



**United Lincolnshire Hospitals NHS Trust
Health & Wellbeing Strategy
2016-2017**



The Trust aim to be recognised as a health promoting Trust, one that makes an active contribution to promoting and improving the wider Health and Wellbeing of those with whom we come into contact.

We aim to achieve this with the three groups of people with which we come into contact with our staff, our patients and the wider community.

This will be reflected in our annual action plan and Health and Wellbeing programmes.

- Every employee will be supported to improve their Health and Wellbeing and encouraged to act as role models to their colleagues and the broader community.
- Every patient contact will count for promoting Health and Wellbeing
- The wider community will also benefit through our involvement in the broader Lincolnshire Health and Wellbeing agenda



What is Health and Wellbeing

“Health and Wellbeing is about being emotionally healthy as well as physically healthy.

It’s feeling able to cope with normal stresses, and living a fulfilled life. It can be affected by things like worries about money, work, your home, the people around you and the environment you live in.

Your wellbeing is also affected by whether or not you feel in control of your life, feeling involved with people and communities and feelings of anxiety and isolation.”

Introduction

United Lincolnshire Hospitals NHS Trust (ULHT) recognises that our employees have a direct impact on our clinical outcomes and the experience of our patients. When our staff are healthy, well and satisfied, the experience of our patients improves. We acknowledge that the work and Health and Wellbeing of our employees are interlinked, and as a Trust we commit to developing a culture of promoting the Health and Wellbeing of all our staff.

Through our strategy and plan, we will provide a framework to take a proactive approach to enhancing the Health and Wellbeing of our staff. This will be achieved through wellbeing initiatives, employee support mechanisms and joint working with staff and their representatives and local partners to identify and address areas for improvement.

We will work with employees to ensure our organisation identifies and minimises those issues which may impact negatively on staff health.

We will ensure that managers have the key skills, knowledge and ability to support employees to improve their Health and Wellbeing.

We will also ensure that we increase the awareness of our employees as to what is important in ensuring their own Health and Wellbeing and positive emotional and mental health wellbeing and exercise.

This strategy aims to describe our aims for a healthy organisation with engaged and positive employees and how it plans to achieve it for our staff. It provides an overview of current Health and Wellbeing support and activities.

We are using the five key strategies set out in ‘NHS Health and Wellbeing’ (Boorman, 2009) to underpin our approach and these will all be developed in the following paragraphs;

- Ensuring senior level ownership of Health and Wellbeing (Trust Board).
- Investigate, understand and target local needs and underlying influences.
- Map all Health and Wellbeing services in a Trust action plan
- Involve staff in identifying and designing appropriate interventions through staff engagement



Background:

Health and wellbeing is increasingly being acknowledged as a key element in supporting and developing the workforce. In 2009, Dr Steve Boorman’s report on his review of NHS health and wellbeing, including its impact on patient care, made a range of recommendations under three key areas:

- Improving Organisational Behaviours and Performance
- Achieving an exemplar service
- Embedding staff health and wellbeing into NHS systems and infrastructure

In 2011 the “NHS Health & Wellbeing Improvement Framework” provided guidance for Executive teams on ensuring adequate provision of health & wellbeing support for employees.

The report “Healthy Staff, Better Care for Patients” (2011) establishes that organisations will make the following available for staff:



Keeping Active.

- Pedometer Challenge
- Global Corporate Challenge
- Cycle to work
- Take the stairs
- Go for a walk at lunch time

Aims:

United Lincolnshire Hospitals NHS Trust (ULHT) aims to encourage our employees to take responsibility for their own health and wellbeing and have a supportive self-help approach which will be adopted as an underpinning principle of the trust strategy.

The trust already has in place through a number of policies and procedures and practices support for staff wellbeing.

This Strategy and the action plan aims to build on good practice to ensure a proactive and innovative approach to promoting and protecting the health and wellbeing.

With the Trust strategy we will aim to deliver:

- Improved staff commitment, reliability & 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 and absence
- Improved working environments.

To achieve these aims, the programmes of work we will focus on:

Having an integrated organisational approach to promote the Health and Wellbeing of staff in the workplace which will have a positive impact on the experience of patients. This will be achieved through a structured plan that will be delivered, owned corporately and reviewed through Trust Health and Wellbeing Group, reporting to the HR and OD committee

Ensuring staff have every opportunity to be healthy and well at all stages of their employment by sign posting them to information which is available in a variety of formats.

Ensuring that the work place is fit, safe and supports the Health and Wellbeing of staff through the regular review of reporting and acting on accidents and incidents in the workplace.

Ensuring Health and Wellbeing is integrated into relevant policies, procedures and training so that staff and managers understand the link between the application of the subject and the impact on Health and Wellbeing, measured by relevant KPI"s and monitoring processes.

Equipping managers with the knowledge and skills to support their staff, manage attendance, change and reduce stressors in the workplace through offering briefings, updates or training, as needed that will be monitored to test the impact.

**ULHT
Sickness and
absence in
April 2016 is at
4.48%**

**ULHT
Sickness
& absence
Due to Stress
& anxiety
is 19 %**

**ULHT
Sickness
& absence
Due to MSK
is 21 %**



There are four key areas that have an impact on the Health and Wellbeing of ULHT staff and the strategy will focus on these for 2016:

Stress and anxiety

It is well recognised in ULHT that staff stress and anxiety at work is a growing problem and our highest cause of sickness and absence. Stress has 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, anxiety and absence from work.

The ULHT recognises the challenges staff in the Trust face on a daily basis 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 through a risk assessment and acknowledging when there is a problem and in making adjustments to help to manage the problem at work.

ULHT has a number of approaches in recognition of the unique response individuals have in terms of personal resilience and responses to stress triggers.

Over the next decade, there will be a major change in the age profile of the UK workforce, as a third of workers will be over 50 by 2020.

Aging workforce

Changing demographics in the Trust predict that about a third of our staff will be over 50 years old by 2020. The extension of the national retirement age and changing demographics will mean as a Trust we need to think and plan for supporting the wellbeing of our older 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

Employers will be expected to respond to the aging workforce by making work more attractive and feasible. for older workers



Organisation and Culture



Creating a performance driven culture in the Trust whereby staff are enabled to feel valued, involved and proud and where day to day attitudes and behaviours exhibited are consistent within the Trust values enabling us to deliver at an optimal level of care.

Board level commitment and practical support to help drive the strategy and role model of 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 behaviours form the foundation of our workplace culture as outlined within the Trust Values. The behaviours 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.

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 modelling 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.

Impact of working shift patterns



Shift work and working longer shifts are an issue for most NHS Trusts and the majority of the NHS workforce. ULHT is no different with changes in shifts patterns, working longer shifts and the staffing pressures and the ability to recruitment staff.

The health and safety impacts of shift work are widely recognised. Long hours, fatigue and lack of rest breaks and staffing having the time to take breaks and time to recuperate between shifts are associated with an increased risk of errors, all of which can impact on patient safety.

Long-term exposure to shift work has also been associated with health issues including chronic sleep deficit, gastrointestinal problems, cardiovascular problems, depression, cancer and an increased susceptibility to minor illnesses such as colds and gastroenteritis (Health and Safety Executive, 2006).

Some groups of workers may be more vulnerable to the health risks than others – for example those with long-term conditions, pregnant workers and older workers and those who have worked shifts for a number of years.

Some shift systems have less impact on the Health, Safety and Wellbeing of staff and patients. As a trust we aim to ensure that staff have an optimal shift pattern for example:

Forward rotating shift pattern in which a worker moves from an early to a late to a night shift is better.

Ensuring staff finish their shift on time

That staff have time to take their allocated breaks at reasonable time.

Delivering the Health and Wellbeing strategy

Coping with these potentially harmful work schedules involves helping people to cope and by designing workplace environments and shift scheduling schemes that lead to the least disruption to mental, physical, and social wellbeing.

Professor J M Harrington Institute of Occupational Health.

Delivering the Health & Wellbeing (HWB) Strategy

The key focus for delivering the HWB strategy for 2016 is built on a number of events bringing together all the elements of what the Trust have in place, external agencies and new initiatives . These will be delivered working with the Trust Engagement team throughout the year.

These will be the start of initiatives such as the pedometer challenge taking place over six weeks commencing in April and the Global Corporate Challenge in May over 100 days The flu programme and link with other national events over the following months such as Stop smoking and Dry January.

Spring Into Action

Lincolnshire Healthcare
Pedometer Challenge 2015



Health & Wellbeing Strategy Key Performance Indicators (KPIs)

Overarching wellbeing key performance indicators will be:

1. High patient satisfaction levels as reported through the annual patient survey
2. Improvement year on year of staff satisfaction levels as evidenced from the annual staff survey.
3. Year on year reduction of sickness absence rates
4. Year on year reduction in staff absence on work related stress
5. Year on year improvement in staff reporting high stress levels in the staff survey
6. 85% of all staff with an annual appraisal and personal development plan
7. Evidence of performance against the Health and Wellbeing indicators will come from a number of evidence sources including:

- Annual Staff Survey
- Trust workforce indicators such as sickness absence and appraisal
- Care Quality Commission Quality and Risk Profile
- Occupational Health and Counselling Service trend information
- Information from Staff Representatives



Performance against the Health and Wellbeing Strategy will be delivered within the Business units supported by the Trust Health and Wellbeing Group.

The delivery of the Strategy will be overseen by the Trust HR and OD committee The Occupational Health Service, Staff Engagement The Health and Wellbeing Group who will support the delivery of Employee Health & Wellbeing activities. These support the Trust to increase the wellbeing of the workforce by maintaining strong links with all key stakeholders and by facilitating, supporting and co-ordinating wellbeing activity. The OH team also manages the communication of aspects of wellbeing, providing staff with regular information and updates through newsletters, a wellbeing calendar of activity and on site events. The service supports the development of the strategy and works to ensure it is linked with relevant strategies, procedures, policies and activity within the Trust.

Partners.

The key partners to deliver the strategy are:

Employees and Managers within the Trust
Trade Union Representatives
Estates and Facilities
Spiritual and Pastoral Care
Organisational Development
Human Resources
Health and Safety Committee
Transport Group
Staff Engagement
Organisational Development
Improving Working Lives
The Trust Board
Public Health

These partners will be available to support the Joint Health and Wellbeing Group.



**Ambitions of the Trust
Health and Wellbeing strategy**

Develop a compelling action plan each year to improve the Health and Wellbeing of our staff in line with NICE guidance

Promote and ensure staff are aware of all of the opportunities to maintain and improve their health and are encouraged to act as role models to their colleagues and to the broader community

Ensure our staff are able to access appropriate clinical care which will enable them to return to their duties at the earliest opportunity

De-stigmatise issues surrounding mental health by providing training to staff which helps them identify issues in themselves and others and signposts to appropriate services.

Develop further a sense of engagement and community amongst those working in the Trust

Use all of our data sources including reasons for sickness and our Staff Survey to design interventions to improve the Health and Wellbeing of our staff

References:



1. The Boorman Review of NHS Health and Wellbeing (2009)
2. Dame Carol Black's "Working for a Healthier Tomorrow" (2008)
3. Derek Mowbray – the Wellbeing and Performance Agenda
4. Beverley Alimo-Metcalf – "The impact of Leadership Culture on Staff Attitudes and Wellbeing at Work" (2006)
5. DoH response to Boorman 28/11/09
6. NHS Employers Briefing 68 DH, Healthy Staff, Better Care for Patients: 2011
7. Stephen Bevan, Business Case for Employee Health and Wellbeing; A Report prepared for Investors in People, 2010
8. NHS Employers: Healthy Workplaces Handbook , 2007
9. Improving health and Work changing lives; gov response to Dame Black report
10. National Framework to improve Mental Health and Wellbeing;
11. The NICE Guidelines we base our plans are :
 - Promoting mental wellbeing at work (2009) NICE guideline PH22
 - Managing long-term sickness and incapacity for work (2009)
 - NICE guideline PH19
 - physical activity in the workplace (2008)
 - NICE guideline PH13
 - Workplace interventions to promote smoking cessation (2007) NICE guideline PH5
 - Obesity (2006) NICE guideline CG43



