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| Title | Developing our Staff Health and Wellbeing Strategic Action Plan 2022-2023 |
| Author | Lee Barnes, Associate Director Staff Wellbeing & Engagement ELHT and BTH |
| Executive sponsor | Kevin Moynes, Executive Director of Human Resources and Organisational Development |

Summary:

Board members are requested to:

- review the proposed methodology and actions and advise on if there are any omissions.
- support the ELHT wellbeing programme and ethos.
- Agree to and commit the organisation to this programme of actions within the outlined timescales.
- Individually commit to participate in the programme by role modelling healthy leadership behaviours and demonstrating that an enhancing staff health and wellbeing lens is applied to all decisions.
- Discuss and approve this action plan for deployment throughout 2022.
- Review the progress of the action plan in 6 months' time.

Report linkages

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| Related strategic aim and corporate objective | Provide high quality, safe and effective care. To achieve this in a financially sustainable way, through our skilled and motivated workforce |
| Related to key risks identified on assurance framework (Delete as appropriate) | Failure to attract, recruit and sustain appropriately skilled and representative workforce |
| | Failure to foster, grow and continuously nurture the right culture where everyone feels they belong, safe, healthy and well |
| | Failure to deliver high quality clinical services |

Impact (delete yes or no as appropriate and give reasons if yes)

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|----------|-----|-----------------|-----|
| Legal | Yes | Financial | Yes |
| Equality | Yes | Confidentiality | No |

Previously considered by: Employee Engagement Sponsor Group

Developing our Staff Health & Wellbeing Strategic Action Plan 2022 – 2023 Update

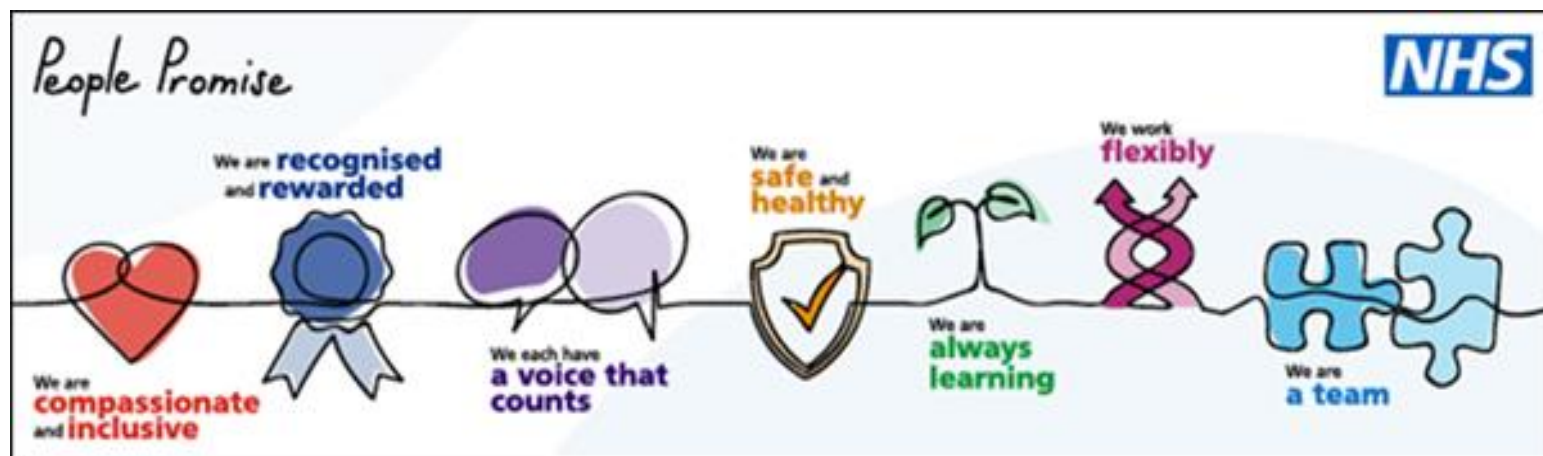


1. Introduction

1.1 The NHS People Plan and People Promise set out actions to support transformation across the whole NHS. It focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as action to grow our workforce, train our people, and work together differently to deliver patient care. The actions are organised around four pillars:

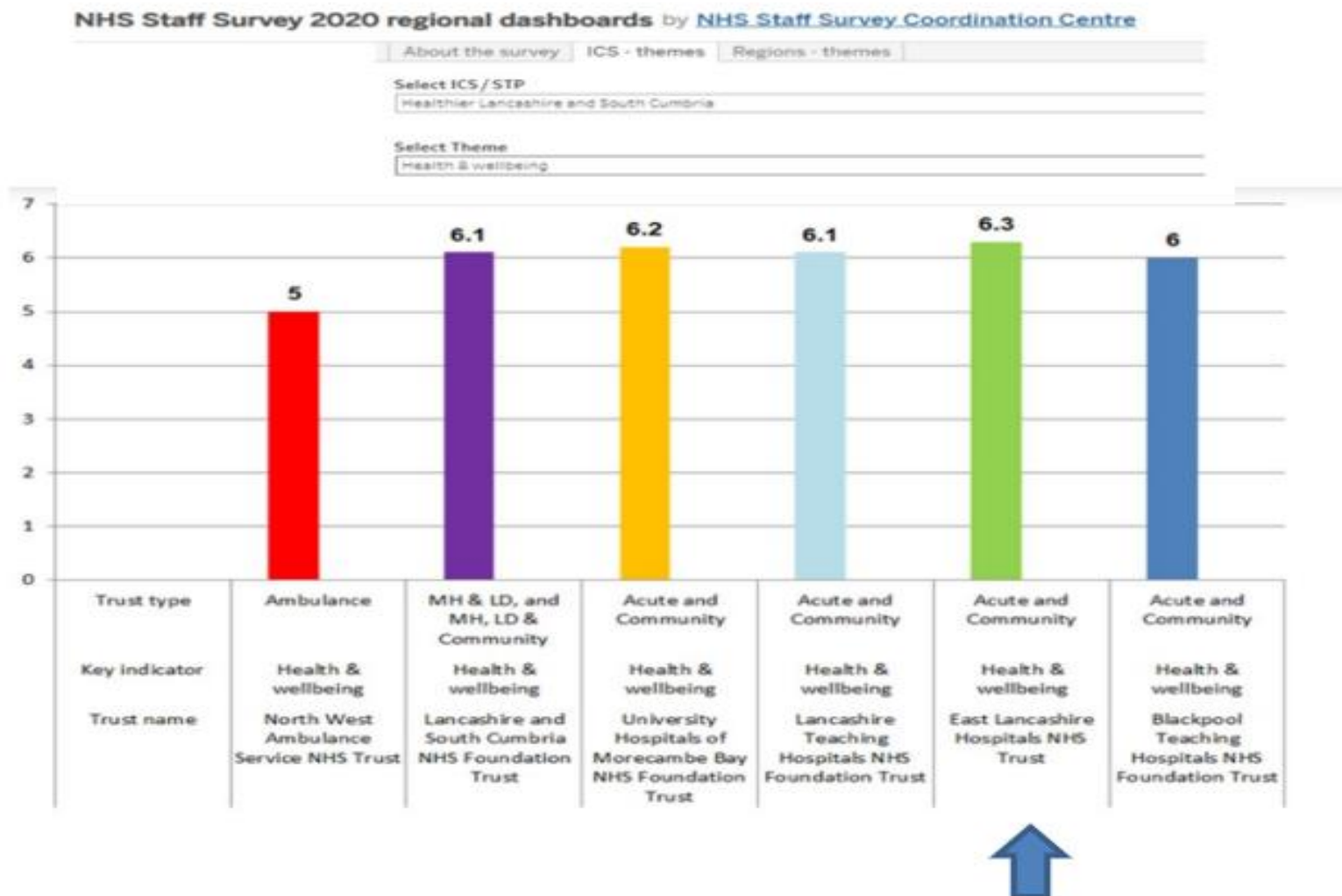
- Looking after our people- with quality health and wellbeing support for everyone.
- Belonging in the NHS- with a particular focus on tackling the discrimination that some staff face.
- New ways of working and delivering care- making effective use of the full range of our people's skills and experience.
- Growing for the future- how we recruit and keep our people, and welcome back colleagues who want to return.

1.2 The NHS People Promise has come from those who work in the NHS. People in different healthcare roles and organisations have made it clear what matters most to them, and what would make the greatest difference in improving their experience in the workplace. The below infographic depicts what we should all be able to say about working at ELHT and across the NHS, by 2024:



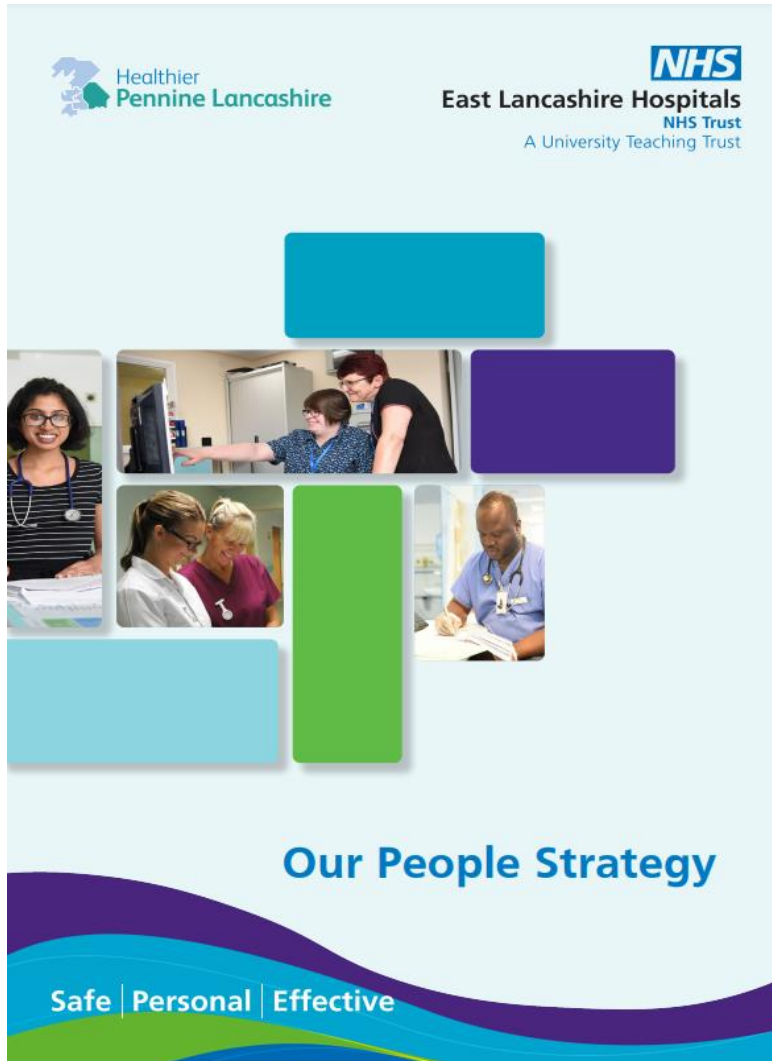
1. Introduction

1.3 The National Staff Survey has been identified as the principal way to measure progress across the 7 themes. Our National Staff Survey Health and Wellbeing indicator benchmarking position across Healthier Lancashire and South Cumbria can be seen below:



2. Alignment to Vision, Values and Strategic Framework

2.1 The new staff health and wellbeing strategic action plan is underpinned by our vision, values, strategic aims and objectives. Deployment of this plan will specifically focus on enabling Staff Health and Wellbeing- priority 6 from our ELHT People Strategy.



6 Health and Wellbeing

To create an organisational culture with HR policies and procedures that actively supports the health and wellbeing of staff. We will encourage our staff to make healthy decisions and proactively support them as individuals in the event of ill-health.

Having staff that are well and at work means we can deliver high quality, effective and compassionate care. We will provide our workforce with an environment and opportunities that encourage and enable all staff to thrive.



3. How has our new staff health and wellbeing strategic action plan been devised?

3.1 In order to ensure our plan is relevant and has an impact that is clear and visible to staff and meaningful for the organisation, we have considered multiple sources of information and undertaken a number of diagnostic activities to inform the plan. These include review and analysis of:

- The NHS Staff Health and Wellbeing Framework diagnostic tool.
- Sickness absence data and specific reasons for absence.
- Occupational health usage trends and themes.
- The ELHT Health and Wellbeing Needs assessment survey responses.
- National Staff Survey responses and themes.
- Workforce demographics.
- Feedback from key stakeholders across the organisation



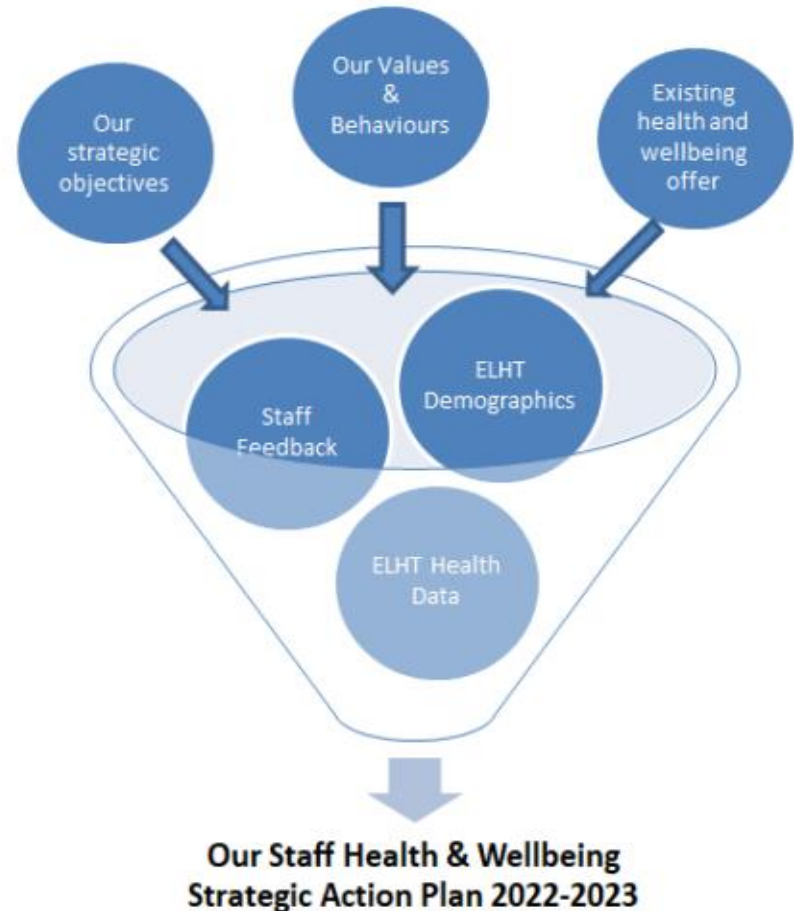
Personal wellbeing is more than a sickness absence metric



More emphasis needs to be placed on preventative interventions rather than discrete reactive support

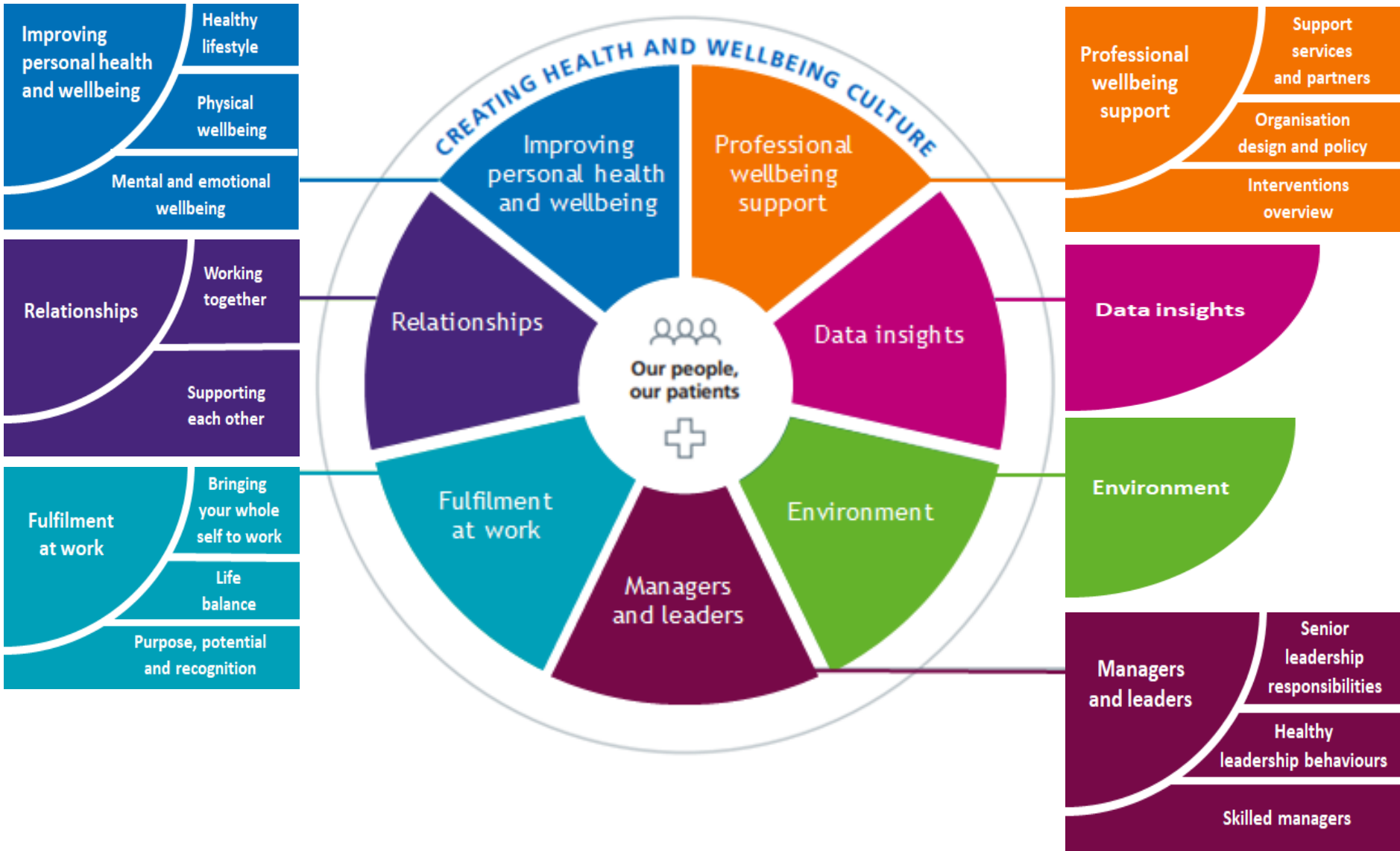


Mental and physical wellbeing needs to be viewed more broadly, such as the inclusion of financial wellbeing and menopause support



4. Utilising best practice and the NHS Staff Health and Wellbeing Framework

4.1 The NHS Staff Health and Wellbeing Framework developed by NHSE/I and NHS Employers sets out the standards for what NHS organisations should focus on based on the evidence base to support staff feeling well, healthy and happy at work. We will use this model to organise our plan into 7 key themes for action in 2022.



5. Key high impact Actions for 2022

Different people need different things at different times

“By using data, organisations can make more evidence based decisions to improve health and wellbeing. Reviewing detailed and accurate absence data allows interventions to be more targeted, so that they can better help to reduce unplanned absences”

5.1 Data Insights Actions

- Create a Wellbeing dashboard and scorecard which measures & monitors both output & outcome metrics for staff health and wellbeing by Apr 2022.
- Stand up a quarterly Staff Health & Wellbeing Steering group to review data insights & monitor the progress of the staff health & wellbeing strategic action plan by Mar 2022.
- Create more mechanisms for staff feedback via a quarterly staff pulse survey outside of the national staff survey window, i.e. completed in Q1,2,4 throughout 2022.
- Robustly capture information from exit interviews throughout 2022.
- Roll out more real time staff experience feedback equipment in wards and departments via the use of Celpax throughout 2022.
- Introduce more staff stories at Trust-Board throughout 2022.
- We will use triangulated data to make more evidence based decisions to improve health and wellbeing throughout 2022.
- We will use data to target areas of greatest need of intervention applying an evidence based approach throughout 2022.

5. Key high impact Actions for 2022

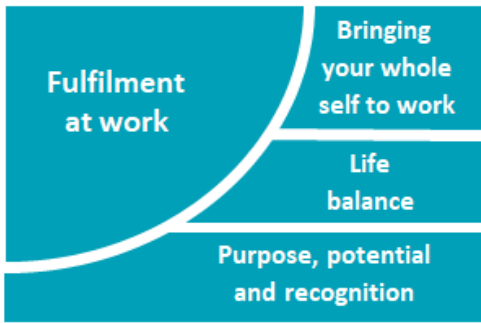
5.2 Improving Personal Health & Wellbeing Actions

- Commence roll out of our refined workforce wellbeing & trauma support modular training to all staff by Mar 2022.
- Develop physical and virtual listening lounges throughout 2022.
- Further develop our Early Access to Support for Employees- EASE Service day 1 sickness absence support for MSK & MH by Mar 2022.
- Offer more physical & virtual drop in sessions to support healthy lifestyle activities, e.g. weight management, stop smoking, posture throughout 2022.
- Become an accredited menopause friendly workplace by Sept 2022.
- Set up financial support offer via 1:1 pension advice & affordable loans via salary sacrifice by April 2022.
- Introduce more free on-site massage therapy & wider complementary therapies for teams throughout 2022.
- Roll out monthly wellbeing challenges for sleep, hydration, digital detox, healthy eating throughout 2022.
- Further develop the Staff Wellbeing Portal as the first point of reference for all things wellbeing & staff benefits to ensure we have an accessible holistic & inclusive offer throughout 2022.
- Offer freely available on site health checks for all staff throughout 2022.
- Develop pathways for defined areas of need, e.g. teams in crisis, coroners court, death in service by May 2022.
- Offer discounted gym memberships offer via salary sacrifice and promote onsite facilities by Feb 2022.

5. Key high impact Actions for 2022

5.3 Relationships Actions

- Recruit & train a further 100 Wellbeing & Engagement Champions to support a team wellbeing culture throughout 2022.
- Further promote the ELHT Mediation Service by April 2022.
- Review & evaluate our Trust wide approach to Early Resolution by Sept 2022.
- Devise & facilitate peer support groups in teams & departments throughout 2022.
- Launch a buddy system for new starters by April 2022.
- Develop a resource pack for new starters to include local information, walks, groups, support, etc.. by April 2022.
- Offer coaching & mentoring for all staff and make the offer highly visible and easily accessible throughout 2022.
- Launch a civility & respect toolkit and training to support psychological safety & team working by June 2022.
- Encourage speaking up & “if you see something say something” via staff stories throughout 2022.
- Introduce monthly Team Time sessions across the divisions & evaluate the impact throughout 2022.
- Explore “time banking “ to support the benefits of sharing skills & resources both internally & externally by July 2022.



5. Key high impact Actions for 2022

5.4 Fulfilment At Work Actions

- Further embed staff networks for BAME, Mental Health, Disability, LGBTQ+ and consider networks for Women, Carers, & International staff throughout 2022.
- Host our annual Festival of wellbeing & inclusion by Oct 2022.
- Devise & roll out a staff passport, incorporating carers, disability, health & wellbeing by April 2022.
- Promote the teams & services that feel overlooked or less visible e.g. #Proud2BeCommunity, #Proud2BeAdmin throughout 2022.
- Ensure every member of staff has the opportunity for a regular wellbeing conversation with their line manager throughout 2022.
- Review the work life balance policy and flexible working options & special leave arrangements through a wellbeing lens by July 2022.
- Review the attendance policy through a wellbeing lens by July 2022.
- Continue to promote Employee /Team of the Month and introduce GEMs- going the extra mile awards throughout 2022.
- Review the appraisal process to ensure it is linked to the maximising potential conversations & talent management & succession plan by Apr 2022.

Managers
and leaders

Senior
leadership
responsibilities

Healthy
leadership
behaviours

Skilled managers

5. Key high impact Actions for 2022



East Lancashire Hospitals
NHS Trust
A University Teaching Trust

5.5 Managers and Leaders Actions

- Further embed the role of the Wellbeing Guardian so that staff understand the role & how they can access the Guardian throughout 2022.
- Schedule monthly Back to the Floors by Executives and Non-Executives throughout 2022.
- Senior managers to role model healthy leadership behaviours, e.g. not working excessive hours, being clear that staff should not be accessible out-side of working hours, not holding virtual meetings for longer than 1 hour without a break from the screen, etc.. throughout 2022.
- Train all line managers to understand the wellbeing offer and how/when to signpost and refer staff for support throughout 2022.
- Mandate all line managers to be trained in workforce wellbeing and trauma support modules by Dec 2022.
- Launch a manager wellbeing peer support network by May 2022.
- Create training & development opportunities for ICS shared learning spaces for managers by May 2022.
- Pilot the Team Engagement Diagnostic (TED) to support managers understanding their teams dynamics & needs throughout 2022.
- Pilot the Mii People planning tool to support managers in understanding their individual staffs wellbeing needs by Mar 2022.
- Review manager development training to ensure training for managers is people focused rather than policy focused throughout 2022.



5. Key high impact Actions for 2022

5.6 Professional Wellbeing Support Actions

- Acknowledge the continuing impact of COVID 19 on the workforce & the cumulative effect of working through the pandemic & build this into our thinking around modelling for support services to aid restoration & recovery throughout 2022.
- Further establish collaborative relationships with external partners, e.g. Resilience Hub, ICS enhancing Wellbeing Programme, regional & national pathway providers throughout 2022.
- Simplify pathways to appropriate internal and external support services to enable staff to find the best wellbeing support options based on their needs & choices throughout 2022.
- Review the Occupational Health Service & offer & unify working practices & standards across the ICS as part of the “grow OH programme” by Dec 2022.
- Further develop & embed structures to support communication & collaboration between internal support services e.g. Well Team, OH, Psychology, Chaplaincy & Spiritual care, bereavement team, Staff Side etc.. throughout 2022.
- Ensure all people policies & processes are evaluated & deployed through a wellbeing lens throughout 2022.
- Review if line managers have more than 12 staff to appraise to ensure the organisational architecture for appraisal & wellbeing conversations is manageable by April 2022.
- Ensure our interventions are both proactive & preventative as well as reactive & restorative throughout 2022.
- Create a service user involvement group to help guide development of wellbeing services by April 2022.

5. Key high impact Actions for 2022

5.7 Environment Actions

- Input into the development of the Green Plan throughout 2022.
- Create access to hydration stations across the sites & encourage regular hydration throughout 2022.
- Create more staff spaces for rest breaks & well spaces both indoors & outdoors throughout 2022.
- Ensure there are adequate changing & showering facilities across the sites to support active travel & dignity & respect for staff throughout 2022.
- Review the accessible & affordable healthy food provision for staff working 24/7 across the organisation, e.g. access to food for night staff by June 2022.
- Promote the salary sacrifice cycle scheme & green & active travel throughout 2022.
- Refocus our efforts on the Smoke-Free environment & tackling smoking on site premises throughout 2022.
- Create walking routes around Trust sites to encourage outdoor activity by Apr 2022.
- Consider & scope a monthly on site fruit & veg stall by July 2022.
- Progress with the staff safety group to support violence reduction across the Trust to reduce/eliminate incidents and improve staff safety from aggression and violence throughout 2022.

6. Conclusion

6.1 ELHT has made progress with our staff health and wellbeing indicator and has started to shift the focus to a holistic evidence based health and wellbeing approach. Further organisational commitment and support aligned to our staff health and wellbeing programme will help ELHT to continue our improvement journey and ambition to meet the people promise for all of our staff.

7. Recommendations

7.1 It is recommended that the Trust-Board:

- review the proposed methodology and actions and advise on if there are any omissions.
- support the ELHT wellbeing programme and ethos.
- agree to and commit the organisation to this programme of actions within the outlined timescales.
- individually commit to participate in the programme by role modelling healthy leadership behaviours and demonstrating that an enhancing staff health and well-being lens is applied to all decisions.
- discuss and approve this action plan for deployment throughout 2022.
- review the progress of the action plan in 6 months time.