

East Sussex Healthcare NHS Trust Health and Wellbeing Strategy 2019-2022



ESHT

Health and Wellbeing

Strategy

2019-2022

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Introduction

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 environment for staff, patients and visitors. We are in the business of patient care and a healthy motivated workforce is integral to achieving better care for our patients. It is well researched that supporting the wellbeing of our staff is paramount to achieving higher levels of performance. As set out in the Department of Health 2011 document 'Healthy Staff, Better Care for Patients' there is a direct correlation between staff wellbeing and the quality of patient care delivered. Therefore, getting the best from our staff through good engagement and maintaining and enhancing their Health and Wellbeing at work, is more important than ever in achieving better care for our patients and business success. Estimates from Public Health England put the cost of staff absence due to poor health at 2.4bn a year.

Research shows that staff retention rates may improve when staff feel their employer cares and seeks to demonstrate caring through appropriate Health and Wellbeing interventions. The Strategy seeks to put in place support which aims to make improvements to staff retention. Feedback from the ESHT staff survey at all levels in 2016 and 2017 shows that staff who benefit from Health and Wellbeing initiatives feel 'supported' and 'valued' and that these initiatives make a positive difference to the workplace. This Strategy aims to empower all staff to use the available infrastructure to support and improve their wellbeing.

Health and Wellbeing is central to the development of our staff in ESHT and improving the care we deliver. That is why we are implementing this Strategy to form an integral part of our ESHT vision, providing a working environment in which our staff are able to enhance and maintain their personal wellbeing and to reach their full potential. We aim to empower our staff by creating a culture that is inclusive and supportive, and by providing services that meet their needs based on:

- The NHS Health and Wellbeing Framework 2018
- NICE guidelines promoting wellbeing at work
- Staff feedback and ideas from current initiatives, surveys and listening groups
- Supporting the establishment of a healthy and safe workplace and Health and Wellbeing activities for our staff
- Making the wellbeing of our staff central to the organisation's recruitment and retention work
- Ensuring Health and Wellbeing is embedded into the organisational culture and known to our staff

ESHT Vision and Values

Our vision is to combine community and hospital services to provide safe, compassionate and high quality care that improves the Health and Wellbeing of the people of East Sussex.

ESHT 2020 sets out our Strategy to make our organisation outstanding by 2020. It provides focus on key priorities, actions and risks. It is underpinned by our strategic objectives covering five areas:

- Commitment to quality and safe care as our top priority
- Good leadership and improved culture throughout our organisation
- Clear clinical strategy to fulfil our role as the lead provider of hospital and community healthcare services in East Sussex
- Commitment to meet all access and operational delivery targets, making sure that clinical areas are well maintained, ensuring patients are transferred to the right ward first time and discharge planning is effective
- Management of our finance and capital to offer financial balance, while providing safe and effective services.

ESHT's values are fundamental to how we undertake our work and will form the basis for our interaction with our staff, patients and visitors. They shape our beliefs and our behaviours and will help us to develop approaches where every employee will be supported to maintain, improve and take responsibility for their own Health and Wellbeing.

Our 7 Health and Wellbeing Priorities

We have 7 clear priorities for improving the health, wellbeing and safety of our staff, patients and visitors.

- **Priority 1** - We will ensure initiatives are backed with strong leadership and visible support at Board and senior level.
- **Priority 2** – We proactively use data and information to identify where improvements are needed and prioritise initiatives to support staff Health and Wellbeing.
- **Priority 3** – We developed the Occupational Health Service to ensure our staff have access to local, high quality and accredited Occupational Health services.
- **Priority 4** - We want our staff to feel safe to raise concerns and to have the tools they need to look after their emotional and psychological wellbeing.
- **Priority 5** – We want to support our staff by providing an environment and opportunities that enable them to lead healthy lives and to make choices to support their wellbeing and to enable them to promote Health and Wellbeing for patients, carers and their families.
- **Priority 6** – We will work towards the international health promotion standards to become a Health Promoting Trust.
- **Priority 7** - We will support our staff to maintain good mental health in the workplace

Our Values

RESPECT AND COMPASSION

WE CARE ABOUT ACTING WITH KINDNESS.

We want our staff, patients and local people to have a positive experience of us.

ENGAGEMENT AND INVOLVEMENT

WE CARE ABOUT INVOLVING PEOPLE IN OUR PLANNING AND DECISION-MAKING.

We want patients, staff and the public to help us to shape the delivery of high quality and safe care.

IMPROVEMENT AND DEVELOPMENT

WE CARE ABOUT STRIVING TO BE THE BEST.

We want to continue to improve our services and make the best use of our people and resources for the benefit of our patients.

WORKING TOGETHER

WE CARE ABOUT BUILDING ON EVERYONE'S STRENGTHS.

We develop strong teams and partnerships to benefit local people.

Current Health and Wellbeing activities in the Trust – What we are already delivering

The Trust already provides a very wide range of services and support for the Health and Wellbeing of our staff, patients and visitors including the following:

Leadership commitment and support

- Board level committees with regular agenda items relating to health, wellbeing and safety
- Funding sufficient resource to support health, safety and wellbeing in the Trust
- Trust values to support our staff and to encourage respect
- NHS staff survey and the Trust's internal quarterly "finger on the pulse" survey to gain regular feedback from our staff about their experience at work
- A range of management and leadership training programmes i.e. Leading Excellence and Leading service
- A full programme of statutory and mandatory health and safety related training including induction for all new starters

Occupational Health Services

- Maintaining annual SEQOHS (Safe, Effective, Quality, Occupational Health Service) accreditation
- Pre-placement health assessment
- Seasonal flu immunisation campaign
- Advice on absence management, workplace adjustments and rehabilitation
- Stress risk assessments
- Physiological support including to those staff who have been involved in a traumatic or stressful incident, complaint or claim

Health and Wellbeing Initiatives

- Working towards Health Promoting Trust status
- Embedding the MECC (Making Every Contact Count) approach into ESHT culture
- Health and Wellbeing roadshows
- Sessions to support emotional wellbeing e.g. emotional resilience, mindfulness
- Healthy eating choices in staff restaurants
- Monthly Schwartz rounds
- Listening Conversations
- Carers/maternity support groups

Musculoskeletal

- Manual handling mandatory courses including back care
- Advice and workplace recommendations on musculoskeletal injuries through Occupational Health
- Fast track physiotherapy service
- Functional capability assessments in relation to work through Occupational Health services

Health and Safety

- Robust policies and procedures
- Risk assessments
- Auditing process

Employee benefits

- Staff benefits scheme, discounts at local gyms, free cycle maintenance



Our Priorities – What we are going to do

Priority 1 – We will ensure Health and Wellbeing initiatives are backed by strong leadership and visible support at Board and senior level.

We will achieve this by:

- Appointing an executive director to champion and sponsor Health and Wellbeing across the Trust and ensure Health and Wellbeing is regularly discussed at board meetings.
- Ensuring that the Trust's health and safety plan is implemented and monitored.
- Embedding a culture throughout ESHT focusing on a compassionate leadership style - launching a new managers' orientation programme which will highlight Health and Wellbeing responsibilities both to self and to colleagues.
- Aiming for Health and Wellbeing to be an agenda item at all team meetings and covered in all performance reviews, developing the existing 1:1 template and management essentials toolkit accordingly.

Priority 2 – We will get better at identifying where improvements are needed and the way we plan initiatives to support staff Health and Wellbeing.

We will achieve this by:

- Developing how we analyse and review performance data and staff feedback.
- Reviewing and developing Health and Wellbeing advisor roles for emerging priorities.
- Continuing to offer listening conversations dedicated to Health and Wellbeing.
- Improving our current stress assessment and completion rate and providing a package of support where issues are identified.
- Working together with One You East Sussex to improve access to a "One Stop Shop" for our staff and patients to maintain and improve their health.
- Reviewing the demand for the provision of on-site exercise opportunities for our staff and continuing to work with local health clubs who offer membership discounts and enhancements.
- Continuing to work with our Medical Education colleagues in developing the role of the Pastoral steering group and its impact on Medical staff

Priority 3 – We will ensure our staff have access to local, high quality and accredited Occupational Health services.

We will achieve this by:

- Continuously reviewing the efficiency and accessibility of our Occupational Health and Wellbeing service through regular feedback and consultation with staff and by maintaining SEQOHS (Safe, Effective, High Quality Occupational Health Service) accreditation.
- Continuing to provide absence management, rehabilitation and workplace adjustments to sustain and support staff to return to work or re-deployment where appropriate.
- Continuing to monitor Occupational Health and Wellbeing activity in relation to health clearance and screening ensuring accuracy and efficiency.
- Continuing to provide appropriate interventions in response to the main causes of absence and ill-health for staff whilst exploring preventative approaches.

Continuing to coordinate and work with partners to deliver the seasonal staff influenza vaccination campaign across ESHT.

Priority 4 – We want staff to feel safe to raise concerns and to have the tools they need to look after their emotional and psychological wellbeing.

We will achieve this by:

- Embedding raising concerns in all leadership development programmes so managers are better able to support staff to feel confident and safe to take appropriate action if needed.
- Continuing to promote the role of the Speak up Guardian and the availability of associated resources for raising concerns (e.g. Health Education England video on extranet), enabling us to identify trends and take remedial action as appropriate.
- Improving our processes for handling and resolving staff complaints.
- Appointing Trust Ambassadors to implement and embed the ESHT behavioural framework linked to our values as part of the process.
- Continuing to provide access to psychological and emotional wellbeing support e.g. through Compassion without Burnout, Schwartz rounds, emotional resilience and mindfulness sessions.
- Developing our “emergency response” action plan for crisis events to offer bespoke support packages to our staff following upsetting and stressful situations.
- Continuing to provide access to psychological support, utilising recently improved resourcing levels to increase availability and give more timely access.

Priority 5 – We want to support our staff by providing an environment and opportunities that enable them to lead healthy lives and make good choices, to support their wellbeing and to enable them to promote health and wellbeing.

We will achieve this by:

- Running an ongoing, ESHT wide, communications campaign to promote our Health and Wellbeing Strategy including actions, events and initiatives, e.g. wellbeing roadshows, promoting Health and Wellbeing at induction and mandatory training events and signposting staff to a range of information.
- Continuing to promote our healthy lifestyle providers and working collaboratively to support our staff and patients to lead healthier lifestyles.
- Continuing to promote active travel and reviewing healthier means of travel to and from the work environment.
- Continuing to promote the staff benefits scheme and targeting an increase in the number of our staff registered.
- Continuing to offer support to carers and to staff on maternity leave, improving the way we promote these schemes and recognise the positive outcomes.

Priority 6 – We will work towards the international health promotion standards to become a Health Promoting Trust to benefit our patients, community and staff.

We will achieve this by:

- Ensuring health professionals, in partnership with patients, systematically assess patients' needs for health promotion activities.
- Ensuring staff, patients and visitors have access to general information on factors influencing health and signpost where appropriate.
- Continuing to work collaboratively with partner organisations in health and social care and related organisations and groups in the community.
- Embedding the MECC (Making Every Contact Count) approach into ESHT culture, working towards Promoting Trust status and evaluating and monitoring training compliance.



Priority 7 – We will support our staff to maintain good mental health in the workplace.

We will achieve this by:

- Ensuring training for line managers covers how they can promote mental health and wellbeing and be aware of the signs and symptoms of poor mental health.
- Develop mental health awareness among employees.
- Encourage open conversations about mental health and the support available when employees are struggling.

Developing and implementing our Strategy



Leadership

The Director of Human Resources will provide executive leadership and champion the work. This will enable the health and wellbeing of staff and patients to be retained as a top priority across the Trust and to ensure that sustained progress is made during 2019/20 to embed our action plans. Arrangements to ensure a high level of staff engagement in the development and direction of our Health and Wellbeing programme will be a priority; our staff at all levels throughout the Trust will be offered the opportunity to give their views, comments and ideas to shape the work plans. In addition, we will utilise and promote local case studies to share success and best practice. Dedicated networks of staff Health and Wellbeing champions will encourage teams and services across the Trust to get involved in our Health and Wellbeing programme. The Trust will continue to aspire to become a Health Promoting Trust.

Who has been involved in the development of the Strategy?

In developing this Strategy we have engaged with our staff. In 2016/17 we launched the “Take a Break” initiative, held Listening Conversations on Health and Wellbeing and delivered Compassion without Burnout workshops. We asked staff how they maintained their Health and Wellbeing and what else as an organisation we can do to support them in the workplace. In June and November 2017 the Listening Conversations focused on stress in the workplace and staff experience. The conversations and feedback from our staff survey, staff, friends and family and local “pulse” surveys form the basis for this Strategy. The Strategy will also have input from our various staff groups/committees and networks.

Implementing our Health and Wellbeing Strategy

The engagement and co-creation of all our Health and Wellbeing initiatives will be with our staff and the partners we work with; this will ensure maximum impact and enable a high uptake by our staff throughout the Trust. In addition, we will ensure wider engagement with our trade unions, staff side colleagues and staff networks to capture the right voices in order to successfully implement the Strategy. In doing so, Health and Wellbeing will be implemented by:

- Action plan and SMART objectives
- Co-creation with our staff
- Health and Wellbeing campaigns
- Communication of our priorities and plans across the organisation.

The data and metrics to measure success

We will track and measure success by analysis of information to include:

- NHS National Staff Survey findings
- Staff, Friends and Family survey
- Local Pulse survey
- Medical Engagement Scale (MES)
- General Medical Council survey (GMC)
- Take up and evaluation of impact of Health and Wellbeing initiatives by staff across all services
- Trust sickness absence levels
- Retention rates
- Achievement of CQUINS

Review

Quarterly updates will be provided to the Board, People and Organisational Development Group and the Staff Engagement and Wellbeing Group, including a trajectory and dashboard to measure and track improvement.

Delivery and implementation of the Strategy will be overseen by the Health and Wellbeing Lead. Other key partners who will assist in delivering the Strategy include:

- All Staff within the Trust
- Staff Side Representatives
- Human Resources
- Health and Safety Committee
- Freedom to Speak Up Guardian
- Occupational Health
- Learning and Development
- Organisational Development, Staff Engagement and Wellbeing group
- Estates and facilities management
- Patient Experience Group

An annual Health and Wellbeing Action Strategy will be developed to identify, deliver and communicate health and wellbeing initiatives to all our staff.

Appendices and References

A– The Case for Health and Wellbeing

Stephen Bevan from the Workforce Foundation 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. Changing demographics in the UK suggest that about a third of the labour market will be over 50 years old by 2020. This, together with the extension of the national retirement age, will inevitably change the way organisations need to think and plan for supporting the wellbeing of an older workforce.

The Boorman Review 2009 gathered a wealth of evidence about the state of health and wellbeing in the NHS, its impact on quality of care and published cases of best practice. The report made the case for taking action on health and wellbeing in the NHS workforce. Dr Boorman found that levels of sickness among NHS staff meant that 10.3 million working days were lost in the NHS in England each year. The annual direct cost of absence was estimated to be £1.7 billion a year. 80% of NHS staff reported that they felt sickness absence had a damaging impact on the quality of patient care. Dr Boorman predicted that £555 million of productivity improvements could be realised by reducing NHS staff sickness by a third.

The NHS Health and Wellbeing review led by Dr Boorman, together with NICE guidance (NG13 workplace health: management practices), has clearly set out the link between staff health and wellbeing and the delivery of high quality patient care and also how we can enhance efficiency, patient experience and safety by introducing Trust led staff health and wellbeing programmes.

The Developing People - Improving Care 2017 national framework suggests that paying close attention to all the people we lead, understanding in detail the situations they face, responding empathetically and taking thoughtful and appropriate action to help is critical.

NHS Employers 2017 advise that prioritising staff health and wellbeing should be embedded into the culture of any organisation and should be a central consideration in all decisions made. NHS Employers also suggest that patient care is dependent on staff who are well at work and supports the need for concentrated focus on health and wellbeing. There is strong correlation between working environments where staff are more supported and wellbeing is good and high quality patient care (Kings College London 2013).

The Workforce Health and Wellbeing Framework sets out useful advice and guidance with supporting information, based on approaches used in a range of NHS organisations (May 2018). There is also clear evidence that poor staff health and wellbeing has significant impact on the performance of NHS organisations (Michael West 2018). Investing in staff health and wellbeing delivers benefits for NHS organisations, their staff and ultimately patients.

B - Key Performance Indicators

Indicator	Measures of Success	Outcome
2017/18 National and local staff survey results	<ul style="list-style-type: none"> Staff Survey section on "Your Health and Wellbeing at Work" 	<ul style="list-style-type: none"> CQUIN 10% improvement in Staff Survey results for section on Health and Wellbeing and Safety at work
Achieving a healthy workplace	<ul style="list-style-type: none"> Trust Workforce indicators Staff survey and local Pulse surveys Recruitment and retention rates 	<ul style="list-style-type: none"> 30% of Trust teams participating in Health and wellbeing activities in year one 30% staff receiving Making Every Contact Count (MECC) training
Reduction in sickness absence	<ul style="list-style-type: none"> Trust workforce indicators - Total no. of sickness days Average no. of sick days per staff member Number of staff absences due to work related stress 	<ul style="list-style-type: none"> >% sickness absence achieved and associated reduction in absence costs Reduction in absence due to work related stress Reduction in staff turnover
Psychological support required by staff with mental health issues	<ul style="list-style-type: none"> Number of mental health cases referred to OH Update of mental health awareness training Number of referrals and self referrals to mental health services Levels and type of mental health needs of staff Improvement on Staff Survey data on Health and Wellbeing 	<ul style="list-style-type: none"> Managers are able to identify basic symptoms of stress and poor mental health Develop a clear timely referral pathway and upskill managers to refer and support staff through process Staff and managers to have access about information of how to improve their own and others mental health and wellbeing through self-management
Take up of Health and Wellbeing schemes by our staff	<ul style="list-style-type: none"> Occupational Health and Wellbeing User Survey results Local Pulse Survey results Schwartz survey results Vaccinations - Flu jab uptake 	<ul style="list-style-type: none"> 80% of staff confirmed program supported their wellbeing needs All staff given the opportunity to feed their views through staff engagement systems Programme increased wellbeing/prevented health deterioration/improved attendance at work and quality of life

C – References

- NHS Workforce Health and Wellbeing Framework 2018
- NHS Employers 2017
- NHS Health and Wellbeing Review – Interim and Final Report – Boorman Review, 2009
- Developing People-Improving Care 2017 national framework
- East Sussex Healthcare NHS Trust 2020 document, 2017
- The NHS Health and Wellbeing Improvement Framework, Department of Health, July 2011
- Department of Health document `Healthy Staff, Better Care for Patients` 2011
- Stephen Bevan Workforce Foundation report for Investors in People 2010
- Fitness for work: the Government response to 'Health at Work; an independent review of sickness absence' – Jan 2013

D - Contributors to Strategy

- Occupational Health Team
- MECC Team
- Health and Safety Team
- OD, Engagement and Wellbeing Team
- Human Resources Team
- Medical Education Team
- Speak Up Guardian

Contacts

Staff Engagement and Wellbeing Team 01323 417400 ext 6617

Health and Wellbeing Team 01424 755255 Ext 8359

Freedom to Speak Up Guardian 01323 417400 Ext 5778 Mobile 07920 087 059

Occupational Health esh-tr.occupationalhealth@nhs.net

Employee Support Manager 01323 417400 ext 6619

Making Every Contact Count 01323 417400 ext 4403

Health and Safety Team (14) 7036 (13) 3003

Health in Mind <https://www.healthinmind.org.uk/contact>

One You <https://oneyoueastsussex.org.uk>

Keep Warm and Well www.winterhomecheck.com/about/

Active Hastings/Active Rother www.hastings.gov.uk/sport_play/getactive/





The aim of a Health Promoting Trust (HPT) is a cultural transformation that ensures every healthcare contact is a health improvement opportunity. This ethos applies to patients, visitors, staff and infrastructure. This has involved working to support active travel, integrating prevention into IT systems, developing policies to reduce smoking harm and supporting staff wellbeing. Prevention lies at the heart of the HPT programme, the core tool underpinning this is the provision of Making Every Contact Count (MECC) training for all staff. This ensures that evidence based behaviour change techniques are well understood and widely used in ESHT.

Active Travel

ESHT is promoting alternative travel and encouraging staff to become less reliant on the car as a means of getting to work. The Alternative Travel programme promotes the main alternatives to the car and helps staff to consider and take up different modes of travel both during the commute to work and for work purposes. To support this work there are various initiatives and schemes that staff can take advantage of, including Cycle Scheme, Lift Share and Pool Cars. The Trust also works in partnership with organisations who support this work, including green transport charities, public transport companies, local government and community groups.

The benefits of promoting Alternative Travel include improved health of staff who actively travel to work, reduced traffic congestion, better parking, reduced travel costs, and reduced carbon emissions.

