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EMPLOYEE HEALTH AND WELLBEING STRATEGY

1. Introduction

NUH recognises that our employees play a vital role in our progress towards our 2016 vision of becoming the best acute teaching hospital. Our employees have a direct impact on the clinical outcomes and the experience of our patients. We are clear that when our staff are feeling well and satisfied with their work, the experience of our patients improves.

This Employee Health and Wellbeing Strategy supports the Trust’s overarching Workforce Strategy which sets down a commitment to become the best place to work by 2016. It acknowledges that the work and the health and wellbeing of our employees are interlinked, and the Trust’s commitment to promoting a culture where wellbeing is embraced by all our employees.

Through the strategy and the supporting action plan, we will provide a framework for NUH to take a proactive and engaging approach to enhancing the health and wellbeing of our staff. This will be achieved through wellbeing initiatives, employee support mechanisms and joint working with staff and their representatives, and local partners to identify and address areas for improvement. By regularly undertaking a staff health needs assessment questionnaire we will work with employees to ensure our organisation identifies and minimises those issues which may impact negatively on staff health.

We already have a number of effective policies and procedures in place to support employee health and wellbeing at NUH. We will continue our regular review of these to ensure that they support this strategy. Our nationally recognised Health and Wellbeing programme (which incorporates the physical activity programme formally known as Q Active) will continue to underpin many of the initiatives we will develop.

NUH recognises that its employees are from a range of backgrounds with different cultures, beliefs, abilities and sexual orientations. We will ensure that any initiatives suggested or implemented take into account these differences so that we do not knowingly preclude any particular group from participating.

We will provide training, guidance and support to managers so they have the necessary skills, knowledge and ability to support employees to improve their
health and wellbeing. We will also ensure that through a variety of means we provide information and support to our employees to increase their awareness of the importance of ensuring their own health and wellbeing and in particular the correlation between positive emotional and mental health wellbeing and exercise.

2. Aims of the Strategy

The strategy aims to:

1. Create a safe and healthy working environment
2. Improve physical and emotional wellbeing
3. Encourage and support employees to develop and maintain a healthy lifestyle
4. Support people with manageable health problems or disabilities to maintain access to or regain work
5. Improve staff satisfaction, recruitment and retention

3. Background

Health and wellbeing is increasingly being acknowledged as a vital element in supporting and developing the workforce. Not only are there positive benefits to staff and patients there are also financial benefits to the organisation.

Since the first version of the NUH Health and Wellbeing strategy was published in June 2010 the original work undertaken by Dame Carol Black and Dr Steve Boorman has been further developed. Further sources of information and guidance are now available to further shape our strategy and of most relevance are

- NICE public health guidance for the Workplace
- The Responsibility Deal
- The NHS Health and Wellbeing Toolkit

Health and Wellbeing is also now identified under a QIPP Quality – healthier, more motivated staff have been shown to deliver better, safer, higher-quality care on a more consistent basis.
**Innovation** – staff-driven health and wellbeing initiatives have the potential to begin the culture change needed to encourage innovation at all levels within the NHS.

**Productivity** – reducing sickness absence will mean more staff are at work, improving morale and reducing stress. Coupled with better staff engagement, this is a powerful way to improve patient care and productivity.

**Prevention** – raising staff awareness of how to prevent ill-health in their own lives and introducing innovative models for staff wellbeing in the workplace will encourage staff to become strong advocates for prevention, passing on ideas and practice to patients.

4. **What is a Healthy Workforce/Workplace?**

A healthy workforce can be defined as:

- A healthier, happier workforce
- Motivated employees with increased morale
- Employee retention and lower employee turnover
- Reduced sickness absence
- Good employee/management relations

A healthy workplace can be defined as:

- A positive image in the eyes of both employees and service users
- A place where health risks are recognised and managed if they cannot be removed
- A place where work design is compatible with people’s health needs and limitations
- An environment that supports the promotion of healthy lifestyles
- A place where employees and employers recognise their responsibility for their health and the health of colleagues

*Source: The healthy workplaces handbook – The NHS reference guide to staff wellbeing (2007)*
5. What is Health and Wellbeing?

“Health and Wellbeing is about being emotionally healthy as well as physically healthy. It’s feeling able to cope with normal stresses, and living a fulfilled life. It can be affected by things like worries about money, work, your home, the people around you and the environment you live in. Your wellbeing is also affected by whether or not you feel in control of your life, feeling involved with people and communities and feelings of anxiety and isolation.”

Source: National Institute for Health and Clinical Excellence (NICE) 10

6. Current Health and Wellbeing Status

Since the first version of this strategy was published in 2010 NUH has made significant progress on a number of key health and wellbeing indicators.

Workforce Data from the Electronic Staff Record

<table>
<thead>
<tr>
<th></th>
<th>2009/10</th>
<th>2011/12</th>
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<tbody>
<tr>
<td>Staff in post</td>
<td>12800</td>
<td>13500</td>
</tr>
<tr>
<td>Sickness Absence rate</td>
<td>4.09%</td>
<td>3.78%</td>
</tr>
<tr>
<td>Number of staff off sick for more than 28 days with a musculoskeletal problem</td>
<td>382</td>
<td>349</td>
</tr>
<tr>
<td>Number of staff off sick for more than 28 days with mental health problems</td>
<td>380</td>
<td>299</td>
</tr>
<tr>
<td>Staff Turnover</td>
<td>7.98%</td>
<td>7.9%</td>
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Given that the Trust’s headcount is circa 800 more in 2012 than in 2010 the reduction in the number of staff off work for more than 28 days with musculoskeletal or mental health related problems is probably under-stated.

**Staff Survey Data**

<table>
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<tr>
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<th>2009 Staff Survey</th>
<th>2011 Staff survey</th>
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<tbody>
<tr>
<td>Percentage of staff suffering a work-related injury in the last 12 months</td>
<td>21%</td>
<td>16%</td>
</tr>
<tr>
<td>Percentage of staff suffering from work related stress in the last 12 months</td>
<td>33%</td>
<td>25%</td>
</tr>
<tr>
<td>Work pressure felt by staff</td>
<td>3.19</td>
<td>3.07</td>
</tr>
<tr>
<td>Support from immediate managers</td>
<td>3.51</td>
<td>3.64</td>
</tr>
<tr>
<td>Impact of health and wellbeing impacting on ability to perform work or daily activities</td>
<td>1.66</td>
<td>1.56</td>
</tr>
<tr>
<td>Staff Job satisfaction</td>
<td>3.39</td>
<td>3.56</td>
</tr>
<tr>
<td>Trust commitment to work-life balance</td>
<td>3.28</td>
<td>3.44</td>
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These indicators show ‘performance’ at a Trust wide level, although there are many differences in performance throughout Directorates across the organisation.
There is clearly much more to do to further improve the health and wellbeing of our staff but the comparative data above indicates that to date our health and wellbeing strategy is having a positive impact.

7. Demographic Profile of Employees

The demographic profile of our employees can provide some useful pointers to their health needs. It is also important however that we engage our employees in the implementation of the strategy in order to establish what specific health needs they may have:

NUH now has over 13500 employees compared to 12800 in June 2010

11% of employees were of ethnicities other than White British compared to a figure of 18.9% for the resident population of Nottingham (there are a significant % of staff who have not declared their ethnic origin)

Around 34% of employees are aged 35 and under

Around 25% of employees are aged 51 and over

Over 76% of employees are women

9% of Nottingham residents are carers. It is reasonable to assume a higher % of employees are carers given the large proportion of females employed, although the Trust recognises that male employees may also have caring responsibilities.

76% of employees are on band 6 or lower pay scales

39% of employees work less than full time hours

The health and wellbeing of employees can be linked to a certain degree to the general health and wellbeing issues of the people of Nottingham and surrounding areas. The key issues that impact adversely on the health of the population are related to socio-economic factors such as poor housing, low educational attainment, unemployment and low income. Nottingham City is ranked as the 13th most deprived district in England in the 2007 indices of Deprivation.

Although there is no direct comparison between employees and Nottinghamshire residents, employees and their families are likely to be affected in some way by the wider health issues within the community:
A smoking prevalence rate of 34% in Nottingham compared to a national rate of 26%

A significantly higher death rate for cardio-vascular disease when compared to the national average

Lower levels of physical activity when compared to the national average

Higher level of adult mental health issues than the national average

Nottingham reflects the national trend towards more single person households as a proportion of total households.

8. **Current Health and Wellbeing Activity in the Trust**

NUH continues to be at the forefront of NHS best practice for health and wellbeing activities. NUH featured as a case study of best practice in the final Dr Boorman report and most recently our programme of work has been awarded a gold certificate in the NHS’s Sport and Physical Activity accreditation scheme. The Trust has also been recognised by NHS Employers as a Healthy Staff Champion.

The post of a Health and Wellbeing Co-ordinator is currently funded by the Trust but there is no operating budget. The Trust therefore relies on donations from the Staff Lottery to fund a number of its promotions and activities. Since 2010 the Staff lottery has kindly donated circa £20,000 to support the Trust’s health and wellbeing programme.

Activities are summarised below using the NICE Guidance headings

**Managing Long-term sickness absence and incapacity for work**

- NUH continues to review and strengthen its health and attendance policy to support those with short and long term health issues. A significant change since the first draft of the strategy has been a name change where the focus has shifted from sickness management to health and attendance.

- We will continue to offer free health MOTs to staff to measure blood pressure, cholesterol, blood glucose and body mass index to alert staff to any health risks and to sign-post to other services as necessary.
• We have successfully introduced a dedicated staff physiotherapy service to minimise the length of absence for those with injury and musculoskeletal problems. This service has now been extended.

• Manual handling and back care courses are part of the Trust’s mandatory training.

Promoting physical activity in the workplace

• NUH now offers an even wider range of physical activities for staff to take part in either at work (by accessing one of our many organised physical activity classes such as hula hooping, learn2run, Zumba, Pilates, Boxercise and yoga) or by taking part in out of work activities such as netball and cycling.

• In 2011 there were circa
  3,000 attendances at NUH active classes and gym sessions
  900 attendances for NUH active wellbeing therapies
  300 staff have taken part in one of the pedometer challenges
  162 members of staff purchased a bike through the re-launched Cycle2Work scheme
  80 more people per day cycle to work

Promoting mental wellbeing through productive and health working conditions

• We will continue to respond to the needs of our staff and managers by providing access to training and support to help to support the mental wellbeing of our staff. The evaluation of separate training courses run for managers and staff in 2011/12 has proved to be very positive and further training will be provided as part of an on-going programme.

• We will continue with our successful Mental Health Week which ran for the first time in 2011 with circa 300 members of staff participating

• We will continue to fund an employee assistance programme which offers telephone based counselling and legal advice and a face to face counselling service as required.
• We will re-launch our Take a Break poster campaign to encourage staff to take a break during their working day

**Workplace interventions to promote smoking cessation**

• NUH will continue to work with New Leaf to provide information and personal support to those wishing to give up smoking. The Trust will continue to provide free of charge nicotine replacement patches and periodically will run proactive smoking cessation campaigns such as during local no-smoking weeks (branded as “Kick the Butt” week and supported by staff volunteers and local Community Police Support Officers), and at Trust wide or locally arranged health and wellbeing events.

**Obesity: prevention identification, assessment and management**

• We will continue to use the internal resources available to us from our in house Dietetics service to ensure that we offer a range of healthy food options though our retail outlets

• We will continue to offer externally supported weight-loss programmes at each campus for those needing support

• We will continue to promote healthy eating and safe drinking information in accordance with the Responsibility Deal

**Promoting and creating built or natural environments that encourage and support physical activity**

• The Trust will continue to support a dedicated Sustrans project officer to promote opportunities for cycling at NUH and to ensure the provision of suitable and secure facilities for cyclists. The Trust will continue with its salary sacrifice scheme to allow an affordable route to purchase pedal cycles

• We will continue to provide information and route plans to encourage walking around our main campuses

• We will continue to allow staff to access the Physiotherapy gymnasium at QMC campus and this will be extended to the City Campus Gymnasium during 2012
• We will continue with poster campaigns throughout the Trust to promote physical activity such as reminders to take the stairs not the lift, and prompts to try something different to improve wellbeing.

9. **We are here for you/Better for you**

In his recommendation relating to Achieving an Exemplar Service, Dr Boorman notes “Staff engagement will be critical to ensuring that both the range of services and the way in which they are provided are seen as credible and addressing staff concerns. Trusts need to go beyond simply meeting their legislative obligations to embrace a wider concept of staff engagement”.

Our ‘Better for You’ programme is based upon staff engagement. It’s about staff getting involved and generating new ideas, testing them out and doing the ones that really work. ‘Better for you’ will change the way we work forever for the benefit of both patients and staff and will have a positive effect on staff and their health and wellbeing.

Our ‘We are here for you’ programme outlines our shared values and behavioural standards. In taking forward our strategy and action plan we will be mindful that our values and behaviours will be adhered to through our commitment to each other:

- **You are appreciated** for your contribution by kind and helpful colleagues who value those who take responsibility for doing a good job

- **You are supported** to make best use of your time, by simplifying processes, eliminating waste, and streamlining communication to ensure everyone can be focused on high quality care for patients

- **You are encouraged** to improve the quality of our service to patients, by listening to patients’ needs and through evidence-led improvement, team working, training and personal development

10. **Implementation of the Strategy**

A strategic approach is required to embed health and wellbeing into the organisation and to build upon the excellent work that is already in place.
The approach will combine:

**Reactive Activity** - which will help support those staff with ill-health return to work as quickly as possible

We will ensure managers and employees are aware of their responsibilities to return to work as soon as possible in a structured supportive way, in particular ensuring that contact is maintained throughout the period of ill health, advice is sought in a timely manner and that return to work interviews are undertaken consistently.

We will ensure Occupational Health and other support services as previously detailed are easily and promptly available to managers and staff for support throughout the period of ill health. For Occupational Health, this will require the planned appointment of additional resources to increase accessibility.

**Preventative Activity** – to reduce ill health and poor wellbeing

We will work to develop the fit for work activities provided by the Trust paying particular attention to smoking cessation, weight management and exercise. We will continue to develop our managers to enable them to support absent employees more effectively.

**Evaluative Activity** – that will help monitor progress

The Board will continue to receive information regarding sickness absence and additional information from those Directorates where sickness absence is not on trajectory to meet the Trust’s sickness target.

Where practical the Trust will work with the University of Nottingham to undertake formal evaluation of the impact of its health and wellbeing interventions. A follow up study to the original Q Active programme will be published during 2012. The results of a Slimming World research project undertaken at NUH will also be published in 2012 and this is expected to confirm that structured programmes delivered in the workplace are more successful than personal plans.

The following are also vital to the strategic approach:

**Leadership**

The Director of Human Resources is the nominated Executive Director for Health.
and Wellbeing. He will share the strategy and associated action plan with the Board and ensure their support. He will also keep the Board updated on a regular basis on progress.

**Staff Engagement**

Engaging staff is crucial if the aims of the strategy are to be achieved and health and wellbeing is to really be approved. The strategy has been approved following consultation with staff side colleagues and with staff associations. As part of the action plan, staff will be asked to participate in a survey to identify any further initiatives that may be required to complement those areas which have already been identified.

An annual health needs assessment questionnaire is also given out during the Trust’s annual health and wellbeing week. The findings from the 2011 assessment directly influenced our decision to provide more access to training on coping with stress.

Directorate Representative are also members of the Trust’s Health and Wellbeing Group to ensure that programme of work remains fit for local needs.

**Management Practice**

In line with our Values and Behaviours, the Trust is introducing a set of management standards to provide managers with guidance and support as to their key role as a manager and the responsibilities that also brings. The standards include responsibilities to ensure the wellbeing of our employees is maintained. The standards are complemented by toolkits which provide practical support for managers to achieve this.

**Occupational Health**

The Trust’s Occupational Health Service is integral to our health and wellbeing strategy. Each month there is a joint meeting to ensure that Occupational Health services are supporting the health and wellbeing needs of our staff. The Occupational Health Services expects to receive NHS Occupational Health Accreditation Standards accreditation in July 2012.
Reporting of Sickness Absence and Wellbeing

Sickness absence rates and costs will continue to be reported to the Trust Board. In Directorates where sickness is outside the trajectory to meet the target, further detailed information, including action plans, will be required.

Information regarding staff reaching ‘trigger points’ as outlined within the Health and Attendance Policy will continue to be provided to Directorates on a monthly basis.

HR staff will work with Occupational Health to develop a further set of information regarding referral timescales and appointment availability to improve access to advice.

Wellbeing and Productivity

The Integrated Board Report will allow analysis of key indicators such as sickness absence rates, activity rates, vacancy rates and agency spend to highlight where health and wellbeing may be impacting on productivity in both a positive and negative way.

Equality and Diversity

The support required for staff that have a disability or suffer from mental health issues is particularly highlighted in the action plan. In addition, the recognition that all health and wellbeing initiatives should be accessible to all staff regardless of working patterns is implicit throughout the strategy and action plan.

11. Action Plan

The Health and Wellbeing Group (see terms of reference under appendix 1) is responsible for agreeing the Trust’s annual action plan and ensuring this remains aligned to local and national health and wellbeing priorities.

12. Partnership Working

There are a number of key partners with whom we will work to deliver the strategy. They are:
• Employees and Managers within the Trust
• Staff Side
• Trade Union Representatives
• Occupational Health
• Therapy Services (Physiotherapy and Dietetics)
• Estates and Facilities
• Spiritual and Pastoral Care
• Learning and Organisational Development
• Human Resources
• Communications
• Health and Safety Committee
• Transport Strategy Group
• NUH active
• PCT’s
• Outside agencies e.g. New Leaf

13. Monitoring and Evaluation

The Health and Wellbeing Group will assume responsibility for managing progress against the action plan. Each task within the action plan will be assigned a lead officer who will take responsibility for reporting progress to the Group.

Progress to the Trust Board will be reported via the Director of Human Resources at least annually.

Information regarding sickness, vacancy rates, appraisal rates and mandatory training attendance will be reported to the Trust Board on a monthly basis. Reports against the Occupational Health attendance rate will also be analysed on a monthly basis.

14. Equality and Diversity Statement

All patients, employees and members of the public should be treated fairly and with respect, regardless of age, disability, gender, marital status, membership or non-membership of a trade union, race, religion, domestic circumstances,
sexual orientation, ethnic or national origin, social & employment status, HIV status, or gender re-assignment.

All trust polices and trust wide procedures must comply with the relevant legislation (non exhaustive list) where applicable:

- Equality Act 2010
- Employment Relations Act (1999)
- Rehabilitation of Offenders Act (1974)
- Trade Union and Labour Relations (Consolidation) Act 1999
- Fixed Term Employees - Prevention of Less Favourable Treatment Regulations (2001)

15. **Equality Impact Assessment Statement**

NUH is committed to ensuring that none of its policies, procedures, services, projects or functions discriminate unlawfully. In order to ensure this commitment all policies, procedures, services, projects or functions will undergo an Equality Impact Assessment.

A copy of the Equality Impact Assessment for this strategy can be found in Appendix 2.

**Health and Wellbeing Group**

**July 2012**
Appendix 1

NUH HEALTH AND WELLBEING GROUP
TERMS OF REFERENCE

Overview

The Operating Framework recognises the health and wellbeing of NHS staff as a key driver for improvement to quality, innovation, productivity and prevention in services. NHS organisations are tasked with implementing the recommendations of the Boorman Review, the NICE public health guidance for the workplace, incorporating relevant parts of the Government’s Responsibility Deal and NHS Employers’ best practice guidance to deliver sustainable improvements to the health and well-being of staff.

The Health and Wellbeing Group at NUH (incorporating the Improving Working Lives Group) will provide direction and oversight for the health and wellbeing activities at the Trust to ensure the Trust can evidence its progress in achieving the above objectives and to provide periodic reports to the Trust Board.

Specific responsibilities

- Annually review the Trust’s Health and Wellbeing Strategy and an agree an action plan to support this, ensuring this is focused on the right areas and is sufficiently challenging to deliver tangible and sustainable health improvements
- Review progress against the action plan including evaluation data, where available
- Agree and review progress against the Staff Survey Action Plans
- On an agreed cycle, review Trust data such as rates and reasons for sickness absence, Occupational Health referrals, Staff Physiotherapy referrals, use of Employee Assistance scheme, participation in Trust health and wellbeing activities etc. and identify any areas or staff groups that may need more targeted health and wellbeing interventions
- Review of the website and supporting communication strategies to ensure this is up to date and is reaching the widest possible audience.

Membership

Group membership will be as follows:
- Assistant Director of Human Resources (Resourcing and Planning)
- Health and Wellbeing Co-ordinator
- Directorate HR Manager with responsibility for health and well-being
- Directorate HR Manager with responsibility for staff surveys
- Staff Side Chair
- Staff Side Secretary
• Directorate Representatives
• Occupational Health Representative
• Senior Trust Dietician
• University of Nottingham Representative (Faculty of Medicine and Health Sciences)
• Communications Representative
• Health and Wellbeing Champion Representative

Governance
Updates will be provided to the monthly staff partnership committee. An annual review will be produced for the Trust Board.

Frequency of Meetings
Meetings will be held every three months