Data provided by the Information Centre for Health and Social Care showed an average reported rate for South Central SHA for July-September 2012 as being 3.64%.

The 2012-13 absence rate (to date) for Solent NHS Trust averaged 3.9% over the 10 month period of which so far, 55% was long term absence (28+ days duration) and 45% short term absence. This reflects a significant improvement from 4.71% in 2007/8 and compares well with benchmarking information from the NHS Information Centre for Health and Social Care which reports average time lost due to absence as of September 2010 as being 4.19% for Community Provider trusts and 5.05% for Mental Health and Learning Disability trusts.

Average days lost by Solent NHS Trust for 2011/12 averaged 8.96 days per employee. This compares reasonably to the latest benchmarking information from the Chartered Institute of Personnel and Development relating to the period January to December 2009 which shows the average level of employee absence in the public sector as 9.6 days per employee compared to the non-profit sector with 8.3 days and 6.9 days in the private sector. Overall time lost throughout 2011 was equivalent to 103 full time equivalent staff members and cost £300k per month. If the 3% absence target could be achieved the annual cost to the Trust of sickness would be reduced from £3.8m per annum to £3.1m. The current level (Dec 2012) is 4.5% in month and 3.9 for the rolling 12 month preceding.

5.8 Trends/Key Issues

Current absence rates in the various delivery units within Solent NHS Trust are reported as follows:

<table>
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<th>Overall time lost</th>
<th>Average FTE lost (Sep-Dec 2012)</th>
<th>% long term absence</th>
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<tr>
<td>Adult Mental Health</td>
<td>5.2%</td>
<td>21.6</td>
<td>45%</td>
</tr>
<tr>
<td>Adult Services</td>
<td>5.2%</td>
<td>71.41</td>
<td>42%</td>
</tr>
<tr>
<td>Childrens Services</td>
<td>3.8%</td>
<td>32.60</td>
<td>41%</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>2.1%</td>
<td>3.74</td>
<td>36%</td>
</tr>
<tr>
<td>FM and Estates</td>
<td>2.9%</td>
<td>1.99</td>
<td>38%</td>
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The top 10 reasons for sickness throughout the year were reported as being:
<table>
<thead>
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<th>Condition</th>
<th>Percentage</th>
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<tr>
<td>S10 Anxiety/stress/depression/other psychiatric illnesses</td>
<td>24.2%</td>
</tr>
<tr>
<td>S98 Other known causes - not elsewhere classified</td>
<td>13.1%</td>
</tr>
<tr>
<td>S25 Gastrointestinal problems</td>
<td>9.7%</td>
</tr>
<tr>
<td>S28 Injury, fracture</td>
<td>7.8%</td>
</tr>
<tr>
<td>S13 Cold, Cough, Flu - Influenza</td>
<td>7.3%</td>
</tr>
<tr>
<td>S12 Other musculoskeletal problems</td>
<td>5.8%</td>
</tr>
<tr>
<td>S99 Unknown causes / Not specified</td>
<td>5.0%</td>
</tr>
<tr>
<td>S26 Genitourinary &amp; gynaecological disorders</td>
<td>4.8%</td>
</tr>
<tr>
<td>S11 Back Problems</td>
<td>4.4%</td>
</tr>
<tr>
<td>S15 Chest &amp; respiratory problems</td>
<td>4.2%</td>
</tr>
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6. Mapping - What is already in Place

6.1 Our Trust values

Our values were developed in conjunction with our management teams and leaders of the organisation and shared for further feedback from each clinical area. It is critical to our values being embedded that our staff know and live the values of Solent as they reflect the things that we believe will create a high performing culture in Solent NHS Trust. Having established them through our wide ranging consultation with staff, managers & the Board we collectively developed the acronym of INSPIRE:

- **I** - Involved: We strive to involve, engage and value individuals, teams and patients
- **N** - Nurturing: We are committed to providing a learning environment that achieves success and nurtures talent
- **S** - Striving for Excellence: We are proud of the quality of our work and continually strive to exceed expectations to achieve the best outcomes for patients and staff
6.2 Staff Survey

We encourage all staff to participate in the annual staff survey as we believe the feedback provided by our staff enables responsive actions to improve the employee experience within Solent NHS Trust. We strive to increase our response rate to 75% of our workforce and to implementation plans with measured outcomes in each service area. Key indicators such as effective communication, appraisals, capacity and leadership are key themes of action plans going forward.

The feedback is used to measure job satisfaction and organisational climate against which an annual action plan is development and implemented.

On the spot focused surveys in certain service areas and focus Groups have also been used to help resolve issues within service areas or generate new ways of working. Working closely with Communications the development of effective engagement programmes through interactive methods enables the organisation to develop real time examples of employee engagement and cultural development.

6.3 Occupational Health & Wellbeing Service

In 1998 Dr Kit Harling described the role of the Occupational Health Service as:

“An Occupational Health service addresses the impact of work on health and of health on work. It seeks to reduce the incidence of illness and injury caused by work in the NHS. It also has the objective of ensuring that work in the NHS fits the worker and that all staff are able to achieve their full capabilities at work”

Solent NHS Trust has a dedicated Team of Occupational Health professionals to achieve this role and the Team will play an important role in the development and implementation of this Workforce Health Wellbeing Strategy.
The Department of Health document `The Healthy Staff, Better Care for Patients` sets out the recommendations for realigning Occupational Health Services in the NHS. The recommendations focus on occupational health services playing a key role in the delivery of safe, effective and efficient patient care through promoting and protecting the health of staff.

6.4 HR Team

Health and Wellbeing of all our employees commences at the point of recruitment through ensuring that we can best support new employees in their health and promoting the flexible working options. Through employment the HR team ensures that as far as possible it supports staff that may be disabled or become disabled including full consideration of reasonable adjustments where applicable.

Overall HR form a pivotal role in ensuring the development and implementation of sound policies and good practice relating to staff wellbeing. Through the HR Business Partner team who work intrinsically within the Clinical and Non Clinical services, they actively promote and engage with staff with the benefits of health and wellbeing whilst improving access to services and facilities. They constantly support management in the early intervention, management and support of staff including training and coaching where required.

Through various workshop that support policies and best practice the HR team provide clear guidance and interventions to tackle the main causes of ill heath and absence amongst staff.

The HR Workforce assurance team systematically gathers data to feed into the management and HR Business Partner teams to ensure that we can monitor the effectiveness of our sickness absence and overall health and wellbeing agenda.

6.5 Learning & Development Team

The Learning & Development Team will play an important role in developing the culture of staff health & wellbeing. Our Leadership and Management Development Framework provides opportunities for leaders and managers at all levels – health and wellbeing is fully embedded across the full range of programmes. Other learning and development activities will support staff capability to carry out their roles which in turn improves motivation and satisfaction in their work.

Learning and Development programmes will also provide mechanisms for seeking staff views on how improving staff wellbeing, seeking to identify innovative and practical ideas to feed into the Staff Wellbeing Operational Plan.

The leadership and Management training opportunities identified in the Workforce and Organisational Development Strategy references a wide range of training and development that is available across all levels of staff which will help to reinforce and facilitate cultural change and good management practice in supporting workforce wellbeing.
The Trust staff Induction Programme for new entrants makes specific reference to staff safety and wellbeing. It is intended that staff are made aware at an early stage what mechanisms are in place to support their safety and wellbeing.

6.6 Productive Community Services

The Trust is facilitating the roll out of the Productive Community modules to assist with engagement of staff in improving quality and productivity.

The application of these practical based modules will play an important role in supporting staff engagement and health & wellbeing at work.

6.7 Health Promotion Links

There is a significant amount of information, training and support available through the Health Promotion Services. A staff training programme is available to include approaches and strategies for helping to improve health & wellbeing of patients and staff e.g. motivational interviewing and initiating conversations around often sensitive subjects such as healthy eating and physical activity levels. A directory of local resources aimed at Activity and Healthy Eating is available to staff and patients. Staff employed as Health Trainers provide healthy lifestyle support programmes. Their role includes support for the wellbeing of the workforce and work has been initiated to further develop this role as part of a pilot for the Trust.

6.8 Employee Assistance Programme (EAP)

- EAP is a 24/7 support service for our staff. Workplace Options is the current EAP Provider and offers practical information, resources and counseling to help staff balance their work, family and personal life.

6.9 `Team to You` Wellbeing Programme

- Early implementation of bespoke Wellbeing programmes for teams has been initiated. The Programmes are tailored to individual team requirements to provide an intensive level of support for teams or managers who have identified this as a need.
  Some of the things on offer include:
  - Time to listen
  - Positive Steps to Health & Wellbeing Sessions
  - Recognising stress early & self-management
  - Health Eating & Exercise
  - Condition specific topics
  - Stress risk assessment and action planning
  - Individual wellbeing checks at base

6.10 Policies and Guidance that Support the Staff Wellbeing Strategy

- Employee Well-being and Stress Risk Assessment Policy

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Workforce Wellbeing Strategy

- Alcohol and Substance Misuse policy
- Smoking Policy
- Flexible Working Policy
- Bullying & Harassment Policy
- Manual Handling Policy
- Wise up the Your Workstation Guidance
- Mobile Working guidelines
- Special leave

6.11 Health screening

- Pre-employment checks
- Wellness checks
- Health checks for night works
- Eye check
- Dermatitis screening

6.12 Fitness testing

- Fitness testing for staff in mental health who are required to undertake control & restraint activity are required to undertake a fitness test. Research shows that physical screening in labor intensive work environments help to prevent injury and disability in the longer term.

6.13 Staff Physiotherapy Service

- An in-house physiotherapy service for staff is available to support the health and wellbeing of our staff. The Physiotherapy staff aims to provide early intervention and rehabilitation support that helps to reduce pain and discomfort and long term disability. The service has an important role to play in prevention of musculoskeletal problems and in helping to reduce staff sickness absence by supporting timely recovery, enabling staff to remain at work or to facilitate an early return to the workplace.

6.14 Childcare provisions

- Nursery scheme
- Childcare voucher scheme

6.15 Reward and Recognition schemes

Reward and recognition can positively influence staff morale and productivity and enhances the development of a performance culture. We consider our employees to be our most valuable asset and we want to appropriately reward and recognise them.

When we think of reward, we usually think first of tangible elements of the remuneration package, base salary, variable pay such as allowances and benefits such as the pension
scheme or holidays. However, we aim to focus on ‘Total Reward’ incorporating the less tangible benefits such as work-life balance, learning & development opportunities, flexible working, living core values, staff feeling valued, involved and proud etc. Total reward goes beyond the expressed terms and conditions of employment and we believe that focusing on staff engagement, reward and recognition will and strengthen our culture and impact positively on staff moral and quality of care.

We hold an annual awards ceremony as an opportunity to recognise and celebrate the excellent contribution of our people. In addition, we will continue to hold Learning Achievement Ceremonies in recognition of our staff learning and development, supporting the concept of Learning at Our Core as a key motive to ensuring success.

7. Needs assessment – What else is needed

7.1 Wellbeing Charter

The Trust intends to utilize the Wellbeing Charter self-assessment tool developed by Liverpool Primary Care Trust to help assess its performance against the Health & Wellbeing Standards with a view to achieving the Wellbeing Charter Award. The Charter focuses on the following key areas:
- Leadership
- Attendance management
- Health & Safety requirements
- Mental health & Wellbeing
- Smoking & tobacco ill health
- Physical activity
- Healthy eating
- Alcohol & substance misuse

7.2 Engagement and Communications - What does the workforce say?

Within Solent NHS Trust, managing the issues of engagement and inclusion of its 4000+ workforce is crucial for us to meet our aim of becoming an employer of choice. We need to attract and retain the very best staff and the psychological wellbeing of our staff is a necessary precursor to staff engagement. If staff do not feel healthy, energised and have a sense of purpose they will lack the motivation or resources to fully engage with the overall mission and objectives of the organisation.

There is strong evidence to show that the wellbeing and engagement of staff is a critical driver of staff retention and absence rates as well as customer satisfaction and ultimately productivity (Harter, Schmidt and Keyes). A starting point for engagement is creating a strong sense of purpose and feeling that a role is worthwhile for all employees. Often staff perception of the organisation is strongly driven by their relationship with their line manager as well as how they see senior leaders behaving. Employee engagement is described as “a positive attitude held by the employee towards the organisation and its values” (IES). Employee engagement is an ‘outcome based’ concept. It is the term used to describe the degree to which employees can be ascribed as ‘aligned’ and ‘committed' to an organisation such that they are at their most productive.
Our aim is to develop a culture where everyone feels valued for the work they do and are recognised for their contribution. Our staff are our most valuable asset and we know that if we recognise them for the work they do it leads to increased job satisfaction, motivation, happiness at work.

The Trust recognises that it is crucial to engage with Staff in delivering this Strategy effectively. Steps have therefore been taken to draw information from the Staff Survey results and further consultation about the strategy is taking place to include a range of staff groups across the Organisation and Staff Side representatives.

Engaging staff in developing the Strategy and Support plan is crucial in making the aims of the strategy a reality for staff. There is good evidence to suggest that staff wellbeing is improved if they feel they are valued, included and that they understand how their work contributes to the goals of the organisation (16). Our staff engagement plan (Appendix 1) is therefore an essential component to operationalising this strategy and providing opportunities for staff to help lead the Health & Wellbeing action plan will be provided through a range of different methods to encourage maximum participation:

- Staff attending Essential Training and Corporate Induction (attended by a wide cross section of staff) will be given an overview of the Wellbeing agenda and given an opportunity to feed in their ideas to influence the strategy. As of Dec 2012 195 staff have provided feedback.
- Teams involved in the Productive Community Series are engaged in generating ideas.
- Staff Side have been asked to participate and seek views from staff.
- An e-message to all staff has been sent asking for staff views (Post your comments and ideas).
- A web link will be available for staff to post innovative ideas for developing health & wellbeing for the future.
- Request to managers to use staff engagement sheet to survey ideas and comments through line management structures.
- Adhoc workshops / forums.
- Informal communications in other staff forums will also be encouraged through management channels.

7.3 Health & Wellbeing Checklist for Managers
A checklist is under development for managers to assess the approach and support mechanisms they are providing in their own areas.

7.4 Role of Staff Side Representatives
Positive partnership working between Staff Side representatives and the Trust will strengthen the likelihood of embedding a positive wellbeing culture for employees.

Trade Unions play an important role in helping to ensure the health, wellbeing and safety of staff. They take an active role as health & safety representatives in helping to prevent accidents and injury at work. Local Trade Union representatives can be effective champions of promoting staff wellbeing and can help to make a difference to the quality of life of working people within the Trust.
7.5 Partnership Working

There are a number of key internal partners whom need to be involved in the work to deliver the Wellbeing Strategy. No single individual or department can work in isolation to deliver the Strategy. It is only through positive partnerships and a commitment from managers and staff that employee wellbeing will be improved and maintained. The following partners identified are not intended as an exhaustive list but as an indicator of the key stakeholders:

- Staff and Managers at all levels
- Trust Board and Executive Management Team
- Trade Union Representatives
- Communications Team
- Health Promotion Team
- Occupational Health
- Human Resources Team
- Learning & Development Team
- Risk & Quality team
- Spiritual and Pastoral Care
- Estates, Catering and Facilities
- Employee Assistance Programme

The Trust intends to extend its partnership working around the wellbeing agenda, working with Commissioners to raise the profile and importance of staff wellbeing and the positive impacts that commitment and where indicated investment in this agenda can have on raising quality of care for patients.

Further work between GPs and the Occupational Health & Wellbeing Service will be explored, to include the use of ‘Fit Notes’. The ‘fit note’ allows a GP to give employees more information on how their health condition affects their ability to work. Effective use of ‘Fit Notes’ will help to get people back to work as early as it is safe to do so. This is important as there is strong evidence to show the association between extended periods off work and poor mental and physical health. The longer someone is off work, the lower their chances of getting back to work.

7.6 Sickness Absence

The most common causes of long term absence according to the CIPD (Chartered Institute of Personnel and Development) survey (2011) are as follows:

- Stress
- Acute medical conditions
- Musculoskeletal injuries (excluding back)
- Mental ill-health
- Back pain

The overall cost of sickness absence is estimated to be in the region of £300K per month. It is estimated that approximately £1.0m potential saving per 1% reduction in the sickness absence rate could be achieved.
As a Trust we will continue to build on the good work that has started across the Trust in monitoring and managing the reduction in sickness absence.

We believe that if we can improve the health & wellbeing support for our workforce then the overall sickness absence rates will reduce.

Through proactive management sickness absence is kept a high profile within Solent NHS Trust. Managers are responsible for ensuring that long term cases are actively managed with the support of HR Business Partners to ensure compliance and to monitor the health and wellbeing of the individual.

The visibility of real time statistics of absenteeism and the reasons behind absence enables the HR and OH team to inform managers of pockets of areas of concerns regarding health and wellbeing of the workforce. Senior and local managers discuss sickness absence at each team meeting and support is offered to all staff regarding wellbeing and flexibility.

7.7 Physiotherapy Services

The Trust provides a Physiotherapy service for staff to address musculoskeletal problems which may affect a staff member carrying out all or some of their work duties. This service aims to provide an early response and rehabilitation service for staff to prevent further injury and sickness absence and to work with staff to facilitate an early return to work when absence has occurred.

There is the potential to further develop staff physiotherapy support for the workforce in relation to the prevention agenda and early intervention in terms of workplace assessments which recognises and supports the diversity of the workforce and community environments they work in.

7.8 Communication Mechanisms

Trust communication mechanisms will be used effectively to regularly update and advertise wellbeing news and opportunities to staff: Using a variety of communication methods such as team briefings, consultation, newsletters, staff events and cascade briefings we have ensured that staff are fully briefed on up to date information.

An intranet page is under development to provide staff with easy access to wellbeing information, to include self-care resources and support available to assist with health & wellbeing matters.

7.9 Health & Wellbeing monitoring

The Trust Staff Survey provides a mechanism for feedback to include staff wellbeing. However, we would like to provide managers and their teams with some tools that can be used at a local level to assist with monitoring staff wellbeing. This is intended as a way of encouraging managers to actively monitor the wellbeing of their staff and for teams to take ownership of identifying triggers and strategies which can be developed and initiated at a local level. The Trust is also looking at developing a new template for use during staff supervision sessions to include specific reference to wellbeing status and action planning to proactively address needs.

7.10 Healthy Lifestyle Support
A pilot project between Occupational Health & Health Promotion Team is underway to provide staff with

7.11 Carer Support & Information
Many of our staff undertake the role of carer for family members and we need to increase the information and support available to our staff relating to both internal and external support that they can access when required.

8. Implementing the Strategy
An Action Plan will be in place to deliver the Strategy. This will be a dynamic document with clear lead responsibilities assigned to each area of delivery. As a Trust we need flexible thinking, flexible people, effective training and clear expectations to get us there.
The plan will be reviewed through the Workforce Development Sub Committee. Regular information and updates will be communicated through the Communications Mechanisms identified in section 8.7.

The Action Plan will be based around the following themed areas:
- Organisational Behaviour’s
- Prevention and Health Promotion
- Early Intervention and Rehab
- Policy
- Performance Management & Leadership

9. Measuring Success
Progress to the Trust Board will be reported via the Director of Human Resources and will include the following performance indicators:

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Measures</th>
<th>Outcome / Target</th>
</tr>
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</table>
| Trust Sickness Absence Levels | - Total Number of sickness days per staff member  
- Average number of sick days per staff member  
- Number of staff absence due to work related stress  
- Cost of sickness absence | - < 3% Sick absence achieved and associated reduction in absence costs  
- Reduction in absence due to work related stress |
| Staff Survey | - Staff Survey section on ‘Your Health & Wellbeing & Safety at Work’ | 10% improvement in Staff Survey results for section on Health & Wellbeing & Safety at work |
| Monitoring Health & Wellbeing at Work at | - Community Productive Series – Wellbeing Module | 30% of Trust Teams participating / completed Community Productive Wellbeing Module |
### Workforce Wellbeing Strategy

<table>
<thead>
<tr>
<th>Team level</th>
<th>Wellbeing Support Programmes</th>
<th>80% of staff confirmed programme supported their wellbeing needs.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Team to You – Evaluations</td>
<td>All staff given the opportunity to feed in their views through staff engagement systems</td>
</tr>
<tr>
<td></td>
<td>Occupational Health &amp; Wellbeing User Survey results</td>
<td>Programme increased wellbeing / prevented health deterioration / improved attendance at work and quality of life</td>
</tr>
<tr>
<td></td>
<td>Health Trainers Programme – before and after feedback</td>
<td>10% increase by end of 2013/14</td>
</tr>
<tr>
<td></td>
<td>Number of Health checks provided</td>
<td></td>
</tr>
</tbody>
</table>

### 10. References

2) The World Health Organisation
3) DH, *Healthy Staff, Better Care for Patients: 2011*
7) *Improving health and Work changing lives;* gov response to Dame Black report
8) S. Boorman, Boorman Review; *NHS Health and Wellbeing Review*, 2009
9) NICE Guidance, *Promoting Mental Wellbeing at Work*
10) Staff Health Improvement Project report, *Overcoming Barriers and Sharing Success*, Royal College of Physicians 2012
11) National Framework to improve Mental Health and Wellbeing; *No Health without Mental Health*, 2012
12) IiP Health and Wellbeing standards.
13) NHS Health & Well-being Improvement Framework, Department of Health, 29 July 2011
14) D. MacLeod, N. Clarke, Engaging for Success: A report to the Government, 2008
15) Solent NHS Trust Employee Wellbeing and Stress Risk Assessment Policy

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Workforce Health & Wellbeing Strategy (Healthy, Happy, Here)  
Staff Engagement Plan for Developing the Strategy

The Trust is developing a Workforce Wellbeing Strategy and staff involvement is crucial in making the aims of the strategy a reality for staff. There are lots of things already in place to support staff wellbeing, to name a few: Childcare support, Incentive and Reward schemes e.g. VIP Awards, staff discounts. Flexible working policies, Occupational Health, Staff Physio Service, Learning & Development and Health Promotion Services. In addition there are lots of local initiatives out there, which need to be encouraged and shared. Developing a Strategy and an Operational Action Plan with your involvement will help us to build on good practice and to further support your health and wellbeing.

What is Health & Wellbeing?
Health & Wellbeing is about being emotionally and physically healthy. Its feeling able to cope with everyday stresses and feeling fulfilled in your life. Health & Wellbeing can be affected by lots of different things and whether or not you feel in control of your life

We aim to obtain staff’s view through the following mechanisms:
1. Staff attending Essential Training will be given an overview of the Wellbeing agenda and given an opportunity to feed in their ideas.
2. Teams involved in the Productive Community Series will be asked to generate ideas
3. Staff Side will be asked to participate and seek views from staff
4. A electronic staff survey
5. Informal communications in other staff forums will also be encouraged through management channels.

What ideas have staff already put on the list?  
(Triggered by staff ideas which have been informally bought to our attention)

- Staff Wellbeing Leads – Be a lead on Health & Wellbeing for your area.
- Bespoke Wellbeing Programmes. Planned with Teams and provided at the Team base (where feasible)
- Offering Wellness checks
- Making more of National days to promote health & wellbeing
- Intranet page is under development to provide links to health & wellbeing information sites.
- Wellbeing trackers for Teams to plot & monitor wellbeing – early action
- Campaign’s; healthy eating, physical activity, alcohol awareness, mental health
- Promotion of Employee Assistance Programme
- Voluntary health checks within Team bases
- Make best use of the facilities and skills we have within Solent to provide flexible use of accommodation out of hours to support staff wellbeing activities such as healthy eating / weight loss programmes, exercise activities, alternative therapy
- Some training / support to manage stress in the workplace – help to provide viable options to staff which may help prevent long term sickness
- Themed eating days at the canteen
- Discounted lunch time meals if a whole team booked to have lunch
Adopting a culture within Solent of lunch together first, followed by a meeting – not lunch over a meeting

**Your Input**

1. We would like to know what you think of the above ideas
2. What health and wellbeing ideas/initiatives would make a difference to you in your workplace, and help to keep you well at work?

Send your details if you would like to be a lead for Wellbeing in your area: Michaela.Tarrant@solent.nhs.uk