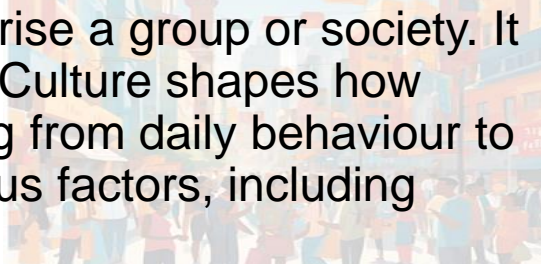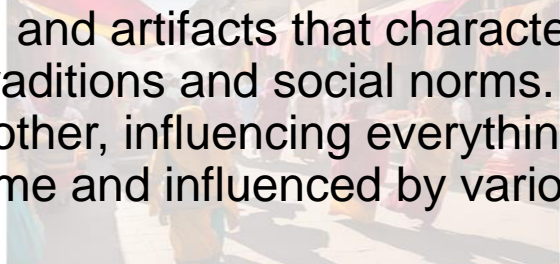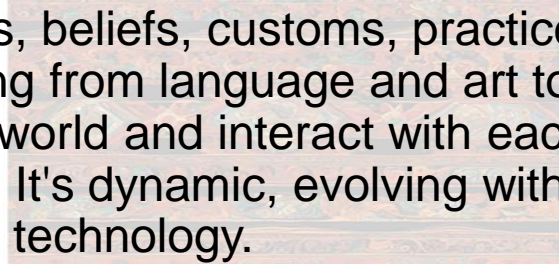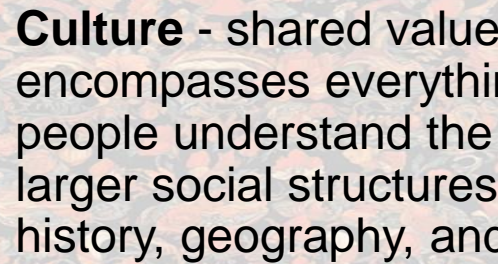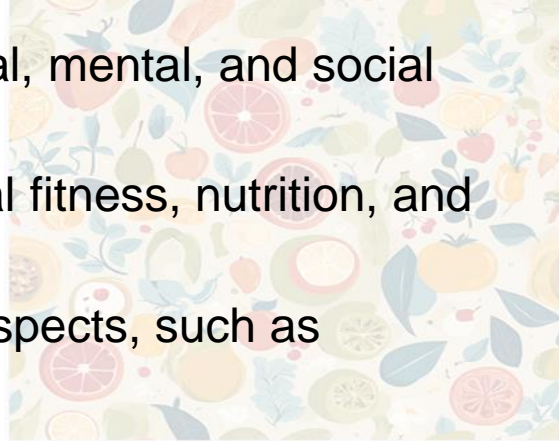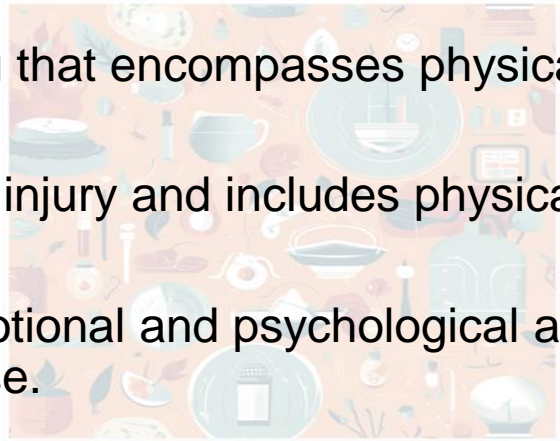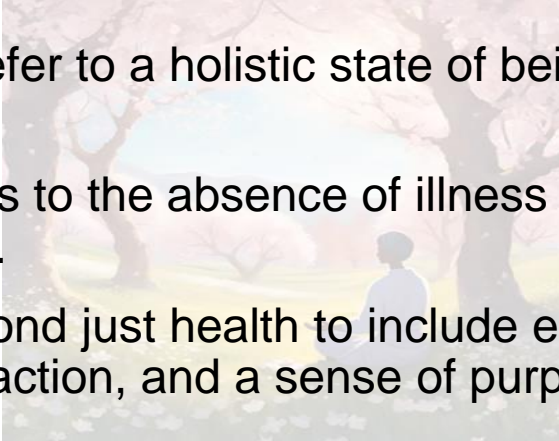# Employee Health and Wellbeing Services

We look after each other

Creating Cultures for Wellbeing

What is culture, health and wellbeing?

Culture - shared values, beliefs, customs, practices, and artifacts that characterise a group or society. It encompasses everything from language and art to traditions and social norms. Culture shapes how people understand the world and interact with each other, influencing everything from daily behaviour to larger social structures. It's dynamic, evolving with time and influenced by various factors, including history, geography, and technology.

Health and wellbeing refer to a holistic state of being that encompasses physical, mental, and social aspects.

- **Health** typically refers to the absence of illness or injury and includes physical fitness, nutrition, and access to healthcare.

- **Wellbeing** goes beyond just health to include emotional and psychological aspects, such as happiness, life satisfaction, and a sense of purpose.

Culture, health and wellbeing

Culture - customs, practices, language, social norms, interact with each other...

The average person spends 4 hours and 37 minutes on their mobile phone every day

Health and **Wellbeing** - nutrition, happiness, satisfaction…

According to a survey of restaurant brands in the UK, in the first quarter of 2024, Greggs had the highest rating among the British public with 79% having a positive opinion of the brand.

How do you create a culture of health and wellbeing in the NHS?

Just bang a Greggs and a mobile phone charging machine in one of your hospitals – **sorted!**

Thank you very much
any questions?

Gareth Beck

Health and Wellbeing Programmes Lead

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Creating Cultures for Wellbeing in the NHS

'Our NHS People Plan and People Promise places the wellbeing of our NHS people at the heart of what we do. Caring for the wellbeing of our NHS people enables them to care for the wellbeing of our patients'.

Eight elements of positive staff experience NHS Employers

- Culture, leadership and management

- Organisation-wide plan

- Know your data

- Communication

- Engagement

- Take a preventative approach

- Initiatives

- Evaluate and act

Enabling our diverse NHS people to be healthy with a sense of wellbeing is crucial to high-quality patient care. Putting the health and wellbeing of NHS people first should be a fundamental part of the DNA of the Service, enabling our NHS people to put our patients first.

Dame Carol Black, Chair of the NHS Expert Advisory Board on Employee Health and Wellbeing

MFT is one of the largest NHS Trusts with **10 hospitals** delivering the full range of services from seven principal sites as well as numerous satellite locations.

Alongside healthcare facilities our campuses include **extensive training, education, conferencing and research facilities** including the Citylabs innovation hubs at our Oxford Road Campus.

We host two **Local Care Organisations** (LCOs) which **run NHS community health and social care services** in Manchester and Trafford.

Leadership & Culture • Values & Behaviours • Equality, Diversity & Inclusion • Communication
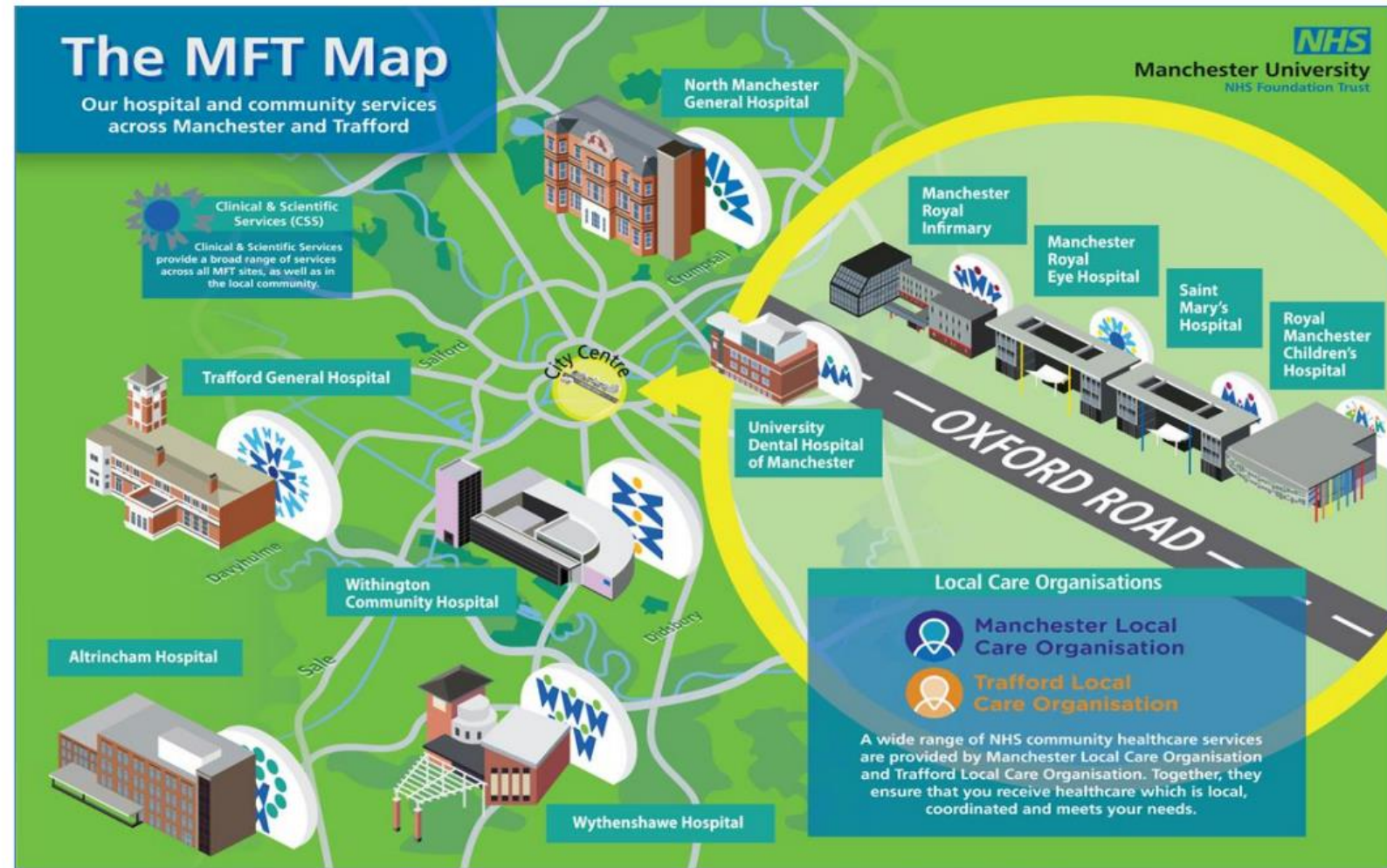
National Staff Survey 2023 Response rate of 39% compared to 30% in 2022 (11,171 completed survey)

- Improvement in all 7 themes and 2 elements since 2022 resulting in a significantly higher statistically positive change

- Every question linked to the People Promise showed an improvement

- Overall Staff Engagement has improved by 0.3 from 6.5 to 6.8

- MFT is the most improved in all areas within the Greater Manchester Integrated Care system

- *"I would recommend my organisation as a place to work"* - increased from ***49.93% to 57.39%***

- *"If a friend or relative needed treatment I would be happy with the standard of care"* - increased from ***58.56% to 63.55%***

- Within the theme "morale" the question *"I often think about leaving the organisation"* has decreased from **38.7%** in 2022 to **31.88%** in 2023.

- The largest positive percentage difference from 2022 is the response to the statement "*I am not considering leaving my current job*" - increased from ***40.6%*** to ***46.63%***

Leadership & Culture • Values & Behaviours • Equality, Diversity & Inclusion • Communication

'Bikes and bananas', 'a Greggs and phone charging machine' are nice to have, but they don't reflect an organisation's core culture and values.

Workplace culture is built around ideas, customs, and behaviours; understanding these themes is essential for creating an environment that promotes wellbeing.

Key messages from The NHS Resolution 'Being Fair 2' Report;

- There is a clear link between culture, workforce and patient safety.

- A poor culture is costly: The cost of non-clinical, work-related stress claims closed over a ten-year period (2010-2020) was in excess of £14 million.

- Minority groups are disproportionately impacted by formal disciplinary processes

- A diverse and inclusive working environment is beneficial for productivity and staff retention

Organisational culture is everyone's business. Everyone within healthcare has an important role to play, across all professional groups and at all levels.

OUR MISSION
Working together to improve the health and quality of life of our diverse communities

OUR VALUES
Our mission is underpinned by our five core values.

We Are Compassionate | **We Are Curious** | **We Are Collaborative** | **We Are Open & Honest** | **We Are Inclusive**

Work with partners to help people live longer, healthier lives

More people being supported to live healthy lives in the community with fewer people needing to use healthcare services in an unplanned way.

We will work with partners to target the biggest causes of illness and inequalities, supporting people to live well from birth through to the end of their lives, reducing their need for healthcare services.

We will improve the experience of children and adults with long-term conditions, joining-up primary care, community and hospital services so people are cared for in the most appropriate place.

Provide high quality, safe care with excellent outcomes and experience

More people recommending MFT as a place to be treated.

We will provide safe, integrated, local services, diagnosing and treating people quickly, giving people an excellent experience and outcomes wherever they are seen.

We will strengthen our specialised services and support the adoption of genomics and precision medicine.

We will continue to deliver the benefits that come with our breadth and scale, using our unique range of services to improve outcomes, address inequalities and deliver value for money.

Be the place where people enjoy working, learning and building a career

More people recommending MFT as a place to work.

We will make sure that all our colleagues feel valued and supported by listening well and responding to their feedback. We will improve staff experience by embracing diversity and fairness, helping everyone to reach their potential.

We will offer new ways for people to start their career in healthcare. Everyone at MFT will have opportunities to develop new skills and build their careers here.

Ensure value for our patients and communities by making best use of our resources

Make the biggest possible difference with the resources we have by delivering our financial plans.

We will achieve financial sustainability, increasing our productivity through continuous improvement and the effective management of public money.

We will deliver value through our estate and digital infrastructure, developing existing and new strategic partnerships.

Deliver world-class research & innovation that improves people's lives

More people participating in and benefitting from world-class research and innovation.

We will strengthen our delivery of world-class research and innovation by developing our infrastructure and supporting staff, patients and our communities to take part.
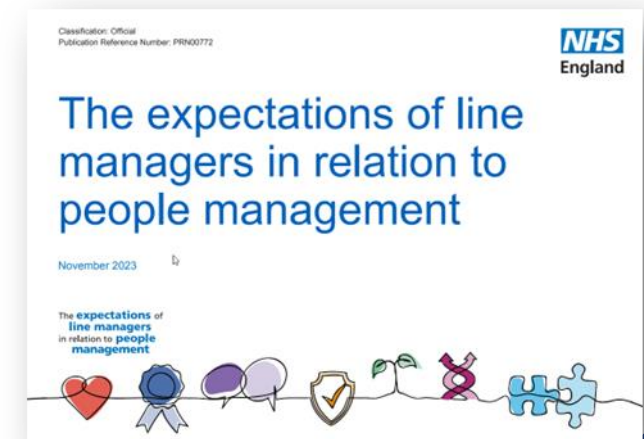
We will apply research and innovation, including digital technology and artificial intelligence, to improve people's health and the services we provide.

The patterns on the wallpaper we no longer see

The Long Term Workforce Plan emphasised the crucial importance of retaining our NHS staff. It says managers and leaders must act to better retain staff by facilitating a positive, supportive and compassionate culture that prioritises workplace experience and wellbeing

'The role of a line manager is central to how NHS staff feel at work and to the delivery of quality patient care. Managers give direction, clarify individual and team objectives, and are instrumental in ensuring colleagues feel appreciated, supported and cared for at work' (NHS Employers).

- **Leadership and Management**: Training and support for managers to foster a positive health and wellbeing culture within their teams. Championing wellbeing and creating a culture of compassion.

- **Communication**: Good two-way communication, regular feedback sessions, and listening sessions with senior leaders

- **Engagement:** Encouraging staff engagement and opportunities for feedback

- **Preventative Approaches**: Implementing initiatives that focus on prevention

- **Inclusivity**: Focusing on inclusivity and understanding employees' diverse needs

- **Supportive Teams**: Building supportive teams and practicing active listening.

- **Mental Health**: Prioritising mental health and offering mindfulness and resilience resources

- **Work-Life Balance**: Offering flexible working and promoting healthy work-life boundaries

Classification: Official
Publication Reference Number: PRN00772

NHS
England

The expectations of line managers in relation to people management

November 2023

The expectations of line managers in relation to **people** management

- For many years the health of people in Manchester has generally been worse than the England average.

- Life expectancy for men in Manchester is 74 and for women it is 79. Men can expect to die nearly 5 years younger than the average for England and women can expect to die nearly 4 years younger.

- The main causes of the differences in life expectancy are the biggest killers – heart disease, stroke, cancer and lung disease.

- Smoking, unhealthy eating and lack of exercise are known to increase the risk of most preventable deaths from heart disease, lung disease, cancer and diabetes - these four conditions are responsible for the large majority of preventable deaths in Manchester

19 out of every 100 working age non-students were economically inactive.

9.3% (240,977) said they had a health condition or illness that limited their day-to-day activities 'a lot'.

28.7% of people from Asian, Black, Mixed and 'Other' populations **up from 20.2%** in 2011.

Greater Manchester

GM has the **fastest growing** population of any city region in England (36.3% growth from 1991 to 2021)

6.6% of residents said their health was 'bad' or 'very bad' in Greater Manchester in 2021 compared with **5.3%** in England as a whole.

Population growth of **13%** since the 2011 census. **615k** people expected to live in Manchester by **2043**.

43.3% of year 6 children living with overweight or obesity.

122 areas in the most deprived 10% nationally. 0 in the least deprived 10%.

6.6% people diagnosed with diabetes.

Young population but aging; **>50%** increase in over 65s by 2043.

Healthy life expectancy of **66.3 / 66.9** (male / female)

1.4% of people diagnosed with high blood pressure.

32.5% of year 6 children living with overweight or obesity.

6.7% people diagnosed with diabetes.

Trafford

Life expectancy at birth of **80** (10 year variation depending on where you live)

7 areas in the most deprived 10% of areas nationally. **31%** in the least deprived.

Most **affluent** borough in GM, but this average masks some areas of very low income.

Population growth of **3.7%** since 2011, much of which has been in older age groups.

Most residents are **white (77.8%)** down from 85.5% in 2021.

Manchester

48,555 children living in relative poverty.

Healthy life expectancy of **61.2 / 59.7** (male / female)

10% of people diagnosed with high blood pressure.

Life expectancy at birth of **75.6** (10 year variation depending on where you live).

51% of residents are from Black, Asian or other ethnic minorities.
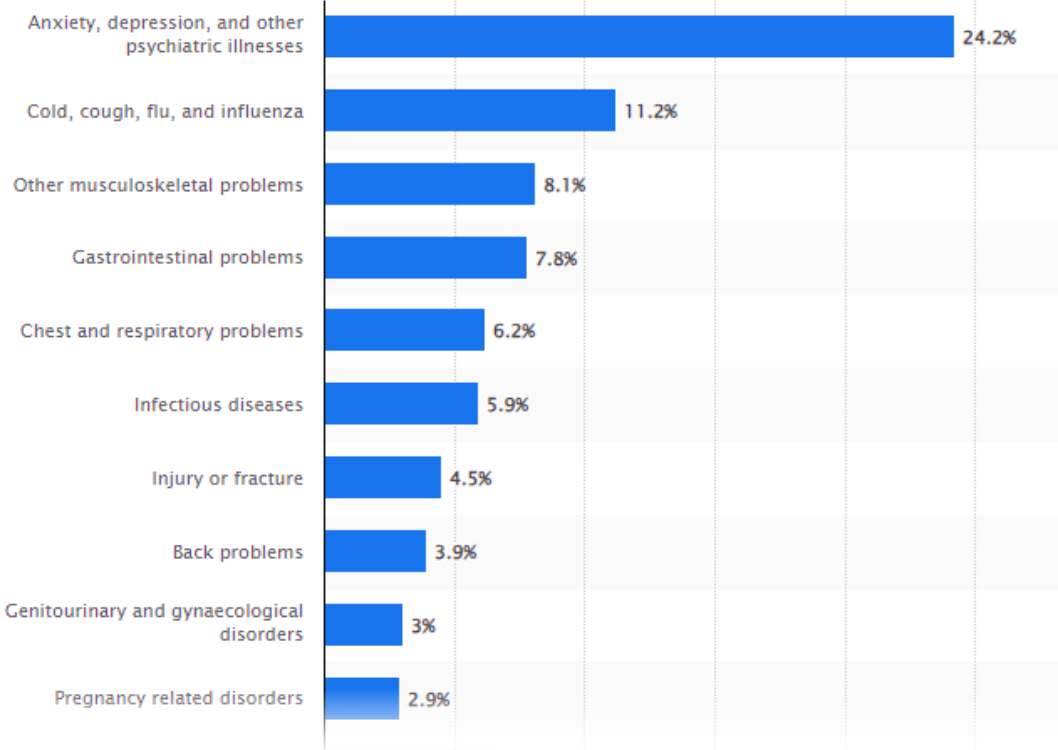
Know Your Data – NHS Sickness Absence

Sickness

- S10 Anxiety/stress/depression/other psychiatric illnesses
- S13 Cold, Cough, Flu - Influenza
- S98 Other known causes - not elsewhere classified
- S12 Other musculoskeletal problems
- S25 Gastrointestinal problems
- S11 Back Problems
- S30 Pregnancy related disorders
- S28 Injury, fracture
- S15 Chest & respiratory problems
- S26 Genitourinary & gynaecological disorders
- S99 Unknown causes / Not specified
- S17 Benign and malignant tumours, cancers
- S16 Headache / migraine
- S19 Heart, cardiac & circulatory problems
- S21 Ear, nose, throat (ENT)
- S29 Nervous system disorders
- S23 Eye problems
- S31 Skin disorders
- S18 Blood disorders
- S27 Infectious diseases
- S22 Dental and oral problems
- S24 Endocrine / glandular problems
- S14 Asthma
- S20 Burns, poisoning, frostbite, hypothermia
- S32 Substance abuse

As of March 2023, the main reason for sickness absences among NHS staff in England was anxiety, depression, and other psychiatric illnesses.

During that time, nearly one in four sickness absences related to such a reason.

In addition, the second most common reason for sickness absences in the NHS workforce was colds and flus.

Reason	Percentage
Anxiety, depression, and other psychiatric illnesses	24.2%
Cold, cough, flu, and influenza	11.2%
Other musculoskeletal problems	8.1%
Gastrointestinal problems	7.8%
Chest and respiratory problems	6.2%
Infectious diseases	5.9%
Injury or fracture	4.5%
Back problems	3.9%
Genitourinary and gynaecological disorders	3%
Pregnancy related disorders	2.9%

Employee Health and Wellbeing Services

Resources:
Clinical and Non-Clinical

Mental Health Practitioners

MSK Physiotherapists

Fitness for Work Advisers

Clinical Psychologists

Psychotherapists

Consultant Psychiatrist

Rehabilitation Specialists (OT & Physio)

Occupational Health/Medicine Specialists

H&W Programmes Specialists

Business Management and Systems Experts

Clinical Advisers

Employee Assistance Programme

MHFA England

590 Mental Health First Aiders

HEALTH & WELLBEING CHAMPIONS

503 Health & Wellbeing Champions

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Employee Health and Wellbeing Services

We look after each other

Psychological Wellbeing & Mental Health Team

Manager and Staff Education Programmes and Guides	1:1 Psychological Wellbeing Sessions	Critical Incident Interventions Group and 1:1 Debriefs
Mental Health First Aider Programme	Employee Assistance Programme (EAP)	Signposting to Additional Services (internal and external)

Physiotherapy Service

Self referral

↓

Reviewed within 72 hours

Information	Telephone appointment	Face to face appointment

ORC	Wythenshawe
North Manchester	Trafford

All EHW Courses Carry MFT CPD points

Line Manager recommended courses;

- **Wellbeing Conversations** - regular, supportive, coaching style one to one conversations that focus on the wellbeing of our staff.

- **Suicide Awareness and Prevention -** explore signs and symptoms that someone may be struggling, and helps individuals understand the steps to take when asking about suicide and/or when faced with a crisis.

- **Mental Health & The Workplace** - understand and recognise signs of common mental health conditions in yourself and others and learn helpful behaviours and conversational skills to support someone showing signs of stress, low mood and anxiety.

- **Supporting Staff After a Critical Incident at Work -** support individuals and team members after a sudden, expected or distressing event at work.

- **Menopause Awareness** - We want everyone to feel comfortable talking about menopause, never feeling that the subject is taboo or off limits.

- **Neurodiversity** - awareness and increase understanding of different neurodiverse conditions, highlighting strengths as well as challenges.

EHW Service Leadership Course delivered twice monthly

This course will help managers to create the essential building blocks of a positive health and wellbeing culture for their team.

The comprehensive full day course runs twice monthly and each sessions is delivered by a subject matter expert.

From April 2024 to October 2024, 208 managers have attended the training

Since commencing the course, in total 691 managers have completed the Leadership Course

Course content;

- Overview of the Employee Health and Wellbeing Services
- Bitesize Neurodiversity
- Understanding Reasonable Adjustments
- How to make a good Fitness For Work referral
- Musculoskeletal health in the workplace
- Health and Wellbeing Programmes
- REACT Mental Health Conversation Training
- Bitesize Burnout

Health Inequalities

Life expectancy and quality of life

A gap in life expectancy between eight years for women and nine years for men exists between the top 10% and poorest 10% of the population, often seen within one city or region. People in the least deprived areas are expected to live nearly 20 years longer in good health than the most deprived.

Mental health

Mental health admissions are twice as high in the most deprived quintile of the population compared to the least. Black or black British patient groups are over five times more likely to be detained under the Mental Health Act.

Obesity

The highest rates of adult obesity are seen in the most deprived areas. Children living in these areas of England are nearly twice as likely to be obese, and severe obesity in children is around four times higher.

Long-term health conditions

People in lower socio-economic groups are more likely to have more severe, long-term health conditions. On average, patients in the most deprived areas develop multiple long-term conditions 10-15 years earlier than the those in the most affluent areas
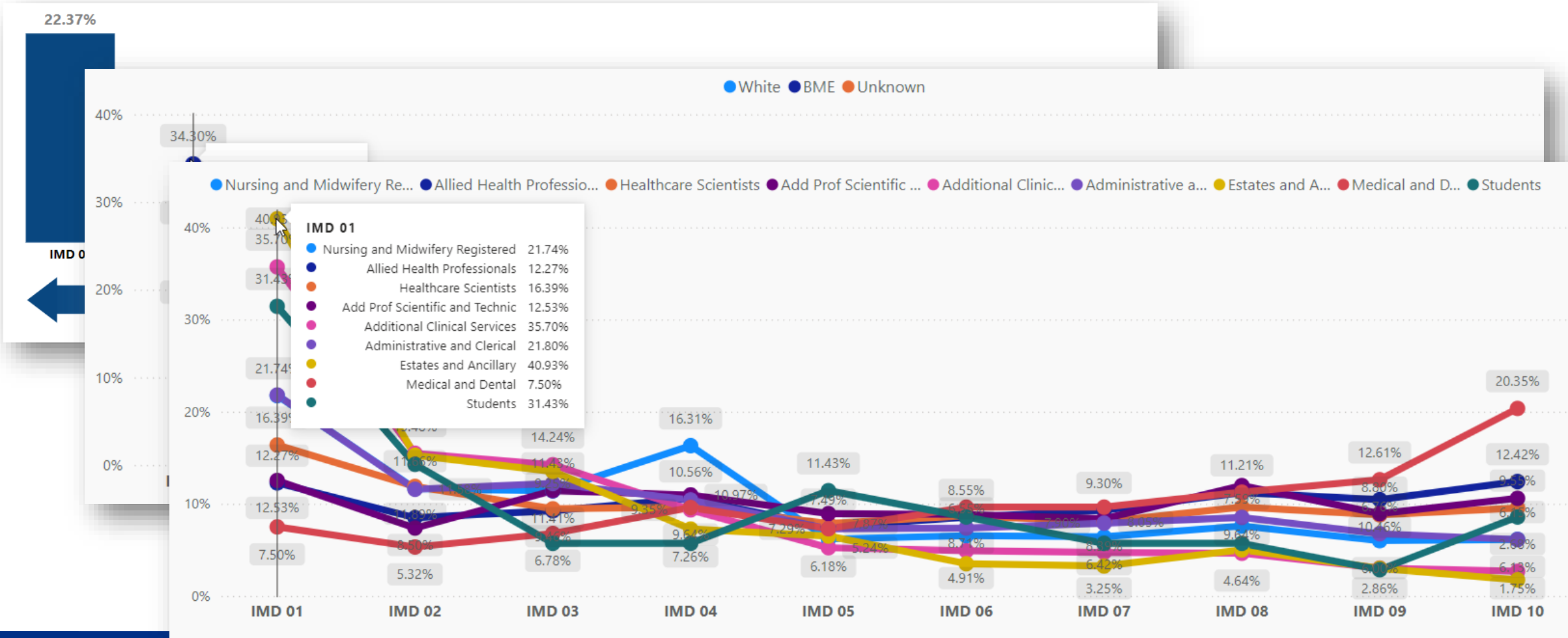
Access to health services

More deprived areas tend to have higher health needs yet have access to fewer GPs per person, less engagement with secondary care, and less access to preventative interventions and social services

Maternal health

Women living in the most deprived areas had a maternal mortality rate over two times higher than the least deprived. Black women are five times more likely to die in pregnancy, childbirth and postpartum than white women

MFT Workforce headcount by IMD

The Management Brilliance Self-Assessment is designed to help you identify your line management development needs.

The approach is simple: by using the Management Brilliance Self-Assessment, managers will be able to:

Assess their skills and knowledge as a manager at MFT
- Review and identify your development needs
- Access and complete the development you need

Management Essentials - Management Essentials is focused on the management processes and tasks which you will need to be responsible for as a manager. This is introductory information that everyone should be aware of.

It is great for new managers, or for people who have not had any formal management development in their role. It is also useful for anyone who is looking for an overview on these essential areas.

Management Brilliance - takes a self-directed approach, to support you to cover a range of development at a time that suits you.

This may include signposting you to internal resources, wider NHS development or selected partner organisations.

You can also self-assess against a full range of management skills and behaviours to create a personal, guided development plan.

Management Excellence - looks at selected topics, to help you to learn about these areas in greater depth. This includes focused management development sessions and leadership development programmes tailored to specific staff groups.

Development in these topics is delivered by Organisational Development, subject matter experts or local HR staff.

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Organisational Wide Plan - NHS Health and Wellbeing Framework

Current deliverables 2024/2025

Current deliverables 2024/2025 – Update July 2024

Improving personal health and wellbeing	Environment	Data Insights	Professional wellbeing support	Managers and Leaders	Fulfilment at work	Relationships
✓ Staff Suicide Awareness session planned 5th September facilitated by EHW, family of Dr J Shaw, ANDYSMANCLUB and Samaritans	✓ Junior Doctor audit of workforce rest areas completed – awaiting final report	✓ Absence Manager Menopause Functionality available to access via Power Bi and comms piece included within August H&W update	✓ Comprehensive H&W Champion initiative – May 2024, 528 trained Health and Wellbeing Champions - July 553	✓ Launch of Organisational Development Manager Framework -	✓ Operational Wellbeing Group meeting 19th August.	✓ Development of a Women's Network - Exec Lead VG
✓ 'Answer Cancer' promotion and Comms Sept 2024.	✓ Staff Memorial gardens being developed – WTWA Oct/Nov	✓ Access to readily available updated Power bi data Workforce profile	✓ Comprehensive Mental Health First Aid initiative – May 2024, 554 trained MHFAiders – July 576	✓ Management Brilliance Self-Assessment launched.	✓ Focus will be Improving personal health and wellbeing	✓ Comprehensive H&W Champion initiative – May 2024, 528 trained Health and Wellbeing Champions - July 553 (A)
✓ Meetings arranged with screening leads for Cervical, Bowel and Breast Cancers meeting Aug 7th and 9th	✓ Staff access to sanitary products - GB exploring with MFT Charities	• IMD	✓ Health Assured Wisdom app users baeline 1171	✓ EHW new management referrals received and % returned at peer review -	✓ Receive 1,000 flexible working requests and deliver 90% approval rate -	✓ Comprehensive Mental Health First Aid initiative – May 2024, 554 trained MHFAiders – July 576 (B)
✓ Cervical Smear Pilot	✓ Staff Wellbeing (rest areas, break rooms) feeding into Space Utilisation Group	• Sickness	• July – 1501	• April 472 (42%)	✓ January to July 491 requests, 93% approval rate	✓ Hobby Health – 474 registered users (C)
✓ Staff marketplace event planned for 9th September at ORC with EHW, Rewards & Benefits, EAP and Answer Cancer Team	✓ 30691 car parking permits issued to staff, affiliates and contractors	• Absence Report		• May 447 (43%)		✓ OD&T Mentoring Programme launched
✓ EHW at NMGH 16th Sept				• June 420 (49%)	✓ Review of Staff Networks – awaiting update	✓ FTSU – awaiting update
✓ Staff access to lighter weight uniforms via Integra				✓ EHW review of management referral form and signposting support	✓ Development of a Women's Network – Exec Lead VG	✓ Review of Staff Networks – awaiting update
✓ Pilot of NHS Health Checks facilitated by Medics in training - NMGH						

Leadership & Culture • Values & Behaviours • Equality, Diversity & Inclusion • Communication

Creating Cultures for Wellbeing in the NHS - Conclusion

Eight elements of positive staff experience

- **Culture, leadership and management** - Create an inclusive, compassionate and supportive culture

- **Organisation-wide plan** - Develop a clear vision, locality led

- **Know your data** - Identify all useful data sources to target your interventions eg EAP reports, PowerBi, EHW Service referrals (OH)

- **Communication** - Adopt clear messaging

- **Engagement** - Listen to your staff

- **Take a preventative approach** - Look ahead and don't bombard managers - go back to basics – key/targeted

- **Initiatives** - Take a targeted approach to identified challenges

- **Evaluate and act** - Build a robust evaluation plan from the outset

Thank you very much

Gareth Beck

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