

NOVEMBER 2017

NORTHUMBRIA HEALTHCARE NHS FOUNDATION TRUST

HEALTH AND WELLBEING AS PART OF THE REWARD OFFER

ORGANISATIONAL PROFILE

- Hospital and community health services in North Tyneside and hospital, community health and adult social care services in Northumberland
- Serves a population of 500,000
- 9,500 staff providing health and social care services

SUMMARY

Improving staff health and wellbeing has a strong correlation between happy and healthy staff and the impact on good quality healthcare. As an employer, Northumbria Healthcare NHS Foundation Trust (NHCT) has a role in supporting the health and wellbeing of staff and positive actions are taking place to support them.

Communicating to staff about the overall reward offer, which includes health and wellbeing and less obvious or non-financial benefits of working for the organisation, is very important. This helps staff to see the unique selling points of the organisation which in turn supports recruitment and retention. It also strengthens the impact on engagement with employees.

The vision for staff health and wellbeing at the trust is:

'to provide a working environment in which staff are able to enhance and maintain their personal wellbeing and 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.'

The reward offer is linked through the HR processes of recruitment, induction and appraisal so that it is strategically embedded.

WHAT THEY'VE DONE

The model for health and wellbeing at NHCT includes awareness raising and engagement opportunities for all the available benefits. This helps to reduce the stigma and promotes self-help.

The reward offer is communicated through a range of channels to ensure existing and potential staff receive the information. These include health advocates, staff intranet, weekly bulletin, health trainers, staff magazine, external website and NHS Jobs. Staff are recognised with awards and for the first time this year there was an 'inspiring wellbeing award'.

There is also a targeted approach. Groups that have been identified through data such as sickness monitoring are engaged through targeted messages and awareness raising. This approach is intended to support those with existing problems who may require more rapid access to services and support. Line managers are trained and supported to take this approach as well.

There are a range of health and wellbeing benefits available at NHCT to support staff wellbeing. The five priorities for the trust are mental health, healthy weight, musculoskeletal issues, alcohol and smoking cessation. Many initiatives are in place to support these, including:

- on-site fitness opportunities and challenges
- fast-track physiotherapy
- psychological therapies and counselling
- nicotine replacement therapy and smoking cessation services
- support to reduce alcohol consumption.

The trust is one of NHS England's demonstrator sites for the healthy workforce pilot. They are currently looking at several key enablers for implementing an effective health and wellbeing strategy:

- board-level engagement and accountability
- excellent line management
- health and wellbeing lead/team
- occupational health services
- data usage
- staff awareness measures.

The approach is embedded through the recruitment processes, ensuring the online information and recruitment literature clearly promotes the entire reward offer. The information provided during the induction phase highlights the reward offer. It is also included as part of staff training. These messages are continually communicated and even raised through appraisal discussions and staff surveys.

OUTCOMES

By including health and wellbeing as part of the reward offer, there has been a positive impact on what staff think. The trust's staff survey results show consistently high scores in terms of the organisation's and management's interest in, and action on health and wellbeing.

The approach has led to 1,125 staff accessing licenses for the meditation app Headspace. The sleep improvement app Sleepio has been accessed by 1,806 members of staff, which has led 199 people signing up for cognitive behavioral therapy. Through early intervention with musculoskeletal sickness, the length of short-term absence has been reduced by 31 per cent.

NEXT STEPS

A robust communications strategy is being developed to package the current benefits available. This will help to increase promotion and awareness raising among existing and prospective staff.

The organisation will continue to participate in NHS England's healthy workforce pilot, testing new initiatives and helping to determine best practice.

TOP TIPS

- Ensure continued communication of the entire reward and benefits offer.
- Engage with staff to gain feedback on what they value.
- Provide feedback to staff when you have asked for their input.
- Ensure you promote the reward offer to potential staff and not just existing staff.

FURTHER INFORMATION

For more details please contact:

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Find out more about reward in the NHS through our [web pages](#) and view further case studies and tools in our [reward resource library](#). Find out more about health and wellbeing through our [web pages](#).

You can contact the reward team on 0113 306 3000 or by emailing us at reward@nhsemployers.org.