

**ITEM: 11/043**  
**Doc: 08**

**Meeting:** Trust Board  
**Date:** 23 March 2011

**Title:** **Staff Health and Wellbeing Strategy**

**Executive Summary:** This paper sets out the strategy for ensuring the health and wellbeing of our staff thus contributing to high quality care for our patients. Included is a detailed action plan, of which there are four key areas, outlining how the strategy's objectives will be met.

The aim of the strategy is twofold:

- Increase the productivity of staff through wellness and motivation thus delivering better services to our patients and visitors.
- Enhance the Trust's reputation as the local employer of choice.

Achieving improvements to staff health and wellbeing as set out in the Boorman review and approved by NICE will also support the delivery of the QIPP programme for 2011/12.

In the 2009 staff survey the Trust scored poorly in relation to questions designed to assess the impact of health and wellbeing on staff's ability to perform their work or daily activities. It is therefore important to improve staff's perception of health and wellbeing in the hospital and for this to be reflected in future staff attitude surveys.

Staff have been consulted in order to seek their views and suggestions on the strategy - staff feedback has informed the final version.

**Action:** For discussion and agreement

**Report from:** *Margaret Boltwood, Director of Human Resources*

**Sponsor:** *Siobhan Harrington, Acting Chief Executive*

**Financial Validation**

Lead: Director of Finance

Name of finance officer

**Compliance with statute, directions, policy, guidance**

Lead: All directors

Relevant employment legislation

## **The Whittington Hospital**

### **Staff health and wellbeing strategy 2011/2013 – for discussion**

#### **Introduction**

The best employers invest in the health and wellbeing of their staff to ensure that they are fully contributing to the organisation.

Research by the Chartered Institute of Personnel and Development shows that high performing organisations give high priority to people management and employ a range of policies to engage and empower their workforce, including work discretion and autonomy, high employee involvement and flexible working arrangements. Research demonstrates that engaged employees typically have lower levels of absenteeism and stress.

#### **Local context**

The health and wellbeing of our staff is at the heart of delivering high quality care to our local population. Many of our staff live locally.

The health profile for Islington<sup>1</sup> is generally poor. Life expectancy for both men and women is lower than the England average, and rates of early death due to cancer, heart disease and stroke are also worse than the average. For adults estimates suggest that the proportion who smoke and are physically active are both worse than the average.

Haringey's health profile is a mixed picture. Life expectancy for women and the estimated levels of obesity and healthy eating for adults are better than the England average. However life expectancy for men and the rate of early deaths for heart disease and stroke both are worse than the England average.

#### **Key objectives**

The aim of the Whittington's Health and Wellbeing Strategy is to:

1. Increase the productivity of staff through wellness and motivation thus delivering better services to our patients and visitors.
2. Enhance the Trust's reputation as the local employer of choice.

This will be achieved by:

- Encouraging staff to be aware of their health and well being
- Supporting staff to attend work regularly
- Ensuring managers have the skills and knowledge to support and manage staff's wellbeing

The detailed action plan is attached as Appendix 1.

Staff Health and wellbeing is one strand of the Whittington's staff engagement strategy which has five strands. The Whittington Employment Promise overarches all of them.

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<sup>1</sup> London Health Observatory

Whittington Employment Promise				
Employee involvement in decision-making	Staff briefings and information	Ability to do your job well and develop your job	Dignity and respect at work	Staff Health and wellbeing

### Quality, Innovation, Productivity and Prevention (QIPP) priorities

The improvements to staff health and well-being recommended in the Boorman<sup>2</sup> review and supported by NICE will also contribute to the delivery of the four elements of the quality, innovation, productivity and prevention (QIPP) programme for 2011/12.

- *Quality:* Healthier, more motivated staff have been shown to deliver better, safer, higher quality care on a more consistent basis.
- *Innovation:* Staff-driven health and well-being initiatives have the potential to encourage innovation
- *Productivity:* Reducing sickness absence will mean more staff are at work, improving morale and reducing stress. Coupled with better staff engagement, this is a powerful way to improve patient care and productivity by reducing reliance on agency staffing.
- *Prevention:* Raising staff awareness of how to prevent ill health in their own lives will encourage staff to become advocates for prevention, passing on ideas and practice to patients.

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<sup>2</sup> NHS health & wellbeing review Dr Steven Boorman DoH 2009

<b>Staff Health and wellbeing</b>		
<b>Encourage staff to be aware of their own health and wellbeing</b>	<b>Support staff to enable their regular attendance at work</b>	<b>Ensure managers have the skills and knowledge to support and manage staff wellbeing</b>

### **1. Encourage staff to be aware of their own health and well being**

This will be achieved by:

- provision of effective occupational health services which support staff and the Trust by providing an holistic approach to assessment of medical fitness for work, including the person/job/environment fit
- Raise staff awareness and activity in relation to their own health and wellbeing e.g. staff MOTs, health promotion days, healthy eating in staff restaurant, Oasis counselling services, free gym membership, walking clubs, weight management
- Reviewing sickness absence patterns to identify priority issues
- Seeking staff views on health and wellbeing priorities at work

### **2. Support staff to enable their regular attendance at work by:**

- Reviewing the policy framework as part of becoming *Whittington Health*, with staff representatives across the expanded organisation, to ensure it is supportive of staff and the Trust. Policies to be reviewed will include:
  - Sickness management
  - capability
  - lone workers
  - flexible working
  - carers leave
  - dealing with domestic violence
  - Bullying and victimisation grievance
  - Staff wellbeing at work
- fast track health referral scheme for staff e.g. physiotherapy
- provision of Oasis counselling services for work-related/ personal issues or stress management
- provision of mediation services

- working in partnership with staff representatives to review the application of sickness absence management approaches
3. Ensure managers have the skills and knowledge to support and manage staff wellbeing by
- Providing training and education such as:
    - Health and safety at work
    - Application of policies such as those listed above
    - Counselling skills
    - Appraisal of staff
    - Effective management of staff
    - Conflict avoidance
  - Annual appraisal and personal development plans for managers and staff

## **Consultation**

**Staff engagement was sought in developing the strategy and various channels used to gather staff opinion which included:**

- **draft strategy sent via all staff e-mail inviting comment**
- **an open door event held to provide further information and hear staff views**
- **discussion at the partnership group**

**The feedback received broadly endorsed the action plan and a number of other suggestions have subsequently been included in the plan that staff wanted taken account of.**

**Key recommendations to come out of the consultation exercise included:**

- **recommendation to improve healthy eating options including weight management support**
- **recommendation aimed at addressing bullying and harassment issues**
- **recommendation to make better use of staff skills in health promotion**

## **Priorities for the future**

Based upon the priorities above, a range of actions have been identified to ensure that progress continues in the important field. Please see Appendix 1.

## **Evaluation**

In the 2009 last annual staff survey, staff were asked questions to assess the impact of health and wellbeing on their ability to perform their work or daily activities. The Trust 2009 score was 1.65, which is in the highest (worst) 20% when compared to trusts of a similar type. This score was not calculated in 2008.

It is therefore proposed that there be two key performance indicators used to measure the health and wellbeing of staff:

- Sickness absence rate (target: 2.5% or lower)
- Staff survey health and wellbeing score (interim target: median score compared to similar trusts) in future Annual staff surveys. Report to Trust Board March/April 2011.

Additional information will be provided through the Staff appraisal system

Health and wellbeing Strategy: action plan 2011-13

Key objective	Action	Lead	Time scale
1. Encourage staff to be aware of their health and well being	<ul style="list-style-type: none"> <li>Review provision of occupational health services as an ICO link to UCLP joint working</li> </ul>	Dir of HR	May/June 2011
	<ul style="list-style-type: none"> <li>Review sickness absence patterns in conjunction with occupational health services to identify priority issues across the ICO</li> </ul>	Dir of HR + Snr HR Mgr (JB)	April 2011 onwards
	<ul style="list-style-type: none"> <li>Review the terms of reference for the Improving Working Lives Partnership Group and Sickness Absence Management Partnership Group with a view to replacing with a new Staff Health and Wellbeing partnership Group for the whole ICO <i>Whittington Health</i></li> </ul>	Dir of HR	May/June 2011
	<ul style="list-style-type: none"> <li>Devise a programme to raise staff awareness of activities e.g. staff MOTs, health promotion days, healthy eating in staff restaurant, Oasis counselling services, free gym membership, walking clubs, weight management. Review current community services provision with a view to maximising the programme</li> </ul>	Snr HR Mgr (JB)	July/August 2011
	<ul style="list-style-type: none"> <li>Seek staff views on health and wellbeing priorities at work – tap into staff skills to help deliver aspects of the plan</li> </ul>	Snr HR Mgr (JB)	Link into Staff engagement programme

Key objective	Action	lead	Time scale
<b>2. Support staff to enable their regular attendance at work</b>	<ul style="list-style-type: none"> <li>• Devise programme to review policies as part of ICO development :               <ul style="list-style-type: none"> <li>• Sickness management</li> <li>• capability</li> <li>• lone workers</li> <li>• flexible working</li> <li>• carers leave</li> <li>• dealing with domestic violence</li> <li>• staff wellbeing at work</li> <li>• bullying and victimisation grievance</li> </ul> </li> </ul>	Dir of HR (Asst DHR NE)	March 2011 onwards
	<ul style="list-style-type: none"> <li>• review effectiveness and accessibility of fast track health referral scheme for staff e.g. physiotherapy</li> </ul>	Dir of HR (Mgr HR Mgr MC)	March 2011
	<ul style="list-style-type: none"> <li>• review delivery of counselling services by linking to UCLP joint working</li> </ul>	Dir of HR	UC:LP work programme
	<ul style="list-style-type: none"> <li>• review provision of Oasis counselling services for themes in terms of work-related issues or stress management</li> </ul>	Dir of HR (Asst Dir Educ LS)	April-May 2011
	<ul style="list-style-type: none"> <li>• continue to provide internal and external mediation services</li> </ul>	Dir of HR(Asst DHR RP)	Ongoing
	<ul style="list-style-type: none"> <li>• provide supportive outplacement services if necessary</li> </ul>	Dir of HR	As necessary



Key objective	Action	lead	Time scale
<p>3. Ensure managers have the skills and knowledge to support and manage staff wellbeing</p>	<ul style="list-style-type: none"> <li>• Deliver and monitor the uptake of training and education to include: <ul style="list-style-type: none"> <li>• Health and safety at work</li> <li>• Application of policies such as those listed above</li> <li>• Counselling skills</li> <li>• Appraisal of staff</li> <li>• Effective management of staff</li> </ul> </li> <li>• Review staff appraisal systems and align across the ICO</li> <li>• Devise programme for promoting completion of annual appraisal and personal development plans for managers and staff</li> <li>• Encourage managers take account of impact on staff of any changes to ways of working or working patterns with a view to minimising adverse impact upon them</li> </ul>	<p>Dir of HR (Asst Dir Educ LS)</p> <p>Dir of HR (Asst Dir Educ LS)</p> <p>Dir of HR (Asst Dir Educ LS)</p> <p>All directors</p>	<p>Ongoing</p> <p>April/May 2011</p> <p>June 2011 onwards</p> <p>As necessary</p>

Key objective	Action	lead	Time scale
4. Review effectiveness of strategy	Engage staff in reviewing and evaluating the effectiveness of the strategy and activity. (as part of staff engagement strategy)  Revise approach and actions as necessary	Dir of HR  Dir of HR	October 2011  November 2011