MODEL HEALTH WORK AND WELL-BEING STRATEGY

Introduction

The organisation’s Health and Well-being Strategy has been developed in partnership with staff side to promote and encourage health and well-being at work. The strategy is endorsed and supported by the trust board.

In accordance with our vision and values it is acknowledged that staff well-being is of paramount importance. Well-being is an important factor in the job satisfaction of staff and is therefore a management issue for the organisation.

This strategy is designed to bring existing staff well-being issues to the forefront, whilst seeking to create an organisational culture where negative well-being issues are identified, minimized and managed before they affect the well-being of staff. We have a clear aim to promote the positive aspects and ideas associated with health and well-being at work.

In recent years there have been a number of key documents which provide vision for health and well-being in the workplace. Key documents include Dame Carol Black “Working for a Healthier Tomorrow” (November 2008), the government’s response “Improving Health and Well-being” (November 2009) and Dr Boorman's report on the Health and Well-being of NHS Staff (November 2009).

Principle Objectives

The main principles relating to promoting a healthy workplace and improved health and well-being of staff are:

- Prevention of illness and promotion of well-being
- Early intervention for those who develop a health condition
- An improvement in the health of those out of work – so that everyone with the potential to work has the support to do so
- Ability for staff to access comprehensive Occupational Health Services which focus on the promotion of well-being and prevention of ill health as well as the ability to provide reactive services focused on screening, treatment related to work issues and advice
- Promote good practice across the organisation
- Promote health and well-being through its management policies, support services, information networks and health promotions, including alcohol awareness, diet, exercise, self-management and by liaising with external agencies
• Prevent, so far as is practicable, those circumstances detrimental to mental health and well-being

Legislation

There are specific requirements placed on the trust in relation to legal responsibilities and other performance management standards.

The organisation’s duty of care towards its staff is determined externally by legislation including:

- Health and Safety at Work etc Act 1974
- Human Rights Act 1998
- Data Protection Act 1998
- Disability Act 2001
- Disability Discrimination Act 2005
- Equality Act 2010

Other standards the trust is measured against include:

- NHSLA
- Care Quality Commission
- Health and Safety Executive
- IIP

Board Responsibility

• Promote an emphasis towards good physical and mental health and well-being
• Provide central support, resources and advice
• Monitor the effectiveness of this strategy through annual reporting
• Allocate resources necessary to allow managers to deliver the agreed strategy on reactive response, promotion of health and well-being activities

Human Resources Responsibility

• Establish effective monitoring processes so as to be able to evaluate the impact of policy
• Make recommendations following consultation with staff on developments and improvements to the policy
• Ensure the promotion of the strategy throughout the organisation
• Provide support and guidance for individuals
• Produce and disseminate guidance notes to policies
• Offer step by step procedures and guidance
Manager Responsibility

- Setting an example as role model by adopting and adhering to the agreed strategy principles
- Actively promoting the principles and behaviours contributing to positive staff and well-being
- Vigilance to employees personal circumstances and offering additional support where appropriate to members of staff experiencing risks to their well-being derived from outside e.g. bereavement or separation
- Ensuring effective communication between management and staff particularly where there are organisational and procedural changes
- Ensuring that bullying and harassment and discrimination are not tolerated
- Referring employees (with their consent) to occupational health or counseling services
- Facilitate risk assessments relating to staff well-being and implement agreed findings
- Ensure staff are fully trained to discharge their duties
- Ensure staff are provided with meaningful developmental opportunities
- Monitor workloads to ensure staff are not overloaded
- Monitor working hours to ensure staff are not over working and monitor holidays to ensure staff are taking their full entitlement
- Attend relevant training as required, including management, mandatory training and health and safety training
- Ensure any potential staff well-being issues are communicated to a member of senior divisional management team as soon as possible in order to secure appropriate advice and support
- Ensure effective measures are in place for monitoring all sickness absences for stress related absence
- Ensure absence patterns are monitored and anomalies are reported to senior management

Staff Responsibility

All staff are expected to:

- Treat each member of staff with dignity and respect as an individual
- All staff job descriptions now make reference to staff having to take responsibility for managing their own health and well-being
- Take advantage of training and information sources
- Uphold confidentiality (wherever safety is not at risk)
- Recognize the limits to what they can do and seek advice at the earliest opportunity
- Share ideas for promoting health and well-being in the workplace
- Accept opportunities for occupational health review or counseling when recommended
- Raise issues of concern with their line manager, HR or a senior manager

**Scope**

The organisation recognises that mental health is as important as physical health. This strategy applies to all staff employed here and includes those working in a voluntary capacity. It aims to ensure that staff feel supported in their work.

**Confidentiality**

While all dealings with staff are subject to the organisation’s policy on confidentiality it must be emphasized that this is often of paramount importance with regard to those experiencing mental health difficulties. However, it must also be emphasised that confidentiality may be necessarily breached in certain circumstances where the individual is deemed to be a risk either to him/herself or to other people. If there is a conflict between these two statements then it should be stressed that the safety of the individual or the safety of other members of our community takes precedence over confidentiality.

**General Principles in Management of Sickness**

In the event of an employee going off sick, certain principles should be adhered to:

- Employees need to be assured that the application of the policy and procedure in no way casts doubt on the genuineness of their sickness absence
- Employees must be given clear criteria about when to call in sick, who to call and what information must be given
- Certificates must cover the appropriate period of absence in line with the organisational sickness absence policy
- On their return employees must be given a return to work interview
- Employees should fully understand what is expected of them in terms of their attendance at work
- Failure to adhere to attendance requirements may result in management action being taken
- Any requirements must be applied on a fair and consistent basis
• Support and guidance in managing absence may be gained through the occupational health department and it is an expectation of employees to attend any appointments as required

Key Indicators

Experience demonstrates that organisations which adopt a positive approach to improving health and well-being across the organisation may achieve substantially reduced costs associated with:

• Absenteeism
• Reduction in bank and agency usage
• Staff turnover
• Risk management
• Increased staff morale, job enrichment, quality of work life
• Improved quality of experience for patients and staff
• Continuous improvement of achievement
• Improved productivity and overall organisational performance
• Litigation

Studies have shown that regular, daily light or moderate exercise is beneficial for the prevention of heart disease and other life threatening diseases. The provision of opportunities for physical activity is one way that workplaces can contribute to promoting health and preventing illness.

There are many psychosocial factors which influence personal health and well-being. Mental health promotion in the workplace can prevent stress as well as promoting an understanding of mental illness.

Harmonious working relationships created by effective leadership and staff involvement in decision making, together with effective administration systems are important contributors to staff health and well-being. Effective administrative and professional support can assist staff to undertake their designated role with organisational purpose and direction.

Monitoring

Monthly Workforce KPI reports are produced by the HR Team. These are sent to all divisions and presented at the Performance Committee on a monthly basis.

It reports and monitors:

• Sickness absence
• Workforce establishment data
• Reasons for absence
• Turnover
• Agency and overtime spend
• Mandatory training
• Induction attendance
• PDR rates
• Equality data

The trust will monitor the response rates to questions on health and well-being in the staff survey and produce corporate and divisional action plans on sharing improvements and addressing the concerns raised.

Related Policies and Documents

The organisation exercises a duty of care through this strategy and through the following related policies and notes for guidance:

• Health and safety
• Equal Opportunities
• Dignity at Work
• Complaints
• Grievance
• Sickness
• Capability
• Stress Management and Prevention
• Occupational Health
• Flexible Working
• Confidentiality
• Disciplinary
• Whistle blowing