



CDDFT STAFF HEALTH and WELLBEING STRATEGY 2020 – 2023

March 2020

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1. Introduction

CDDFT recognises that our employees play a vital role in our progress towards our vision of what we want to be known for – and what we are here to achieve - which is providing care that is Right First Time, Every Time; and also our mission which sets out ‘why we exist’ – our purpose – which is to provide safe, compassionate and joined-up care to the populations of County Durham and Darlington.

We are one of the largest Trusts in the country, serving a population of over 650,000, resulting in over 2 million patient contacts every year; and a talented team of over 7,000 staff.

Every member of #Team CDDFT is playing a vital role in providing safe, compassionate, joined-up care for our patients and all of our employees have a direct impact on the clinical outcomes and the experience of our patients; regardless of what role they do. We are clear that when our staff are feeling well and satisfied with their work, the experience of our patients improves.

This Staff Health and Wellbeing Strategy supports the Trust’s overarching Staff Matter Strategy and vision to become a Best Employer. The strategy acknowledges that the work and the health and wellbeing of our employees are interlinked with the Trust’s commitment to promoting a culture where wellbeing is embraced by all our employees.

The strategy also supports the Interim NHS People Plan in making the NHS the best place to work and the evidence that the more engaged our employees are, the more effective and productive they are, and more importantly, the higher the quality of care delivered to our patients.

Through this strategy and supporting action plan, we will provide a framework for CDDFT to take a proactive and engaging approach to enhancing the health and wellbeing of all of our staff. This will be achieved through wellbeing initiatives and employee support mechanisms.

By regularly undertaking employee health and wellbeing surveys / health needs assessments, we will work with employees to ensure our organisation identifies and minimises issues which may impact negatively on staff health.

There are already a number of effective policies and procedures in place to support employee health and wellbeing and these will be reviewed regularly to ensure that they support this strategy.

Through this strategy we will continue to promote equality amongst staff and valuing the diversity in the workforce which will contribute to the continuing improvement of the quality of our services. We will ensure that any suggested or implemented initiatives take into account these differences so that we do not knowingly preclude any particular equality group from participating.

The Trust's ambition is to be regarded as the best place to work and the commitment to the elimination of discrimination, promoting equality of opportunity. '

CDDFT will provide training, support and guidance to managers, to ensure they have the necessary skills, ability and knowledge to support employees to improve their health and wellbeing, both physical and emotional/mental.

2. Background:

Health and Wellbeing is increasingly being acknowledged as a vital component in supporting and developing the workforce. Not only are there positive benefits to staff and patients but also financial benefits to the organisation for example in reduced sickness absence days.

Since the first version of the Staff Health and Wellbeing Strategy and Action Plan was produced in 2015, the original work undertaken by Dr Steve Boorman and Dame Carol Black has been further developed.

Following the very tragic death of Amin Abdullah in 2016, NHS Improvement Chair, Baroness Dido Harding, undertook a review and subsequently wrote to Trust Chairs and Chief Executives detailing the findings of an independent analysis by an advisory group.

The new national guidance on NHS disciplinary processes was developed and covered seven themes – implementing these across the NHS will contribute to ensuring people are treated fairly and protect their wellbeing.

HR teams and Trust Boards were required to review their health and care organisations current procedures and processes against the updated guidance, ensuring it reconciled with the seven principles.

Baroness Harding said,

“If all of the boards in the NHS chose to take culture and people management more seriously and put it on a level footing with financial and operational performance we’d see a huge improvement in culture and outcomes for patients’

She also said: *“Over the course of the last 20 years the NHS has become increasingly good at financial and operational management and it has not been good at putting people management at the core of the way you run the system both nationally and locally...”*

According to NHS Employers:

To deliver high-quality patient care, the NHS needs staff that are healthy, well and at work. Looking after the health and wellbeing of staff directly contributes to the delivery of quality patient care. Poor workforce health has high and far reaching costs to NHS organisations and ultimately patients.

Research shows that where NHS Trusts prioritise staff health and wellbeing and actively engage with staff to develop work in this area, levels of engagement increase, as does staff morale, loyalty, innovation, productivity, all resulting in higher patient care.

Everyone should feel able to thrive at work. That is why we are working with NHS England and NHS Improvement to offer increased support for NHS staff to improve their health and wellbeing.

NHS Employers have worked closely with NHS England and NHS Improvement (now NHSEI) to offer increased support for NHS staff to improve their health and wellbeing. The NHS Health and Wellbeing Framework has been developed which sets out the standards for what NHS organisations need to do to support staff to remain well, healthy and happy at work.

The framework is an interactive document that makes the case for staff health and wellbeing, sets out clear actionable steps and provides guidance on how organisations can plan and deliver a staff health and wellbeing strategy and plan.

The framework focusses on:

- Organisational enablers – the essential leadership, structural, cultural building blocks for improving staff health and wellbeing. This includes

leadership and management, data and communication and healthy working environments.

- Health interventions – mental health, musculoskeletal and health lifestyles are the three health areas that have identified by NHS Employers through their working with organisations and reviewing national data on absence, presenteeism and the staff survey.

The Strategy and Action Plan have been developed using this framework; and will be available on the Staff Intranet for all employees to access

3. Aims of the Strategy:

The Strategy aims to:

- a. Create a safe and healthy working environment
- b. Encourage and support employees to develop and maintain a healthy lifestyle
- c. Improve physical and emotional/mental wellbeing (including financial wellbeing)
- d. Support people with manageable health issues/conditions or disabilities to remain at work or return to work, with reasonable adjustments, if necessary
- e. Improve staff satisfaction, recruitment and retention

4. Implementation of the Strategy:

A continued strategic approach is required to embed health and wellbeing into the organisation and to build upon the previous Strategy and Action Plan; and excellent work that is already in place.

The approach will combine:

Reactive Activity – this will help support those staff with ill-health to return to work in a timely manner.

We will ensure that managers and employees are aware of their responsibilities to return to work as soon as possible in a structured and supportive manner; in particular ensuring that every employee is aware of the support mechanisms available e.g. Occupational Health, Human Resources (HR) and the Employee Assistance Programme (EAP)

Preventative Activity - to reduce ill health (physically, emotionally, mentally) and poor wellbeing (including financial); we will work to develop health and wellbeing activities, paying particular attention to weight management, exercise, smoking cessation and emotional / mental wellbeing initiatives. We will also continue to develop our managers to enable them to support staff more effectively.

Leadership – The Director of Workforce and Organisation Development (WF&OD) is the nominated Executive for staff health and wellbeing. The Director will share the strategy and associated action plan with the Board and ensure their support. They will also keep the Board updated on a regular basis.

Staff Engagement – It is crucial to engage staff if the aims of the strategy are to be achieved along with a culture of health and wellbeing embedded into the organisation. Every employee will be supported to improve their health and wellbeing and encouraged to act as a role model to their colleagues. As part of the action plan, all staff will be invited to participate in an employee health and wellbeing survey, based on the Public Health England Health Needs Assessment, to identify what issues are important to employees and to contribute to the development of our staff wellbeing programme.

Following the initial survey an annual health needs assessment questionnaire will be distributed to staff to ensure ongoing engagement.

Directorate representatives are also members of the Health and Wellbeing Focus Group to ensure that the programme of work and the action plan remain 'fit' for staff needs.

Occupational Health – The Trust’s Occupational Health Service is integral to our health and wellbeing strategy. Regular meetings take place between Occupational Health and HR to ensure adequate support is given to all staff. The Occupational Health Service has the Safe Effective Quality Occupational Health Services Accreditation (SEQOHS). The Health and Wellbeing Focus Group meetings are chaired by the Occupational Health and Wellbeing Service Manager.

5. Action Plan:

The Action Plan has been developed using 6 Strategic Themes/Objectives, namely:

- i. Leadership and Management
- ii. Data and Communication
- iii. Healthy Working Environment
- iv. Mental Health
- v. Musculoskeletal
- vi. Healthy Lifestyle

A copy of the Health and Wellbeing Action Plan is attached under Appendix 1

The Health and Wellbeing Focus Group is responsible for developing and monitoring the Trust’s annual action plan; ensuring this remains a key priority and aligned to local and national, health and wellbeing priorities

6. Partnership Working:

There are a number of key partners involved in delivering the strategy and action plan. They include:

- Employees and Managers within the Trust

- Staff Representatives
- Trade Union Representatives
- Occupational Health
- Estates and Facilities
- Human Resources
- Communications
- Workforce and Organisation Development
- Health and Safety Committee

7. Monitoring and Evaluation:

The Health and Wellbeing Focus Group will assume responsibility for managing progress against the action plan. Each action 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 Executive Director of Workforce and Organisation Development, at least annually.

Information regarding sickness absence, appraisal rates and mandatory and role specific training attendance will be reported to the Trust Board on a quarterly and annual basis via the Workforce and Organisation Development Reports.

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Occupational Health & Wellbeing Service Manager and Chairperson of the Health and Wellbeing Focus Group

March 2020

References:

- Interim NHS People Plan (2019)
- CDDFT Health & Wellbeing Strategy 2015 – 2018
- Dame Carol Black Review – ‘Working for a Healthier Tomorrow’ (2008)
- Boorman Report – ‘NHS & Wellbeing Review’ final - (2009)
- Dido Harding Review of Health and Social Care Workforce Inquiry (2019)
- NHS Employers – Health & Wellbeing Framework (2018)
- Public Health England; Health Needs Assessment (2017)
- SEQOHS (Safe, Effective, Quality, Occupational Health Service) Revised Standards (2015)



County Durham
and Darlington

NHS Foundation Trust