

<b>Report to:</b>	<b>Public Board of Directors</b>	<b>Agenda item:</b>	<b>13</b>
<b>Date of Meeting:</b>	<b>26 July 2017</b>		

<b>Title of Report:</b>	<b>Health and Wellbeing Report</b>
<b>Status:</b>	<b>For Information</b>
<b>Board Sponsor:</b>	<b>Claire Buchanan, Director of Human Resources</b>
<b>Author:</b>	<b>Victoria Downing-Burn, Deputy Human Resources Director</b>
<b>Appendices</b>	<b>Appendix 1: Health and Wellbeing Strategy Update for 2016-17 and Forward plan 2017-18</b>

<b>1.</b>	<b>Executive Summary of the Report</b>
<p>In 2016, the Trust developed and signed up to a five year Health and Wellbeing Strategy, which focuses on four key themes, listed below in Box 1. The strategic aim of the strategy is to:</p> <p><i>Provide a working environment in which we care for our staff and know that in doing this, they are supported to provide outstanding care for our patients, each other, and their environment. This will be achieved by supporting staff to assess and take responsibility for their own health and wellbeing and providing prevention, intervention and rehabilitation services.</i></p> <p>A significant amount of work has been conducted under each of the 4 themes within the strategy during 2016-17 and the plans and current activity plan for 2017-18 show a high level of organisational commitment to staff and their well-being.</p> <p>The outcomes of the work programmes are seen in the results from the staff survey and the CQUIN measures, and are positive.</p>	

<b>2.</b>	<b>Recommendations (Note, Approve, Discuss)</b>
The Board of Directors is asked to note the report and to act as role-models and ambassadors for the health and wellbeing of the workforce.	

<b>3.</b>	<b>Legal / Regulatory Implications</b>
The Health and Well-being CQUIN focuses on both mental and physical wellbeing as well as improvements in food and beverage provision in NHS organisations.	

<b>4.</b>	<b>Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc.)</b>
None.	

<b>5.</b>	<b>Resources Implications (Financial / staffing)</b>

<b>6.</b>	<b>Equality and Diversity</b>
This report supports equal opportunities for staff across the Trust.	

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<b>7.</b>	<b>References to previous reports</b>
Presentation on Health and Wellbeing made to the Strategic Workforce Committee on 6 July 2017. Paper to Management Board on 19 <sup>th</sup> July 2017.	
<b>8.</b>	<b>Freedom of Information</b>
Public	

## Appendix 1

# Health and Wellbeing Strategy Update for 2016-17 and Forward plan 2017-18

## 1. Introduction

In 2016, the Trust developed and signed up to a five year Health and Wellbeing Strategy, which focuses on four key themes, listed below in Box 1. The strategic aim of the strategy is to:

*Provide a working environment in which we care for our staff and know that in doing this, they are supported to provide outstanding care for our patients, each other, and their environment. This will be achieved by supporting staff to assess and take responsibility for their own health and wellbeing and providing prevention, intervention and rehabilitation services.*



### Box 1. Health and Wellbeing Strategic Themes

1. To increase employee understanding, involvement and participation in health and wellbeing activities
2. To increase employee attendance rates by promoting healthy lifestyles and providing prevention, intervention and rehabilitation services to employees
3. To target and reduce levels of specific work related ill health causes of sickness absence
4. Through the annual Staff Survey, demonstrate a year on year improvement in response to issues relating to health and wellbeing.

During 2016-17 there were a number of activities that were undertaken to support the strategic aim and four themes, and the summary programme of work can be found in Appendix A. A summary programme is also provided in Appendix B for 2017-18. These programmes largely reflect the national NHS Employers campaigns, and form the framework for the annual health promotional work. Central to the success of the health and wellbeing work is the active role of the Trust Communications team and the Occupational Health team. Both teams continuously identify and support activities across the Trust.

Also important to the Health and Wellbeing agenda are the national requirements set out in the Commissioning for Quality and Innovation (CQUIN) schemes. The requirements are documented through the CQUIN monitoring governance arrangements. Further information can be found in Appendix C.

This report aims to provide a summary of the activities undertaken to support each of the four strategic themes during 2016-17 as well as highlight the plans for the year ahead and activities already undertaken.

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## 2. Progress against the four themes

### 2.1 Theme 1: To increase employee understanding, involvement and participation in health and wellbeing activities

#### 2016-17

The following activities were undertaken during the year:

- Race2Rio was launched and the RUH went on to win an award for the efforts.
- The Health and Wellbeing Strategy was widely promoted
- Trust Flu Champions were sought and trained
- @RUHBath had a number of health and wellbeing articles to raise awareness and interest in the work underway
- There was a Health and Wellbeing day on 14 September 2016 which included:
  - *blood pressure, weight and fat composition checks*
  - *head and shoulder massage*
  - *Yoga advice*
  - *information from the Trust Employee Assistance Programme (EAP)*
  - *advice on tackling work related stress*
  - *annual flu vaccination campaign launch*
  - *cycle scheme information*

#### 2017-18

In celebration of the wide ranging aspects of health and wellbeing the Trust held a Festival of Health and Wellbeing (19th-23rd June 2017). The full programme of events that took place is available in Appendix D. Events included: information and education sessions; motivational speakers from within the workforce; access to Health Checks including BMI and blood pressure; mental and psychological wellbeing sessions and information; free swimming and 'fun Friday' including music from a local band some of whom were employees.

Initial survey results have highlighted additional areas of interest from staff and the Health and Wellbeing Steering Group are investigating these (including screening and supported exercise). Further feedback is being sought on the Festival in terms of changing attitudes/awareness and behaviours.

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Data on attendance at the Festival is being gathered to ensure that future health and wellbeing events are designed for maximum attendance. The 'trolley dash', supported by the Executive Directors was very well received and will become a permanent feature in future plans.

There are also plans for a further one day event in 2017 during October/November to raise awareness of alcohol in advance of Christmas and to provide information about managing finances.

The health and wellbeing intranet pages for Trust staff are being updated to make information more readily accessible and to signpost support and guidance to encourage staff to make healthy choices.

**2.2 Theme 2:** To increase employee attendance rates by promoting healthy lifestyles and providing prevention, intervention and rehabilitation services to employees

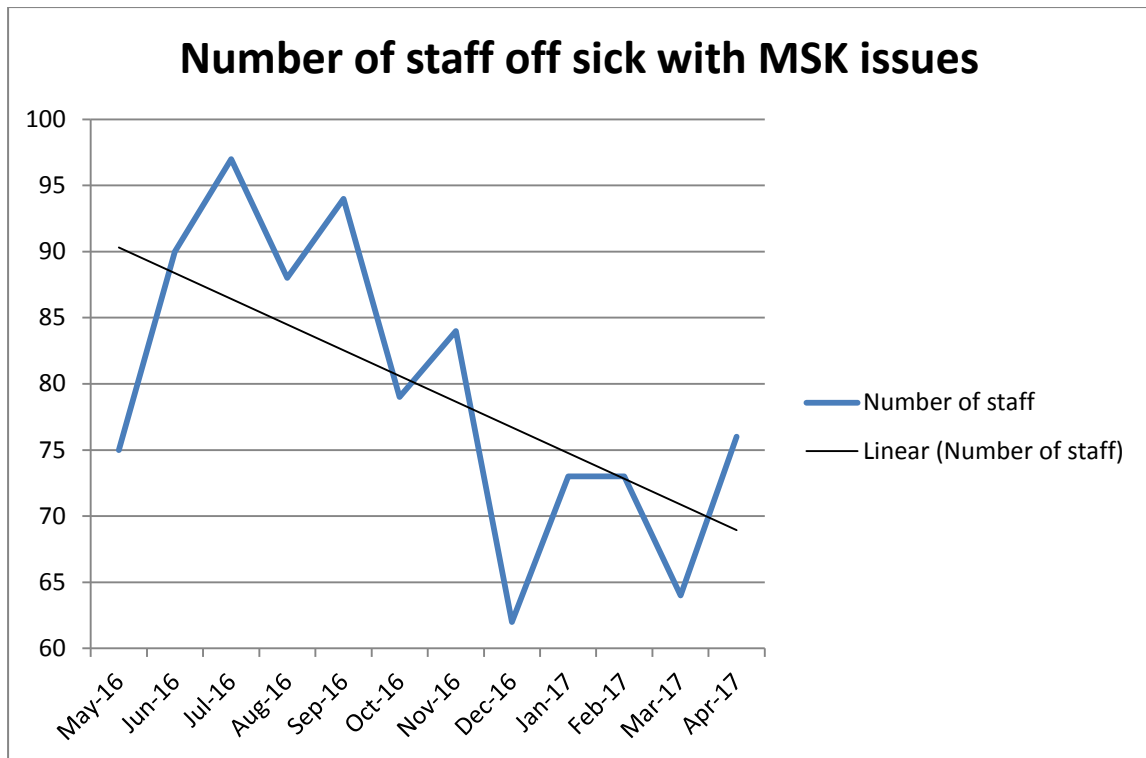
**Theme 3:** To target and reduce levels of specific work related ill health causes of sickness absence

The Trust sickness absence data shows that, within the top three reasons for sickness, musculoskeletal (MSK) complaints and stress are regularly reported.

### **2.2.1 Musculoskeletal (MSK)**

The Trust has continued to support a staff referral system to a Physiotherapist in order to support staff at work, and to help staff to return as soon as possible if they have an MSK issue. This service has been very well received by staff and recent data suggests that in a 12 month period the incidence of MSK related sickness has shown a downward trend (data from RUH sources).

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### 2.2.1 Mental Health

The Trust provides a comprehensive Employee Assistance Programme (EAP). In 2016/17 the service saw approximately 450 RUH employees for support and counselling. EAP does not have a waiting list and the average wait for a first appointment was 2 days. This means that staff have rapid access to professional support and a team of trained counsellors and psychotherapists who specialise in workplace counselling for healthcare workers.

Additional EAP services include coaching, mediation, couples therapy, cognitive behavioural therapy, post-incident support and trauma therapy, support for those giving evidence at inquests, informal support for managers, and training.

EAP is also represented in the Trust's Psychological Welfare Team, the Schwartz Centre Rounds and the Trauma Risk Management (TRiM) team, thereby supporting many more staff within a wider arena.

### 2.2.3 Other interventions, 2016-17

During 2016-17 a variety of additional interventions were offered to staff including:

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- comprehensive Occupational Health Service
- yoga classes relaunched – prevent MSK problems
- free NHS health checks – prevention and awareness raising
- the launch of national ‘cover up mate’ campaign (sun safety) – cancer awareness and prevention
- free mini massages for rehabilitation and just feeling good
- a smoking survey was conducted in advance of the emerging Smoke Free requirements<sup>1</sup>
- access to dedicated psychological support services (via EAP)
- spiritual and pastoral care through the hospital Chaplaincy service
- Schwartz rounds and Trauma Risk Management (TRiM)
- on site gym, squash courts, cycle schemes, and tennis courts
- open air swimming pool for healthier lifestyles

#### 2.2.4 2017-18

During this year the aim is to continue the support what is currently in place and extend the support where possible. Further classes in Yoga, Pilates and Zumba have been established. The food provided in the Trust food outlets and vending machines is being further reviewed to meet the CQUIN requirements including sugar sweetened beverages.

As a consequence of the Festival (where the Innovation Panel attended the week and ran a pop-up panel) the following projects have been funded:

- exercise cards for staff rooms/kitchens with example exercises to do while waiting for kettle to boil
- incentives for wards to implement the SAFER patient flow bundle e.g. bowls of fruit or mini massages
- pens, lanyards and flyers for the stop smoking service

#### 2.3 Theme 4: Through the annual Staff Survey, demonstrate a year on year improvement in response to issues relating to health and wellbeing.

There are two tools that the Trust is adopting to measure the impact, progress and outcomes of the health and wellbeing strategy and actions:

<sup>1</sup>All Party Parliamentary Group on Smoking and Health Burning Injustice: Reducing tobacco-driven harm and inequality Recommendations to the government, local authorities and the NHS January 2017

[http://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=9&cad=rja&uact=8&ved=0ahUK EwiVmNGNoPLUAhUMKsAKHYjeAngQFghTMAg&url=http%3A%2F%2Fcdn.basw.co.uk%2Fupload%2Fbasw\\_53844-7.pdf&usq=AFQjCNFvjzWksajW8dDpOkzjyqEbEqn9g](http://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=9&cad=rja&uact=8&ved=0ahUK EwiVmNGNoPLUAhUMKsAKHYjeAngQFghTMAg&url=http%3A%2F%2Fcdn.basw.co.uk%2Fupload%2Fbasw_53844-7.pdf&usq=AFQjCNFvjzWksajW8dDpOkzjyqEbEqn9g)

- The annual staff survey results
- The Workplace Wellbeing Charter<sup>2</sup>

### 2.3.1 Staff Survey 2016

The work environment and the lived experience of work as reported by staff during 2016, was reported to the Board of Directors in March 2017, following the results of the [2016 Staff Survey](#).

The results show good progress in a number of areas since 2015, including an improved overall engagement score, which is now a better than the average score for Acute Trusts. This result is a combination of staff's views in the following areas:

- whether they would recommend the Trust as a place to work or receive treatment
- staff motivation at work
- staff ability to contribute towards improvements at work.

This is an important result for the Trust as research by the Kings Fund in 2015 shows that '[engaged staff deliver better health care](#)'.

Other 'improved' results, since 2015, reported through the survey by RUH staff include:

- ***improved organisation and management interest in and action on health and wellbeing***
- *improved* support from immediate managers
- *improved* recognition and value of staff by managers and the organisation
- *improved* staff satisfaction with the quality of work and care they are able to deliver
- *improved* quality of appraisals
- *improved* and good communications between senior managers and staff
- *improved* satisfaction with resourcing and support

These improvements are reported by staff are set against a backdrop of a relentless and demanding environment, with high levels of emergency admissions and delays in getting patients home safely. The results show that both the 'Trust' and managers have worked well to support staff.

<sup>2</sup> <http://www.wellbeingcharter.org.uk/index.php>

There are also areas in which we need to improve, which have been distilled into four key themes for the Trust during 2017-18: Equality and Diversity: Reporting incidents; Patient care and experience; Violence, harassment and bullying.

### 2.3.2 2017-18

During 2017-18 the requirements within the Health and Wellbeing CQUIN is to record improvements<sup>3</sup> in the following areas:

- Does your organisation take positive action on health and well-being?
- In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?
- During the last 12 months have you felt unwell as a result of work related stress?

## 3. The Workplace Wellbeing Charter

The Trust has further demonstrated its commitment to delivering improved health and wellbeing to its employees by signing up to the Workplace Wellbeing Charter, which provides an opportunity for employers to demonstrate their commitment to the health and wellbeing of their workforce in eight areas (see Figure 1 below).

A self-assessment of the Charter evidence was reviewed in March 2017 and the Trust scored 'achievement' in five areas and 'excellence' in the remaining three. An external assessor at Bath & North East Somerset Council has been contracted to provide an assessment for official accreditation.

<sup>3</sup> Achieving a 5 percentage point improvement in two of the three NHS annual staff survey questions

**Figure 1**



#### 4. Governance

There are a number of themes within the health and wellbeing work in the Trust and therefore there are also a number of groups/committees to support the work including:

Group	Chair	Reports to
Health and Wellbeing Steering Group	Deputy Director of HR	Strategic Workforce Committee Health and Safety Committee
Equality and Diversity Group	Director of HR	Strategic Workforce Committee
Safe Staffing Group	Health and Safety Manager	Health and Safety Committee
Staff Survey Steering Group	Deputy Director of HR	Strategic Workforce Committee

The Safer Staff Group is the focal point for monitoring and delivering this strategy plus the various programmes and initiatives linked to health and wellbeing.

## 5. Conclusion

Progress on the health and wellbeing agenda has been positive over the past 12 months with a strong programme of work planned for 2017-18.

The Board is asked to note the progress and to act as role-models and ambassadors for the health and wellbeing of the workforce.

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## Appendix A

### Annual Health & Wellbeing Themes (2016/17)

<b>April</b>	<a href="#"><u>Health Check Tools</u></a>
<b>May</b>	<a href="#"><u>Healthy Weight</u></a>
<b>June</b>	<a href="#"><u>Smile</u></a>
<b>July</b>	<a href="#"><u>Healthy Holidays</u></a>
<b>August</b>	<a href="#"><u>Summer Olympics</u></a>
<b>September</b>	<a href="#"><u>Eyes</u></a>
<b>October</b>	<a href="#"><u>Quit Smoking</u></a>
<b>November</b>	<a href="#"><u>The Flu Jab</u></a>
<b>December</b>	<a href="#"><u>Mental Health</u></a>
<b>January</b>	<a href="#"><u>Dry January</u></a>
<b>February</b>	<a href="#"><u>Healthy Hearts</u></a>
<b>March</b>	<a href="#"><u>Fabulous Fibre</u></a>

## Appendix B



### Activity Plan 2017-18

Month	Activity
April	RUH Internal flu campaign learning review
May	National Walking Month World No Tobacco Day - 31st May
June	Carers Week EAP 20 <sup>th</sup> celebration 'RUH Festival of Health and Wellbeing'
July	3-9 July Health Information Week RUH Flu Campaign - readiness
August	Flu Campaign
September	RUH Flu-Free and Fabulous Sessions
October	Flu Free and Fabulous
November	Flu Free and Fabulous Alcohol Awareness Week
December	Flu Free and Fabulous
January	Dry January
February	Healthy Hearts/Healthy Checks TBC
March	Nutrition and Hydration - Fabulous Fibre.



## Appendix C: CQUIN for Health and Wellbeing 2017-2019

Staff Health and Wellbeing	Improvement of health and wellbeing of NHS staff	Improvement on Question 9a: Does your organisation take positive action on health and well-being?
		Improvement on Question 9b: In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?
		Improvement on Question 9c: During the last 12 months have you felt unwell as a result of work related stress?
	Healthy food for NHS staff, visitors and patients	Maintaining the four changes that were required in the 2016/17 CQUIN:
		% of drinks lines stocked must be sugar free (less than 5 grams of sugar per 100ml). In addition to the usual definition of SSBs it also includes energy drinks, fruit juices (with added sugar content of over 5g) and milk based drinks (with sugar content of over 10grams per 100ml).
		% of confectionery and sweets do not exceed 250 kcal.
		% of pre-packed sandwiches and other savoury pre-packed meals (wraps, salads, pasta salads) available contain 400kcal (1680 kJ) or less per serving and do not exceed 5.0g saturated fat per 100g
	Flu vaccinations for front line staff	Achieving an uptake of flu vaccinations by frontline clinical staff of 70% (year 1) and 75% (year 2)

## Appendix D: Festival of Health and Wellbeing (19th-23rd June 2017) - full programme of events

See separate document.

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## Stalls

<b>Monday</b>	Cardiologist Kitchen, Mindfulness, Occupational Health, Stop Smoking, Healthy eating
<b>Tuesday</b>	Environment champions and cycle scheme, Carers Support Wiltshire, Site maps – food outlets, activity map, sunscreen
<b>Wednesday</b>	Free water, Alcohol Awareness, Environment champions and cycle scheme, Carers Support Wiltshire, sunscreen
<b>Thursday</b>	Sleep guidance, Environment champions and cycle scheme, Carers Support Wiltshire, sunscreen
<b>Friday</b>	Healthwise physical activity referral scheme, Cricket club, Bath University sports facilities, sunscreen, Carers Support Wiltshire

## Helping you stay well, in and out of work

The RUH offers a wide range of health and wellbeing services and activities for staff to support and promote mental and physical health.

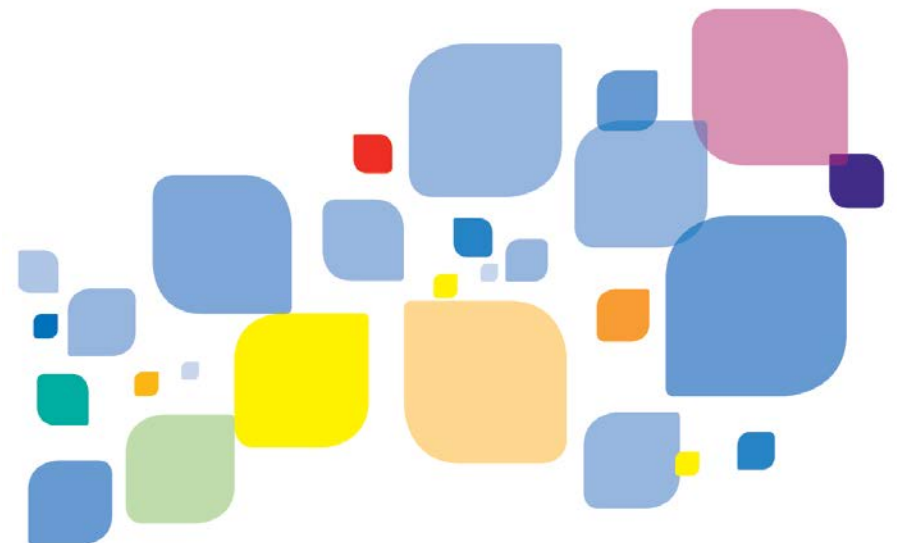
Our festival showcases and highlights some of what's on offer to staff throughout the year. From free flu jabs and physiotherapy through to our Employee Assistance Programme (EAP) and regular Zumba, yoga and Pilates classes.

Look at our dedicated health and wellbeing website pages on the intranet to see what's available:

► <http://webserver.ruh-bath.nhs.uk/welfare>

# Festival of HEALTH & WELLBEING 19th June - 23rd June

Free events and activities for staff



Monday 19 <sup>th</sup> June FESTIVAL LAUNCH	Tuesday 20 <sup>th</sup> June ACTIVITIES	Wednesday 21 <sup>st</sup> June FUEL	Thursday 22 <sup>nd</sup> June RELAXATION	Friday 23 <sup>rd</sup> June FUN
<b>Lansdown</b> <b>10.00am</b> James Scott to launch the Festival week. Fruit and cupcakes <b>10.15am</b> Speaker Ali Khavandi, Consultant Interventional Cardiologist. <b>1.30-2.00pm</b> Mindful Movement taster session – drop-in <b>2.30-3.00pm</b> Mindfulness introduction and breathing – drop-in <b>5.00-6.00pm</b> Mindful Managers – mindfulness taster session for managers	<b>Swimming for staff and families</b> (7.30-9am & 11.30-8pm) <hr/> <b>Lansdown</b> <b>12.00pm</b> Outdoor walk around our site led by Sharon Manhi – meet in the Lansdown <b>12.00-2.00pm</b> Innovation Panel pop up panel, funding Health and Wellbeing projects <b>1.00pm</b> Speaker Serryth Colbert, Consultant Oral and Maxillofacial Surgeon <b>1.30pm</b> RUH Choir <hr/> <b>Oasis</b> <b>12.30pm &amp; 1.30pm</b> Feldenkrais taster session <b>2.00pm &amp; 2.30pm</b> Zumba <b>3.00pm, 3.30pm &amp; 4.00pm</b> Pilates	<b>Lansdown</b> <b>9.00am-12.30pm</b> Occupational health checks <b>12.00pm</b> Speaker Ros Helps, Macmillan Nurse Specialist <b>1.00pm</b> Healthy Bake Off competition judging <hr/> <b>RNHRD</b> <b>All day</b> Stalls and Festival Trolley	<b>Lansdown</b> <b>10.00am-2.30pm</b> Massages <b>10.00am-2.00pm</b> Gym programme guidance <b>12.00-2.00pm</b> Innovation Panel pop up panel, funding Health and Wellbeing projects <b>1.00pm</b> Speaker Stuart Gillett, Consultant ENT Surgeon <b>2.00pm</b> Pets as Therapy (PAT) visit from Fudge and owner Martin <hr/> <b>Oasis</b> <b>1.00-1.30pm</b> Mindful Movement <b>1.00pm &amp; 2.00pm</b> Feldenkrais taster session <b>2.30-3.30pm</b> Mindfulness <b>4.00-4.30pm</b> Sleep Well – tips for better sleep	<b>Swimming for staff and families</b> (7.30-9am & 11.30-8pm) <hr/> <b>Oasis from 12 Midday</b> Folk Lift Truck – local band Smoothie/mocktail tasting Low calorie/fat sandwiches and snacks, low calorie drinks Health and Wellbeing booksale ‘Are you sitting comfortably?’ – guidance for setting up your workstation <b>2pm</b> Raffle - prize draw
Festival Trolley will be visiting wards all week 11.00-12.30pm – see intranet for details Browse our stalls, talk to the experts, pick up free samples – details on the next page				