NHS Workforce Health and Wellbeing Framework

Kate Winstanley
The background

Boorman Final Report November 2009
“A healthier workforce means fewer avoidable days off sick, reduced levels of presenteeism and a more efficient workforce. Healthier, happier staff means better patient care, the main NHS priority.”

RCP Audit of implementation in hospitals of NICE Guidance on public health for the workplace
73% of NHS hospitals in England participated - 6 NICE Guidances
Board engagement – Obesity – Physical activity – Smoking cessation – Long-term sickness absence – Promoting mental wellbeing - Overall

NHS System Leaders’ Summits, Apr 2013 & Dec 2014
Leaders of the NHS and associated organisations pledged to support the health and wellbeing of their staff, in order to improve employee health, wellbeing and engagement, and thereby improve patient care and organisations effectiveness and productivity.

Simon Stevens, CEO, inaugural address 2014:
“NHSE employees will need to be healthy, both mentally and physically, have good well-being, and be fully engaged in their work towards improved patient outcomes.”

NHS Five Year Forward View – October 2014

www.england.nhs.uk
We have focused on improving staff health and wellbeing through several approaches

Background & Objectives

- **Background**: The FYFV set out the goal to establish incentives to ensure the NHS as an employer sets a national example in the support it offers its own 1.3million staff to stay healthy.

- **Objectives**:
  1. Improve the health and wellbeing of NHS staff;
  2. Develop a health and wellbeing ‘blueprint’ for NHS organisations to adopt;
  3. Increase the take-up of interventions that promote staff health and wellbeing in the NHS and beyond.

Demonstrator Sites

Health and Wellbeing CQUIN

Action on Sugar
The Framework has been developed through focused engagement over two years

- We worked with 12 sites in 16/17
- We focused our work with 6 in 17/18
- We have also worked with PHE, NHS Employers, NHS Improvement, NICE...
- ....and a range of advocacy organisations including MIND and ARMA...
- ...as well as an expert advisory board with figures such as Carol Black and Steve Boorman

Our ambition was to create a practical framework all NHS organisations could use to help them improve their support offer to staff
Framework development process

- Advisory Board
- Demo sites
- Clinical leads
- Specialist organisations

Expertise

Co-design & Coproduction

Research and evidence

- Desk top research
- Qualitative research

- 6 Demo sites
- Collaboration events
- Site visits and calls
Workforce Health and Wellbeing Framework

Organisational Enablers

Leadership & Management
- Board Leadership
- Effective Line Management
- Organisation wide plan

Data & Communication
- Health Needs Assessment
- Engaging with staff
- Data driven decision making

Healthy Working Environment
- Physical Infrastructure
- Nutrition and Sugar

Health Interventions

Mental Health
- Prevention & Self-management
- Psychological interventions

Musculoskeletal
- Prevention & Self-management
- Accessible physiotherapy

Healthy Lifestyles
- Promotion & Self-management
- Lifestyle change interventions
The Framework is action focused and based on best practice

Diagnostic Tool

• Answer 42 questions across the 14 elements of the Framework, using RAG system (Red, Amber Green)
• Provides a dashboard view of organisation’s status against the Framework
• Identifies priority areas for developing a health and wellbeing plan

Interactive Framework

• Toolkit contains descriptions of what good looks like, case studies and delivery guidance for each of the 14 elements
• Implementation Guidance covers how to develop a organisational delivery plan, how to evaluate and develop the business case
• Interactive with clickable elements
### The Framework is in two sections to give focus for organisational enablers and health areas

#### Enablers

- These are the leadership, structural and cultural essentials needed to improve staff health and wellbeing.

- They are grouped into three categories: Leadership and management, Data and Communication and Healthy Working Environment.

- They should be prioritised and led by the board and implemented through a focus on strong line management.

- Staff should be involved at all stages as co-designers and stakeholders

#### Health areas

- These are the health categories that cause the largest amount of sickness absence in NHS organisations.

- They cover three areas: mental health, musculoskeletal health and healthy lifestyles.

- In each area there is a focus on both:
  - Prevention and self-management to support organisations to prevent sickness absence and enable staff with long term conditions to remain in the workplace
  - Targeted support such as counselling and physiotherapy to deal with issues as they arise and support people back to work following absence
System collaboration in 18/19 to improve staff wellbeing

Wellbeing programme with 73 Trusts

Engaging key influencers CQUIN

Publish on website
Promote best practice
Louise Pratt
Project Lead – Improving Health and Wellbeing Programme, NHS Improvement

(@SussexLouiseP)

Join the conversation using #CaringForOurPeople
Improving health and wellbeing – the programme

Ambition to reduce sickness absence by 1% point which has not previously been achieved.

The risk of doing nothing is that nothing will change; we need to learn from what we have done previously and do something different.

Performance of the Trusts in the direct support programme vs. those who aren’t over the past 3 years, showing consistent, regular seasonal variation, and the point at which they started on the programme.
Improving the health and wellbeing of our people

Working with 73 Trusts across the country and all NHS Provider sectors

Thematic Interventions include:
- Leadership and Culture
- Line Management
- Development
- Board Engagement and Development
Learning from our programme so far

The need for **data analysis support**, understanding current position and measuring improvement

Not repeating what has gone before; need to do **something different** to focusing on policy

Support in identifying specific determinants of sickness absence in order to design an effective improvement plan

All Trusts have an **Executive Lead for Health and Wellbeing** and most also have a Non-Executive Lead

The impact that **organisational culture** can have in this sphere, and specifically the important part that **leadership** (at all levels) plays
Use of the Health and Wellbeing Framework

Development areas identified by Trusts using the Health and Wellbeing Framework diagnostic tool

- L&M: Effective Line Management
- D&C: Data driven decision making
- D&C: Engaging with staff
- HL: Promotion & self-management
- MH: Prevention & self-management
- D&C: Health Needs Assessment
- HWE: Physical Infrastructure
- L&M: Board Leadership
- MH: Psychological interventions
- MSK: Prevention & self-management
- MSK: Accessible physiotherapy

#CaringForOurPeople
Priority areas for Trusts have included:

- Creating an **environment** where individuals feel **safe** and able to **share** when they are experiencing difficulties such as with their own mental health.

- Responding to need for **work-life balance** (e.g. flexible working and flexible rostering).

- Meeting the needs of **different generations** (both interventions and information sharing).

- Wider health and wellbeing support which **responds to specific needs** of sectors of the workforce (e.g. support to carers, menopause, bands 1-4).
Additional Resources

Developing Resource - A focus on staff health and wellbeing: https://improvement.nhs.uk/resources/focus-staff-health-and-wellbeing/

Making Data Count: https://improvement.nhs.uk/resources/making-data-count/

Developing People – Improving Care: https://improvement.nhs.uk/resources/developing-people-improving-care/#h2-a-vision-for-improvement-and-leadership
National Developments
Jess Scrimshaw – NHS Employers
## Staff survey results

### Health & wellbeing: theme score and contributing questions

**Theme score:** 5.9, which is a decline since 2017 (6.0)

#### Organisational work on health & wellbeing

- **53.1%** of staff were satisfied with the opportunities for flexible working (q5h)
  - This is an improvement since 2017 (51.8%)
  - All trust types saw a positive change on this measure, with increases of 1-2 percentage points.

- **28.6%** said their trust definitely takes positive action on health & wellbeing (q11a)
  - This is a decline of more than 3 percentage points since 2017 (31.8%)
  - This trend is observed across all trust types, except ambulance trusts, which showed improvement but have worse than average scores (22.5% in 2018 vs 18.4% in 2015)

#### Staff health

- **27.6%** experienced musculoskeletal problems (MSK) as a result of work activities in the last 12 months (q11b)
  - This continues a steadily worsening trend since 2015 (24.8%)

- **39.8%** reported feeling unwell as a result of work related stress in the last 12 months (q11c)
  - This measure has been in decline since 2016 (36.8%), with 2018 being the worst result in the last 5 years

- **56.5%** said they have gone to work despite not feeling well enough to perform their duties in the last three months (q11d)
  - This is a slight improvement since 2017 (56.6%) but is worse than it was in 2016 (55.7%)
National developments

- Thriving at Work Report
- NHS Health and Wellbeing Framework
- Workforce Implementation Plan
- HEE NHS Staff and Learners’ Mental Wellbeing Report
- Long Term Plan
### How it all fits together

<table>
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<tr>
<th>NHS Health and Wellbeing Framework</th>
<th>Thriving at Work</th>
<th>Staff and Learners’ Mental Wellbeing</th>
<th>Resources</th>
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<tbody>
<tr>
<td><strong>Leadership &amp; Management</strong></td>
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<tr>
<td>• Develop an organisation-wide plan for mental health</td>
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<td>• Develop effective line managers</td>
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<td><strong>Healthy Working Environment</strong></td>
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<tr>
<td>• Ensure working conditions enable staff to lead health work lives</td>
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<td><strong>Mental Health</strong></td>
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<td>• Develop mental health awareness for all staff</td>
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<td>• Encourage open conversations about mental health</td>
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<td><strong>Board-level NHS Workforce Wellbeing Guardian</strong></td>
<td>• Enhance or create space designated for staff and learners</td>
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<td><strong>Mental health training for supervisors</strong></td>
<td>• Provide facilities for rest and confidential spaces for conversations</td>
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<td><strong>Eight elements of workplace wellbeing</strong></td>
<td>• Training in self-awareness and self-care</td>
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<td><strong>Creating healthy workplaces toolkit</strong></td>
<td>• Rapid-access to treatment</td>
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<td><strong>Back to basics: hydration blog</strong></td>
<td>• Emotional wellbeing toolkit</td>
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<td><strong>Rapid access guidance</strong></td>
<td>• Template business case</td>
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Supporting the framework

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Leadership and management
Implement good leadership and management practice into your health and wellbeing programme.

Data and communication
Know your data and how to communicate this throughout your organisation.

Healthy working environment
Provide a working environment that keeps your staff safe and healthy.

Mental health
Support your staff to maintain good mental health and manage mental health conditions.

Musculoskeletal health
Focus on a preventative programme and providing support for staff with musculoskeletal injuries.

Healthy lifestyles
Happy workplaces and rewarding work can support good health and mental wellbeing for staff, with positive benefits for patients.
Our support – nationally and for you

- Engage with NHS, key stakeholders and experts in field.
- Provide latest information, support and resources.
- Health and wellbeing leads community and network.
- Represent and influence future work and development.

What do you want from us?
Questions