

NHS Employers

Staff Experience Conference 2025

Sustaining excellent staff experience



University College London Hospitals

NHS Foundation Trust

Jane Keep, Phd, Head of Staff Experience, University College London Hospitals NHS Foundation Trust (UCLH).



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Overview of University College London Hospitals NHS Foundation Trust (UCLH):



University College London Hospitals
NHS Foundation Trust

A vision to deliver top quality patient care, excellent education and world-class research

Values of safety, kindness, teamwork and improvement running as a golden thread through everything we do for our patients and staff.

Clinical services delivered across these hospital sites:

- University College Hospital (incorporating the Elizabeth Garrett Anderson Wing, the Macmillan Cancer Centre, the Grafton Way Building and University College Hospital at Westmoreland Street)
- Royal London Hospital for Integrated Medicine
- Royal National ENT and Eastman Dental Hospitals
- National Hospital for Neurology and Neurosurgery at Queen Square, Cleveland Street and Chalfont St. Peter
- Institute of Sport, Exercise and Health
- Hospital for Tropical Diseases

Services delivered through a devolved management structure with strong clinical leadership

In 2024/25, Trust turnover was £1,780m (£1,681m in 2023/24) and employed 10,950 permanent staff (12,860 total staff).

Care provided to over a million patients a year

Award Winning UCLH Workforce Initiatives



University College London Hospitals
NHS Foundation Trust

UCLH wellbeing programme wins HPMA award

We are proud to share UCLH has won an HPMA award for wellbeing, recognising the incredible work of our staff experience, SPWS, staff development and workforce colleagues.



Our winning project - Transforming Workforce Wellbeing: Be Well's Holistic Health Strategy taking UCLH 'to the top' - won in the HPMA Award for Wellbeing category. Generously funded by UCLH Charity, the project is led by Jane Keep, head of staff experience, with support from Faith Warner and the staff experience team, Lisa Monaghan and the Staff Psychological and Welfare Service (SPWS), Staff Development, Occupational Health and many other workforce colleagues.



Mediation Provider of the Year 2024

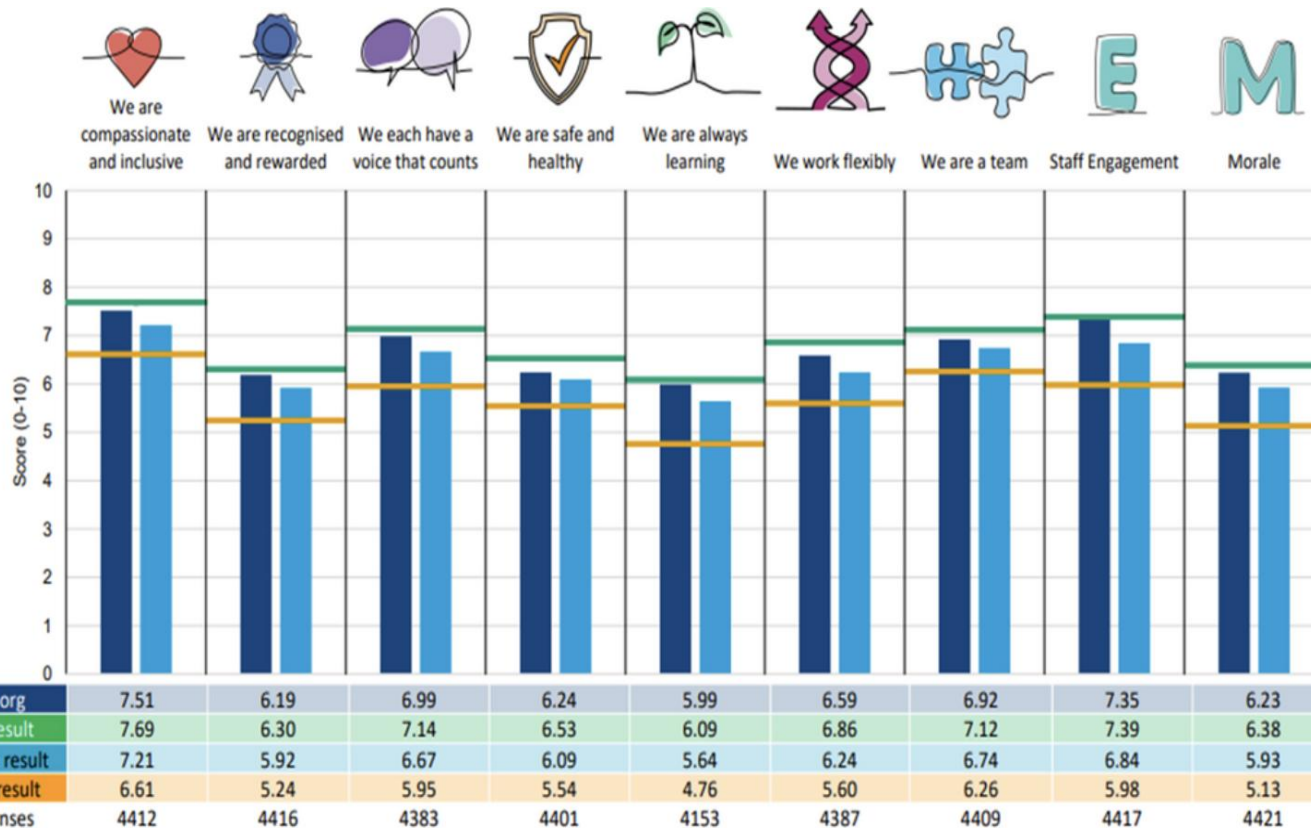
+Finalists in 2024 HSJ Award for Wellbeing



PEN Award 2025 Staff Engagement & Improving Staff Experience

Number one recommended place to work in England for general acute and acute/community trusts In 2022, 2023 and 2024

2024 Improvements in all of People Promise Areas:



Building UCLH's Engagement Scores with a consistent focus on staff engagement:

Annual Staff Survey Engagement scores

Year	Engagement score (scores out out 10)
2020	7.4
2021	7.2
2022	7.3
2023	7.3
2024	7.4

UCLH Values are a consistency in the way we do what we do.

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We are committed to delivering top-quality patient care, excellent education and world class research

Safety
Kindness
Teamwork
Improving



All year round staff engagement, with feedback loops is key – particularly in an everchanging context

Started in the pandemic – out and about talking to as many staff as possible

Online forums for them to hold us to account e.g. EDI in covid

Went to review all staff break spaces on UCLH sites and had initiatives for them e.g. break space wish lists

Online Chief Executive and other briefings regularly since

Every comment on that forum, on the intranet, in the staff experience inbox, in the corridor, on the phone is used as valuable feedback - and 'you said we did' feedback loop

No staff experience initiatives without staff engagement – always ask them their views

Workforce & OD strategy engaged over 1,000 staff – staff designed the expectations (of me, of my line manager, of UCLH) and designed the evaluation framework

Maximise all staff engagement avenues including staff partners, staff governors and staff networks, and go where staff are e.g. break spaces

And utilise staff recognition both for recognition, appreciation and it is also staff engagement.

We recently reviewed UCLH recognition approaches for *parity* across all our sites.

Recognition includes:

Celebrating Excellence Awards

Long Service Awards & thank you cards and pins

Thank you days for professions

50p promo hot drinks to thank staff e.g. during strikes.

Good Deed Feed all year round

Support for local staff recognition schemes.

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THIS PAGE IS UNDER CONSTRUCTION

UCLH is proud to support networks that are owned and led by our staff.

The purpose of the staff networks is a route for the organisation to engage with staff from underrepresented groups, or groups with specific challenges.

Via these networks, staff are given a voice that will be fed up to leadership of the organisation, including the Trust board, thus creating a sense of community and support. So not only do these networks help explore areas of common interest within or across the groups, they also help support and drive cultural change to help UCLH to become a more inclusive organisation.

Latest news



Join a network



What's on

04
SEP 2025

Introduction to The Staff Psychological Welfare Service (SPWS) Sessions
<https://learning.uclh.nhs.uk/course/view.id=1725>

Who's blogging



Four key workforce strategies:

EDI Strategy,

Workforce & Organisational Development (OD)

Strategy,

Education Strategy,

UCLH Workforce Plan,

all linked to UCLH strategy and have joint tracking for overall/collective progression.



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UCLH Workforce and Organisational Development Strategy 2024-2029



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UCLH Equity, Diversity, and Inclusion Strategy 2023-2028



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Organisational Development Plan for the Workforce & OD Strategy – constantly mapping and adjusting to the environment and staff needs and staff feedback – it's a living document:

Organisational Development Action Plan year 1

This is an outline of the first year action plan. A full action plan, and details of resources and working groups to support will be available and regularly updated on myuclh.

1. Attract Great People 🌟

Year 1 - Objectives

1. Implement the recruitment charter.
2. Scope 'values-based recruitment' including upskilling managers on this approach.
3. Support those interviewing to diversify interview panels.
4. Implement the recruitment team's action plan related to these Attract Great People Sub Objectives.

2. Develop our people 💡

Year 1 - Objectives

1. a) Equip line managers with core skills related to the objectives in this strategy.
b) Ensure line managers know all avenues of support for the objectives in this strategy and in particular to support them in their roles.
c) Appreciate line managers and the roles they have, offer other support including opportunities to meet each other, share good practice and build relationships.
2. Clarify and communicate available routes for speaking up, ensuring line managers and staff are aware and equipped and confident to utilise them.
3. Scope the current and future need for OD and change management resources, skills and capacity, utilising the resources/skills UCLH already has and looking at a plan to fill the gaps. Working with teams across UCLH.
4. Continue to build support all 7 UCLH staff networks to flourish.

3. Retain our people 👤

Year 1 - Objectives

1. Continue to review UCLH against the national framework for retention and plan how to plug any specific gaps. Also look for any hot spot areas at UCLH or other hotspots that require specific attention.
2. a) Continue to implement 'you said we did' so that staff are aware of the work that UCLH has done related to their feedback, ensuring the feedback loops are clear so that staff are updated.
b) Continue to establish staff engagement mechanisms.
3. Managers have begun to have conversations with their staff about their experience at UCLH and what if anything needs improving to support their retention.
4. Continue to build staff recognition initiatives at UCLH.

4. Advance our people 🧑🏫

Year 1 - Objectives

1. a) Support staff to understand what career pathways are and what pathways are possible for their chosen areas of work.
b) Support UCLH staff to understand the different roles we have at UCLH and how they could learn about each other's roles and career pathways.
2. Launch the Education strategy, including the talent management and career progression plans as they are developed.
3. Continue the successful Rise to Excel Programme (which is part of the talent management and career progression objectives within the Education Strategy).
4. a) Look at Workforce Brand at UCLH and how it supports UCLH to be the employer of choice, including scoping and reviewing myUCLH pages online.
b) Complete the 'UCLH benefits' Handbook for recruitment and retention.
c) Continue to look at career progression and development within the UCLH workforce team.

5. Exceptional care for our people 🧑🏻🧑🏼🧑🏽🧑🏾🧑🏿

Year 1 - Objectives

1. a) UCLH Values behaviours refresh (Link to the UCLH leadership model).
b) Begin piloting the implementation of the UCLH Values expectations outlined in this strategy.
2. a) Ensure staff understand the plan for the environment e.g. lockers, heating, and the basics, and regularly communicate to staff about the working environment.
b) Support staff to report issues, and ensure staff have feedback on issues e.g. once resolved.
c) Respond to staff regarding the annual staff survey (2024) free text comments related to the environment and food at UCLH.
3. Sexual Safety in the workplace policy and guidelines implementation.
4. a) New Violence Prevention and Reduction (VPR) governance and accountabilities framework and clear programme of work for VPR for UCLH with clear reporting structure and clarity of roles within workforce team and trust-wide.
b) Review of VPR policy and other related policies.
c) Development of VPR strategy.
d) Clear programme of work outlined for VPR.
e) Clear data sets identified and monitored.
5. a) Set up new governance and steering group related to kindness, civility and respect.
b) Clear programme of work and clarity of roles and accountability.
c) Clear data sets identified and monitored.
6. a) Continue to implement the health and wellbeing strategy for UCLH.
b) Undertake a further review of the national NHS England Health and Wellbeing toolkit and update on progress.
c) Continue to roll out health and wellbeing initiatives and monitor, evaluate and review them.
7. Continue to roll out flexible working, and self-rostering.
8. Continue to roll out the EDI strategy and EDI high level action plan and EDI programme of work. Continue to support the 7 staff networks.

Workforce & OD Strategy – Evaluation



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Themes devised by staff on how they will know it has made a difference e.g.:

The work environment is good		We are Safe and Healthy - 6.24
We have access to food/hydration		We are Safe and Healthy - 6.24
I can store my personal belongings safely while I am at work		We are Safe and Healthy - 6.24
I feel safe at work		We are Safe and Healthy - 6.24
I can raise concerns		We each have a voice that counts - 6.99 We are compassionate and inclusive - 7.51.
I feel supported at work		We are always learning - 5.99 We are compassionate and inclusive - 7.51. We are rewarded and recognised - 6.19
I feel my health and wellbeing is supported		We are Safe and Healthy - 6.24
I can have flexible working conversations with my manager		We work flexibly - 6.59
I can access personal development and learning		We are always learning - 5.99

UCLH

UCLH Values Behaviours – currently

engaging staff for a refresh of these. University College London Hospitals



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UCLH staff love the values.

We put your **safety** and wellbeing above everything

	Love to see	Expect to see	Don't want to see
Deliver the best outcomes	Inspires others to follow best practice. Safely finds better ways to deliver services. Influences team around them to make patient and colleague physical and psychological outcomes a priority.	Promotes / uses recognised best practice (e.g. evidence-based) to ensure consistent, predictable physical and emotional outcomes. Ensures patient and colleague outcomes are prioritised in their day to day work.	Tolerates or engages in practice that is not consistent with clinical and non-clinical best practice. Sometimes prioritises "internal" or other activities ahead of activities that would most benefit patient clinical and non-clinical outcomes.
Keep people safe	Known for promoting vigilance for safety (of patients and staff). Develops and implements safer practices and reduces risk. Encourages others to make safety a priority. Creates an environment where others learn from mistakes.	Follows safe procedures in clinical and non-clinical decision-making. Recognises when things are going wrong and acts/escalates. Learns from mistakes.	Cuts corners and demonstrates a lack of attention to detail. Does not give due consideration to the safety of patients and colleagues.
Reassuringly professional	Is a role model for upholding the reputation of the entire UCLH team around them in all that they say and do. Instills confidence in colleagues and patients with a consistently positive attitude.	Personally acts in a manner that upholds the trust as a place in which patients and staff can have confidence. Remains calm and in control under pressure. Engages with colleagues and patients to proactively identify and resolve concerns.	Is unaware of the impact of their words and actions on patients and colleagues. Criticises colleagues in front of others. Passes on personal stress to others. Does not pay attention to patients or colleagues.
Take personal responsibility	Positively influences beyond area of defined responsibility to make the experience of patients and colleagues better without undermining others in the organisation. Teaches others through their actions and words about the importance of staying accountable for performance and actions.	Doesn't 'let the ball drop' - sees things through, keeps promises, is accountable for their own performance and actions.	Avoids responsibility. Can be inflexible. Resists others' effort passively - unable to constructively help move past conflict. Looks for excuses and undermines others.

We offer you the **kindness** we would want for a loved one

	Love to see	Expect to see	Don't want to see
Respect individuals	Overcomes constraints to meet individuals' needs; always maintains sensitivity and patience.	Thinks the best of people. Treats people as valued individuals; is open to different views and ways of doing things.	Is insensitive to the needs / preferences of others; makes inappropriate generalisations about other people; is dismissive of different views / cultures.
Friendly and courteous	Remembers people's names, faces or facts to 'personalise' service; makes others feel special and individual. Intervenes when others do not do this.	Makes eye contact, smiles if appropriate; always introduces themselves and their role and asks permission.	Ignores or avoids people; demonstrates rude, aggressive or impolite behaviour; is inappropriately distant or over-familiar.
Attentive and helpful	Goes the extra mile, putting themselves out for the benefit of others.	Keeps eyes open for people who need help and takes action to help them or to find someone else who can.	Avoids patients or colleagues who need help.
Protect your dignity	Creates an environment of privacy and dignity and is an active advocate for the vulnerable, both patients and colleagues.	Demonstrates awareness of vulnerability; protects privacy; and treats others as equals. Intervenes when others do not.	Demonstrates thoughtlessness or a lack of awareness of others' needs and feelings.

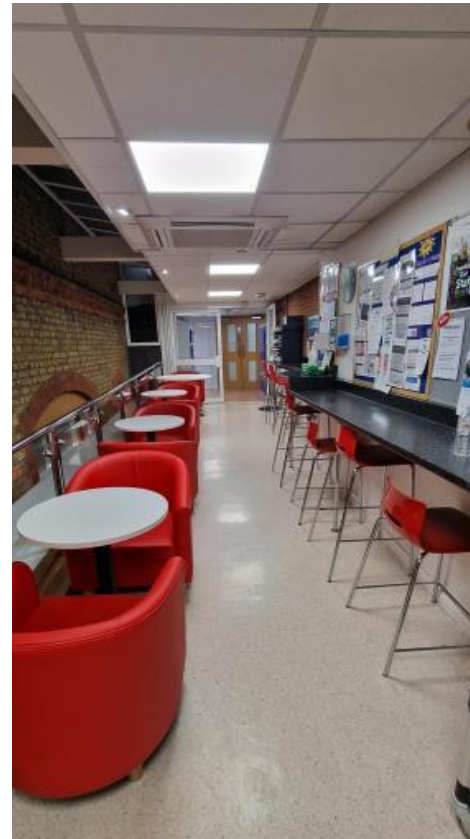
We strive to keep **improving**

	Love to see	Expect to see	Don't want to see
Courage to give and receive feedback	Proactively seeks and acts on feedback from patients, families and colleagues to help improve their service. Is skilled in giving and receiving feedback to colleagues at all levels. Teaches others to do likewise.	Offers, welcomes and acts on appreciative and constructive feedback; says 'thank you' and 'well done' to others.	Rejects or is dismissive of constructive feedback, and is reluctant to offer feedback or praise to others. Uses their status to block feedback.
Efficient and simplified	Leads change for the better, influencing others and sticking with the problem until a solution is reached.	Cooperates and works with others to change for the better - developing creative solutions to improve quality and efficiency within safe parameters.	Fails to recognise the need for change for the better; shows little interest in alternative approaches; resists change or finds excuses not to try new approaches.
Develop through learning	Is creative in making and taking challenging opportunities for learning development for themselves and others.	Takes accountability for their own performance and seeks out opportunities to learn and improve.	Lack of interest in the value of learning for themselves or others.
Innovate and research	Understands research disciplines and identifies opportunities to build learning to improve service through research.	Seeks out new ideas, assists development of learning through research and helps put findings into practice.	Shows little interest in improvement, or the opportunity to apply new ideas or research to improve aspects of their role.

We achieve through **teamwork**

	Love to see	Expect to see	Don't want to see
Listen and hear	Motivates others by making people feel their views are welcomed and valued.	Listens to others, expresses an interest in what others have to say and engages with their points of view.	Fails to listen or try to understand others views – talks over people and doesn't allow them to express their opinion.
Explain and involve	Adjusts their communication style depending on who they talking with; goes out of their way to keep people informed.	Uses clear language and checks understanding; explains what is happening and what is going to happen.	Makes little effort to explain; fails to adjust language to audience and situation; creates anxiety or confusion.
Work in partnership	Builds relationships and partnership working with patients and colleagues inside and outside UCLH; inspires teams to achieve more together than could be achieved alone.	Puts the team above local interests – demonstrates commitment to shared objectives; collaborates positively with colleagues; and contributes honestly to discussions.	Puts own needs before others; fails to share information; and expects others to adapt to accommodate them inappropriately. Puts up barriers to working outside team or organisation.
Respect everyone's time	Maintains responsiveness under pressure of competing priorities; and proactively seeks to reduce waits and delays, clearly explaining progress. Influences others to respect others' time.	Sets clear, realistic expectations; does what they have committed to do; is punctual and values other people's time.	Sets unrealistic expectations, failing to manage time effectively, uses busyness as an excuse for persistent lateness and failing to be prepared.

Standards for aspects of staff experience have been a focus – so we welcome the new NHS Staff Standards (when they come)



Ensuring all areas have minimum break space standards – hot and cold water access, kettle, a microwave and fridge adequate lighting (or a fake window/art work), seating and table/s.

Ideally break spaces should have crockery, cutlery, a coffee machine if possible

Access to food & hydration and improving Standards e.g. 24/7 access with NHS Smart Fridges

Workforce

We will introduce a new set of standards to make the NHS a great place to work.



These standards will be co-produced with staff through the Social Partnership Forum.

New staff standards



Nutritious food and drink at work



Protection from violence, racism and sexual harassment at work



New standards of healthy work



Flexible working options



Employers will publish data on these standards every quarter.

Poor performance on staff outcomes will act as an 'early warning' signal for CQC.



Back to basics – Standards at work

Key Foundations of UCLH Staff
Experience based on engagement:

- Physiological needs - *food, hydration, rest, environment, break spaces.*
- Safety needs - *do I feel safe at work? Are my belongings safe? VPR.*
- Social needs – *our relationships and interactions with others, our team/s.*
- (Self) esteem - *respect from others, confidence, recognition, appreciation.*
- Self-actualisation - *Living your full potential, advancing, progressing, feeling fully stretched, utilised, you at your best.*



**STAFF ENGAGEMENT UNDERPINS
EVERYTHING**

Taken from Maslow, A. H. (1943).
A theory of human motivation. *Psychological Review*,
50(4), 370-96

Wellbeing at UCLH



University College London Hospitals
NHS Foundation Trust

Estates
& Facilities



Staff Experience

&

Be Well



Staff Psychology
& Welfare Service



Occupational Health &
Physical Activity



A holistic and
inclusive approach
to wellbeing at
UCLH – with
multiple teams
working together

Arts and Heritage &
Culture Club



Staff Spa & Volunteers Services



Wellbeing Champions



Staff Development

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UCLH's Wellbeing Journey 2020-2025

High Quality Care for Patients through Exceptional Care for Staff: UCLH Staff Engagement and Wellbeing Success Story

'Number 1 recommended place to work since 2022'

NHS Staff Survey 2024 - we're the top acute trust to work at for third year...
Read more about the NHS Staff Survey 2024 - we're the top acute trust to work at for third year winning!
University College London Hospitals NHS Foundation Trust

Putting staff at the heart of what we do

Listen to feedback from our staff here

2021-2024: Joy at Work and the Break Space uplift fund give staff access to funds to support their wellbeing in a way that suits them, including massage chairs and coffee machines, days out, bowling, cooking classes etc with their teams to boost morale and wellbeing at work.

Summer 2022: Team Development Business Partners (providing bespoke team support) recruited and service launches.

Spring 2022: 1 year EAP Pilot service launches and Active Bystander Training begins.

Winter 2022: Fresh fruit, tea & coffee supplies distributed

Spring 2023: New 24/7 OOO food access smart fridge pilot begins in UCLH Emergency Department.

Summer 2023: Finance and Lead Well begins.

Summer 2023: EAP Evaluation shows Vita Health Group underperforming and staff prefer to use SPWS (who were supporting significantly more cases).
SPWS recruitment begins & closer working with Able futures in the interim period.

Autumn 2023: Pilot Smart Fridge a roaring success - fridges begin to be rolled out across the trust

able futures

Picker Experience Network



UCLH charity

NHS

You said, we did

be well

WELLBEING

Kindness Civility Respect
Safety Kindness Teamwork Improving
Living our values

Working well
Team Talk



Lead Well

Finance Well

Teamwork

Feel Well (CAB)

Communicate Well

Being Well (WBC)

Work Well Together

Work Well Anywhere

Eat and Hydrate Well

Safety

Improving

Rest Well

Share and Support Well

Relax Well

Lead Well

Teamwork

Feel Well (CAB)

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Work Well Together

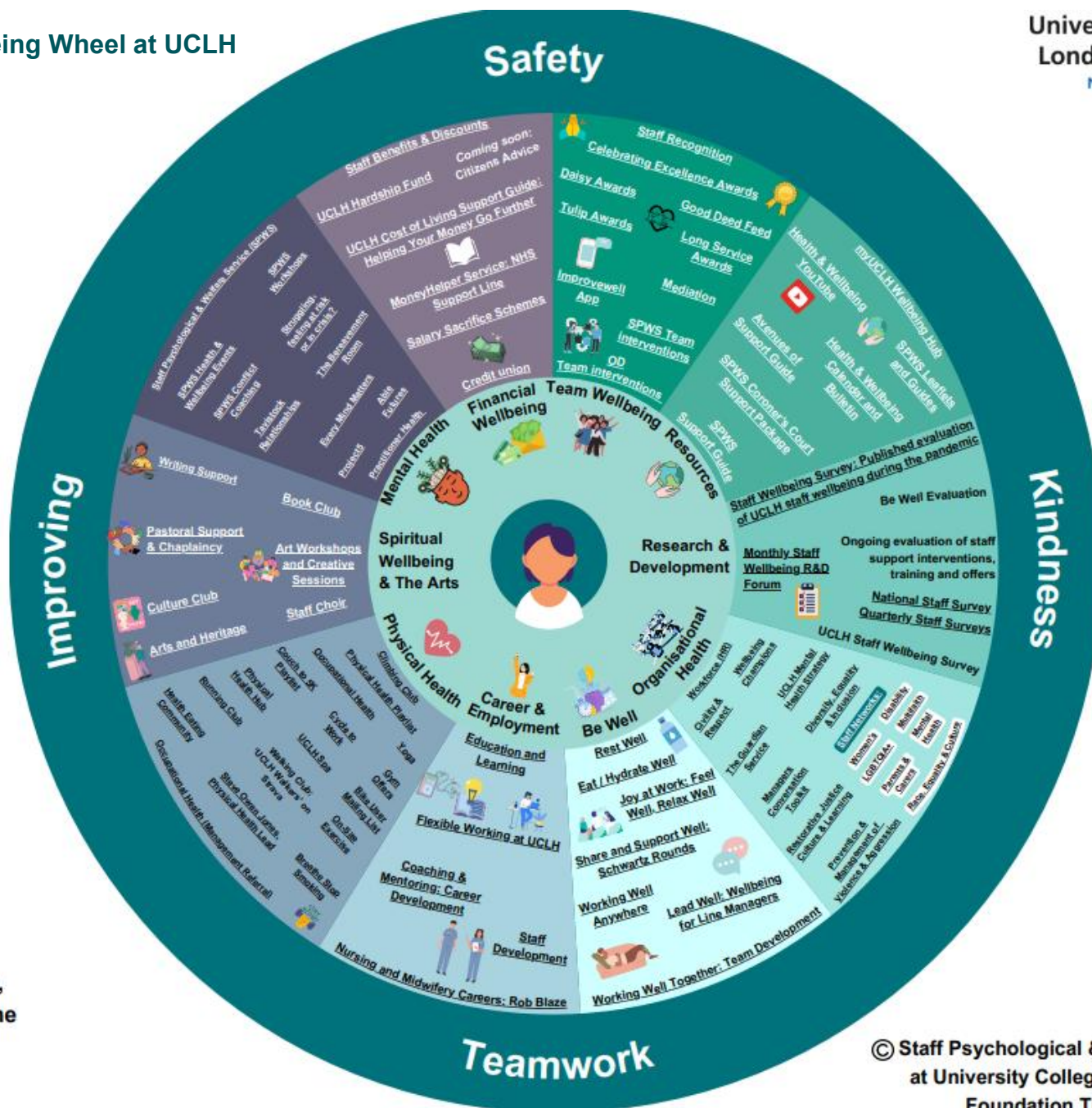
Work Well Anywhere

Eat and Hydrate Well

Safety

Improving

Rest Well



Scan here



For an interactive,
digital version of the
Wellness Wheel

© Staff Psychological & Welfare Service (SPWS)
at University College London Hospitals NHS
Foundation Trust, January 2024

Monthly Wellbeing Bulletin (and roadshows to local teams)

UCLH Wellbeing Bulletin
JANUARY 2025

People Promise

Wellbeing Themes for January

- 1) PHYSICAL WELLBEING
- 2) WELLBEING GOAL SETTING
- 3) FINANCIAL WELLBEING

Useful Links:

UCLH

[Health and Wellbeing Hub](#)
[YouTube channel](#)
[Staff Networks](#)
[Occupational Health](#)
[Staff Development](#)
[Conflict Resolution](#)
[Kindness, Civility and Respect](#)
[UCLH Climate Action](#)
[Health & Wellbeing Support Guide](#)
[Avenues of support for UCLH staff](#)
[Physical Health Hub](#)
[Health Eating Hub](#)

external

[Health & wellbeing program \(NHS E&I\)](#)
[Your Mind Plan](#)
[BBC Headroom](#)
[Able futures](#)
[NHS England](#)
[Free Wellbeing Apps](#)

Brought to you by:

Monthly Staff Wellbeing Bulletin - Download NOW!

Download your copy of the monthly Staff Wellbeing Bulletin and do not miss our HUGE range of offers!

[Add Series to Calendar](#)

Staff room

[Staff room \(home\)](#)
[Staff discussions](#)
[Staff ideas board](#)
[Staff questions \(FAQs\)](#)
[Staff noticeboard](#)
[Events calendar](#)
[Clubs and groups](#)
[Celebrating Excellence Awards](#)
[Staff room quick links](#)

Event Description

Packed with events, discounts, offers and much much more, our Monthly Staff Wellbeing Bulletin goes live every month on or around the 1st.

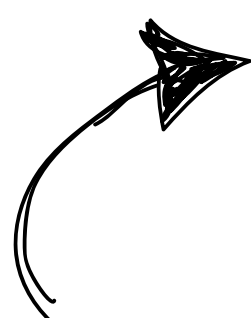
Visit the Health and Wellbeing Hub here to download your copy now and do not miss out on huge range of offers happening each month!

[Edit Series](#) [Delete Series](#)

About this event

Friday, 01/11/2024 to Saturday, 02/11/2024 - All day event
Occurs day 1 of every Month effective 01/11/2024 until 01/11/2025

<https://my.uclh.nhs.uk/interact/Pages/Section/Default.aspx?Section=8009>



Scan the QR to access the bulletin and [Add the reminder to your calendar](#)

THEME 1: PHYSICAL WELLBEING

NEW! LAUNCHING A WEEKLY ONLINE YOGA SESSIONS NEW!

Starting week commencing 13th January we are really happy to announce free weekly Yoga sessions Online for UCLH staff.

Monday	Tuesday	Wednesday	Thursday	Sunday
8:00-8:45am	7:00-7:45am	6:30-7:30pm	6:30-7:30pm	7:30-8:30pm
				10:30-11:30am

Four-year Be Well Wellbeing Programme at UCLH — NHS Foundation Trust

constant staff engagement and feedback

Be Well Workstream Aims

Being Well

To grow and embed a culture of wellbeing across all departments, promoted by localised wellbeing programmes led by the Wellbeing Champions (WBC) network.

Communicate Well

To promote and support communication skill development for staff to improve the working environment. Supporting mediation, conflict coaching, active bystander and mindful communication.

Eat & Hydrate Well

To increase equitable access to sustainable nutrition and hydration services which adequately/suitably meet the diverse/basic needs of all staff at UCLH.

Feel Well

To improve psycho-emotional and social wellbeing through increased access to confidential mental health support and wider support services.

Finance Well

To increase staff awareness of, and access to, appropriate financial services and offers by collating and signposting staff to appropriate financial resources and promotions to support with the cost-of-living crisis.

Lead Well

To improve the wellbeing of line managers and teams through improved communication, training and peer support.

Relax Well

To create joy at work and enhance working relationships by providing staff quick and easy access to funds of up to £500 to support team activities, events, recognition awards of their choice that promote workplace wellbeing.

Rest Well

To ensure basic needs are being met by uplifting staff room areas with items and equipment of staff choice. Enabling equitable access to break space standards across UCLH sites.

Share & Support

Funding a Schwartz co-ordinator role to organise and facilitate rounds more effectively and in turn increasing the number of rounds and reaching more staff to come together and share experiences and learning.

Work Well Anywhere

To support the Trust in providing flexible working to all. Be Well has contributed to the investment of the Cloud booking (hot-desk) system and Timewise pilot to support both clinical and non-clinical staff with flexible working.

Work Well Together

Funding of two Team Development Business partners who launched the Team Development Service, to enable effective post-covid recovery by supporting clinical and non-clinical teams across UCLH to work well together.

Be Well two-year deep dive evaluation

by a Research Associate: University College London Hospitals

NHS Foundation Trust



2021-2024

University College London Hospitals

NHS Foundation Trust



WHERE has it made a difference?

1. Being Well: We have **600% (n=320) more WBC**, representing 100% of divisions, leading a growing wellbeing culture. **1.5% improvement in staff reporting UCLH's positive action on Health and Wellbeing** (2023-24 NHS Staff Survey)



2. Communicate Well: Trained UCLH mediators and mediation leads, have increased mediation delivery by 250%. Thousands of staff attended difficult conversation skills practice, Active Bystander Training and 1:1 conflict coaching (n=256).

3. Eat/Hydrate-Well: Twelve 24/7 smart fridges were rolled out. A pilot survey of two high pressure areas showed a **74% improvement in out-of-hours food accessibility** (compared to 2021), with **89% of respondents expressing a positive impact on their wellbeing**.

4. Finance-Well: 15 financial wellbeing interventions have been implemented. 125,000 50p hot drinks/meals have been provided. 83% of survey respondents reported an impact on their wellbeing – feeling valued, saving money, and supporting social interaction.

5. Relax-Well: 217 teams involved, with feedback indicating a **positive impact on Staff Experience (96%), Morale (98%) Wellbeing (97%)** a sense of enhanced team bonding, wellbeing, and patient care.

2021-2024

University College London Hospitals

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WHERE has it made a difference?

6. Rest-Well: 125 team requests, benefiting staff across multiple sites, showed an overwhelmingly positive impact on Staff Experience (96%), Morale (98%) and Wellbeing (97%) with staff expressing they now more likely to rest, eat well and socialise between shifts.

7. Lead-Well: Piloted positively rated new wellbeing training and resources for managers with **5.3% improvement in staff 'feeling that their immediate manager takes a positive interest in their Health and Wellbeing** (2021 - 2024 NHS Staff Survey)

8. Feel-Well: Supported UCLH SPWS to increase 1:1 clinical appointments by 50.4% and other clinical activities by 47.3%. Wait times reduced from 20 days to 4 with staff expressing the service to be "invaluable to the trust". New 3-days a week Citizens Advice Camden Service for Staff, yet to be evaluated, which is well used and received well.

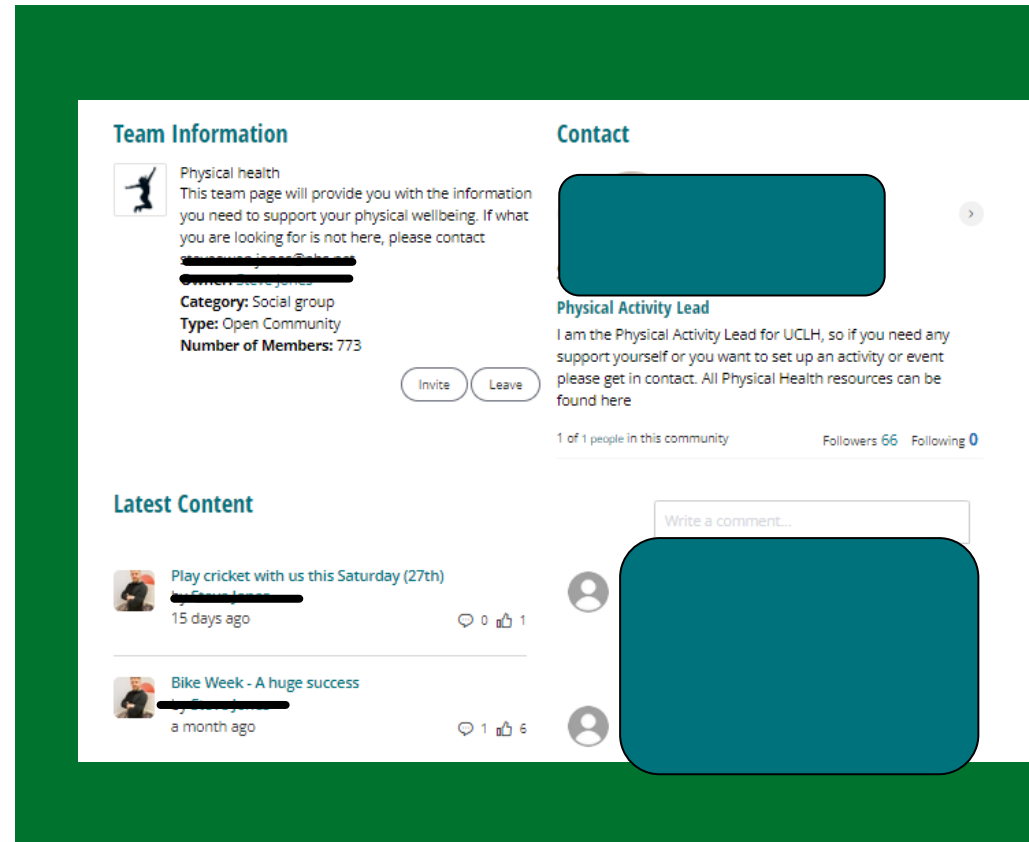
9. Work-Well-Anywhere: Since implementing the Flexible and Remote Working Policy and desk booking system, **more staff feel that UCLH is 'committed to helping staff balance work and home life' (9.8%)** and are satisfied with opportunities for flexible working patterns (4.51%) (2021-24 NHS Staff Survey).

10. Work-Well-Together: 68% of Divisions have benefitted from bespoke team development support. We are a team' people promise increased from 6.1 to 6.92. between 2021 and 2024 (NHS Staff Survey).

Physical Health & Physical Activity

We have a physical health page on myUCLH that covers all the events, resources and information for staff to keep physically active which includes:

- [Blog Posts](#)
- [The Latest Gym/swim Offers for Staff](#)
- [Walking Challenges](#)
- [UCLH Running Club](#)
- [UCLH Climbing Club](#)
- [Cricket, badminton +](#)
- [Healthy Eating Community](#)
- [YouTube Channel](#)
- [Active Travel Guide](#)
- [Cycling at UCLH/BUG](#)



Also have an incredible [Occupational Health Team](#), as well as a [Staff Psychological and Welfare Service](#) for staff that is a confidential non-emergency service for all UCLH staff comprised of counsellors and Psychologists offering: one-to-one therapy sessions; seminars, resources on staying well; mediation, conflict coaching, mindful communications and difficult conversations skills practices; tailored team workshops, and ASSIST, virtual reality relaxation, and a trauma pathway and support for staff experiencing violence and aggression.

Kindness, Civility and Respect

Welcome to the kindness, civility and respect hub

This hub contains links to information and resources for staff and managers to live our Trust values and help to build a kind, respectful and restorative culture. No one should be made to feel distressed at work and we want to enable staff to speak up safely and confidently if they experience unkindness, incivility, disrespect or if they feel bullied or harassed by a member of staff. We want staff to feel confident that if they speak up, their concerns will be listened to, addressed and that support is available.

If staff feel distressed by a colleague's behaviour in the workplace, the first person they should speak to is their line manager or a senior manager. However, if this is not comfortable, there are other ways of speaking up and access support. The Trust offers a Bullying and Harassment Helpline on 020 3447 9080 or email uclh.referrals.bullyingandharassmentsupport@nhs.net. You will receive a response within one working day.



Contact

If you have a query that is not covered on this hub, please email uclh.enquiry.staffexperience@nhs.net

Other ways to speak up or report distressing behaviour:

Your Trade Union representatives
Your HR Advisor or Business Partner
The Guardian Service

Sources of support:

Staff Psychological and Welfare Service
Your local wellbeing champion
Staff Health and Wellbeing Hub
Be Well
Civility and Respect

Speaking up Quick Links

1) Kindness, Civility and Respect Hub on myUCLH

2) Confidential Bullying and Harassment Helpline: phone 020 3447 7155 or use their confidential email: uclh.referrals.bullyingandharassmentsupport@nhs.net. You will be contacted within 1 working day.

3) Staff Psychological and Welfare Services: phone during office hours on 0203 447 9800 or email: uclh.referrals.staffpsychologicalwelfare@nhs.net

4) Staff Health and Well-being Hub: Psychological support for stress / anxiety on myUCLH

5) Your Trade Union representative

6) Your local well-being champion: link for a list on myUCLH

7) Your HR Advisor or Business Partner

8) The Guardian Service: independent, confidential, non-judgemental listening service 24 hours a day, 7 days a week on 0333 0015 123 or email contact@theguardianservice.co.uk

9) National Bullying Helpline: 0300 323 0169 or 0845 22 55 787 from 9am to 5pm Monday to Friday



Have you experienced unkindness or disrespect at work or are you feeling bullied by a member of staff?

Don't be afraid to speak up.
No one should be made to feel distressed at work.

The first person you should speak to is your line manager or a senior manager. If this is not comfortable, there is support available:

- Bullying and Harassment Hot Line: 020 3447 9080 or uclh.referrals.bullyingandharassmentsupport@nhs.net
- Kindness, Civility and Respect Hub on myUCLH
- Staff Psychological and Welfare Services: 020 3447 9800 or uclh.referrals.staffpsychologicalwelfare@nhs.net
- Your Trade Union representative
- Your HR Advisor or Business Partner
- Your local Wellbeing Champion
- *Where do you draw the line* Conflict (Restorative) Resolution Guide
- Staff Health and Wellbeing Hub on myUCLH
- The Guardian Service: 0333 0015 123 or contact@theguardianservice.co.uk



Scan here for links to support

V2 June 2022

Violence Prevention & Reduction (VPR)



University College London Hospitals

NHS Foundation Trust

Enquiries: uclh.violencepreventionreduction@nhs.net



What's new? ▾ Workforce ▾ Patient care ▾ People ▾ Systems/apps ▾



You are here > Home > Workforce > For managers > Health and Safety at UCLH > Violence, Prevention & Reduction

Violence, Prevention & Reduction (VPR) ▾

Violence, Prevention & Reduction (VPR) - Home

Related policies and frameworks

Reporting an incident

Data and reports

Help and support

Training, information and resources

VPR steering group

'Treat me with Kindness' campaign resources

Administration >

Violence, Prevention & Reduction (VPR)

If there is threat to life of limb, please call Trust security on 2222 and the police on 999. For all other incidents, see below.

If you require any further information, please get in touch with us at uclh.violencepreventionreduction@nhs.net.



What to do during an incident



I've been involved in an incident



Supporting others through an incident



Contacting security



Contacting the police



VPR Policy



VPR training



Staff welfare and support



Resources

UCLH has new governance for VPR led by Chief Nurse, with a VPR steering group and sub-groups working on training, risk assessments, support, communications, policy and guidelines. And also a new Matron for VPR

Financial Wellbeing

Including:

- UCLH Hardship fund
- Cost of Living Webpage and information
- UCLH Citizens Advice Service (3 days a week)
- Credit Union
- Support for Wills (via UCLH charity)
- Season Ticket Loans
- 50p hot drink promos/lunchtime specials
- Staff break space tea/coffee making ingredients
- Offers and benefits page including two benefits platforms for staff



Support for our working carers and parents



We've got your back if:

- Your childminder or nanny is unavailable, or your nursery is closed
- You need additional childcare due to work commitments
- Your child is mildly-ill and you need to work
- A partner or adult relative needs in-home support, care or companionship
- You need respite care for an adult dependant

Supporting Working Carers and Parents Policy

UCLH has a Parent and Carer Staff Network

UCLH has Bloom Rooms and support for
Pregnant women and women returning from
maternity leave

Top Tips



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All feedback loops used as data, all data used as an opportunity for continuous improvement. Piloting and adjusting. Triangulate data, put disparate data together to make sense of the organisational 'health'. Staff voices in influencing initiatives (not my/workforce voice)

Staff Engagement is at the core of everything – and we adjust as we go

Constantly building relationships, understanding staff needs

Employee life cycle and different things needed for different generations

Standards are essential – just like basic standards of care for patients, basic standards of care for staff are needed – on all the 101 basics e.g. food, hydration, rest/break space, multi faith centres, parents and carers, flexible working, EDI, recruitment, training/development, access to career progression, lockers, safe travel to and from work, the work environment/toilets.

Can do and a continuous cycle of improvement – front foot as to what's next as soon as each cycle concludes

Always related/relatable to context no matter what – the external context constantly changing, as does the NHS and society – always keep it relative to the season, society, the economy etc.