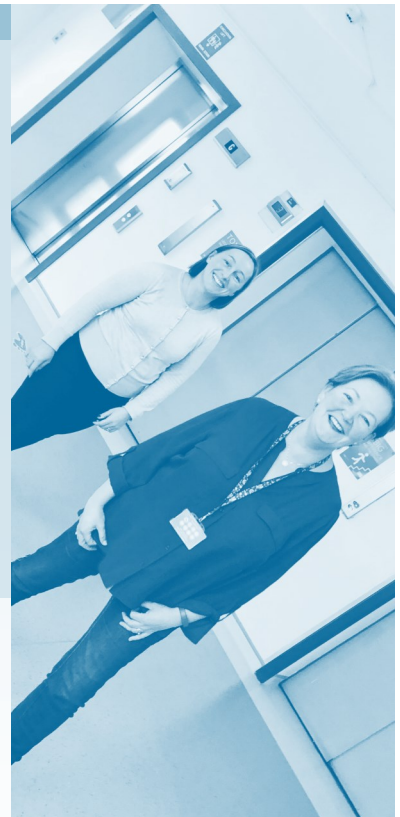


**WHSCT
STAFF HEALTH &
WELLBEING STRATEGY
2019 – 2022**





What is a Health & Wellbeing Strategy?

This is the second Staff Health & Wellbeing Strategy for the Western Health & Social Care Trust and has been developed by our TWIST West Steering Group. It provides a focus for this area of activity and includes representation from each of the Directorates and Trade Unions.

This strategy highlights what we, as individual employees, expect from our employer, and what responsibility we can and should take for our own health and wellbeing as Trust employees.

This strategy is a fresh approach to integrating Health and Wellbeing throughout the WHSCT as an organisation, it will support the WHSCT's 3 Strategic Priorities to include

1. HSC Transformation
2. Pathfinder
3. Working Together....Delivering Value.

And will align to the delivery of the Trust's 4 core themes,

- Great Place to Start Life
- Great place to Live Well,
- Great Place to Grow Older
- **Great Place to Work.**

Introduction

The WHSCT recognises that the responsibility for the health and wellbeing of our staff extends far beyond a core responsibility to provide a safe working environment. Staff health and wellbeing is vitally important in creating and maintaining a motivated, engaged and productive workforce. As an organisation we are committed to promoting the health and wellbeing of our staff as our single most valuable resource.



Achieving both a workplace and a workforce which are healthy is central to ensuring an efficient and effective organisation in which staff feel cared for supported and valued. In this environment clients and patients receive services that are of the highest quality and delivered in a way which is caring, sensitive and reflective of their specific needs, circumstances and situation.

The Strategy and Action Plan have been shaped by the available data we have on our workforce and by the results from the HSC Staff Survey, most recently completed in 2015. Other surveys and methods of engagement were employed to obtain the views of staff. The Trust places particular emphasis on the full involvement of staff in the ongoing development of this Strategy and its related Action Plan. In developing this Strategy we also wanted to concentrate efforts on inspiring and encouraging staff to take a greater interest in their own health and wellbeing and provide the opportunities to do so.

This Health & Wellbeing Strategy and the supporting Action Plan will enable us to further build on the existing good practice to make the best possible impact on staff health and well-being and create an organisational culture and environment in which the promotion of health and wellbeing is embraced by all our staff.

Introduction continued....

The Trust has a range of policies for staff which are designed to promote the physical, mental and emotional wellbeing of staff and provide a work environment that is supportive. Focus has also been given to the provision of health and wellbeing information, opportunities for staff to participate in health and wellbeing initiatives, staff training, providing staff support mechanisms and joint working with staff, their representatives, local partners and our wider HSC family to identify and address areas for improvement.

Evidence Base for Workplace Health

Staff spend a large portion of their time at work therefore the WHSCT can play a key role in influencing the health and wellbeing of its staff who in turn contribute to the success of the organisation. A workplace which addresses the health and wellbeing of its employees can improve health and reduce inequalities striving to become a more successful organisation.

The draft Programme for Government (PfG) includes **Outcome 4 for the population of Northern Ireland : We enjoy long, healthy, active lives**. The PfG delivery plan sets out the priorities and enablers required to achieve this in a 'Healthier Lives Programme'; aimed at increasing the number of years everyone lives in good health, independently and tackling health inequalities. This includes a focus on supporting healthier HSC workplaces and how we can work collectively to improve staff health and wellbeing.

Making Life Better, the Strategic Framework for Public Health for Northern Ireland (2013-2023) outlines a commitment to create the conditions for individuals, families and communities to take greater control over their lives and be enabled and supported to lead healthy lives. Safe and healthy workplaces is included in the Framework with recognition that effective workplace health programmes can make a real difference to the health and wellbeing of employees, businesses and the communities in which people live and work.

In **Health and Wellbeing 2026: Delivering Together** - October 2016 - Michelle O'Neill stated that "as the single biggest employer in the North, we have a real opportunity and responsibility to make a tangible and positive contribution to the health and wellbeing of our staff, and society as a whole. We will be an employer of choice, leading by example and investing in the wellbeing of our staff".

The NICE Evidence Based Guidelines on Workplace Health recommends adopting an organisation wide approach to promoting the health and wellbeing of employees, in partnership with them.

Staff Wellbeing is Everyone’s Responsibility

The health and wellbeing of staff is a shared responsibility and should involve everyone; each and every individual member of staff, the WHSCT as an organisation and across the wider HSC system. The HSC system is undergoing huge transformation and the focus on the health and wellbeing needs of the HSC workforce has been strengthened with the launch of the HSC Healthier Workplaces Network in 2016. This Network was established by the Public Health Agency to drive forth the Programme for Government *Healthier Workplaces Programme* and to support all HSC organisations in encouraging staff to enjoy long, healthy, active lives. This Network includes representatives from a number of HSC organisations and as members the WHSCT will work jointly, exchanging knowledge and experience and learning with other HSC organisations to work towards the shared aim of improving staff health and wellbeing within the workplace.



“We aim to encourage a culture of viewing the workplace as a place that can actively contribute to staff health and wellbeing.”

This Strategy also supports the Trust’s Vision ensuring that the WHSCT is a ‘Great place to work’. There is increasing evidence that effective health and wellbeing programmes have a direct relationship with improving productivity and positive outcomes for patients. Having happy, healthy employees improves morale, reduces absenteeism, increases motivation, innovation and creation and subsequently improves performance and productivity.

It is essential that this strategy builds on the efforts that have been put in place since the establishment of the *Investing in Your Health* strategy and action plan. The WHSCT is committed to playing an active role and wishes to empower each and every member of staff to take the lead in looking after their individual health and wellbeing and that of their colleagues within the workplace. We aim to encourage a culture of viewing the workplace as a place that can actively contribute to staff health and wellbeing, where personal responsibility and ownership of one’s health meets the WHSCT vision .



Health & Lifestyle in the Western Trust

The population of the WHSCT area is estimated at 300,431 people. Life expectancy for both females and males has continued to increase over the past 10 years. Current figures for the WHSCT are 82.3 for females and 78.0 for males.

There are many indicators used to determine the health of the population of NI. The following highlights the statistics for the population of the WHSCT area relating to a number of the key indicators of health. Datasets and statistical information can help in highlighting areas of need and points to where health and wellbeing interventions should be targeted. The Health Survey NI: *First Results* (DoH 2016/17) highlights the finding; '91% of respondents believe they can influence their own health by the way they choose to live their life.' This is a promising statistic and this is a belief that will be integral to a healthy and empowered workforce within the WHSCT.

	WHSCT Trust Area	NI Average
Percentage of adults who rate their health as good (2013/14)	69%	73%
Percentage of adults who meet the recommended activity level of at least 150 minutes per week (2013/14)	45%	55%
Percentage of adults classified as obese – BMI of 30 or above (2014/15)	22%	25%
Percentage of adults who eat 5 or more portions of fruit & veg per day (2014/15)	30%	36%
Percentage of adults who smoke (2014/15)	22%	22%
Percentage of adults who drink above the recommended guideline (2013/14)	17%	16%
Percentage of people living with a long-term health condition that limits day-to-day activities (2011)	22%	30%
Breast cancer screening uptake among females aged 50-70 (2015)	77%	76%
Cervical cancer screening uptake among females aged 25-64 (2015)	78%	77%
Bowel cancer screening uptake among females and males aged 60-74	57%	59%

Physical Health	Mental Health	Social Health
55% of adults in NI achieve the physical activity recommendation of 150 minutes of moderate activity per week.	30% of people in NI had concerns about their own mental health in the last year.	73% of people in NI feel they have 3 or more people they can rely on for help.
Females (51%) are less likely than males (61%) to meet the physical activity recommendations for adults.	56% of people who had concerns about their mental health sought help.	People living in urban areas and in the most deprived areas were more likely to report signs of loneliness than those in rural and the least deprived areas.
The likelihood of being overweight or obese is 36% for those aged 16 to 24 years and increases to 73% for those aged over 74.	80% of males and 65% of females who had concerns and did not seek help cited the main reason for this as: "I thought I could handle things on my own."	13% of people in NI reported having caring responsibilities.
75% of people in NI feel they can take active steps to live a healthier lifestyle.	62% of people in NI would feel uncomfortable speaking to an employer about a mental health concern.	38% of those citing caring responsibilities receive no support from others.

(Statistics relating to the population of NI – Health Survey NI: First Results DoH 2015/16)



Staff Profile in the Western Trust

An aging population coupled with a proposed increase in state pension age also presents a growing challenge for all HSC Trusts and staff in relation to daily working demands and ensuring that staff enjoy good health throughout their career.

Number of staff in post (excluding bank)	10666
Percentage of staff in permanent posts	92.33%
Percentage of staff in temporary posts	7.67%
Staff who hold bank contracts	1834
Percentage of staff – Female (excluding bank)	80.61
Percentage of staff – Male (excluding bank)	19.39
Number of staff on Maternity Leave (April 17 to April 18)	759
Percentage of staff who work less than 35hrs	35.66
Sickness absence % (April 17 to April 18)	6.07%
Number of referrals to Occupational Health	2594

Almost half of the people who had been in contact with the Health and Social Care system in the last year had given a compliment.

(Health Survey NI: First Results DoH 2015/16)

Work-related stress, depression or anxiety accounts for 40% of work-related ill health.

(‘Work Related Stress, Depression or Anxiety Statistics in GB’ - HSE 2017)

What the Staff Survey 2015 told Us...

- ◇ Staff are generally positive about their jobs
- ◇ 91% of staff say that they feel their role makes a difference
- ◇ 87% of staff say that they are satisfied with the quality of care they give
- ◇ 73% of staff say that care of patients is their organisation's top priority
- ◇ 72% of staff say that if a friend or relative needed treatment they would be happy with the standard of care provided by their organisation
- ◇ 72% of staff say that they are enthusiastic about their job (Q28b).
- ◇ 81% of staff say that they are able to do their job to a standard they are personally pleased with
- ◇ 69% of staff say that the organisation provides them with healthy food in the canteen
- ◇ 64% of staff say that they would recommend their organisation as a place to work
- ◇ 64% of staff say that their organisation provides advice on diet
- ◇ 36% staff say that they were injured or felt unwell as a result of work-related stress in the last 12 months





Health & Wellbeing in the Workplace Workshops & Survey 2018



We asked how we can support you to be healthier, you said...

- ◆ Clear communication of all information regarding Staff Wellbeing which is easily accessible
- ◆ Opportunities to be more engaged and involved in health and wellbeing in the workplace
- ◆ Wellhub which will host all wellbeing information.
- ◆ Availability of Health Champions on site.
- ◆ A range of Staff Wellbeing projects at various times to improve physical, emotional and social health.
- ◆ Focused health and wellbeing campaigns for staff .
- ◆ A team centred approach to improving wellbeing.

Supporting Staff

Our primary function as a HSC Trust is to provide high quality health and social care services to the population of the Western Trust area. In order for the Trust to provide client care in a safe, effective and efficient manner, we need to have a healthy workforce;

“We must invest in our staff and provide the environment to allow them to do what they do best - provide excellent high quality care.” Health & Wellbeing 2026: Delivering Together – Michelle O’Neill



We must ensure that all staff are provided with a range of opportunities to improve and maintain good health. Similarly, when staff are experiencing ill health it is essential that staff are supported to remain in work or to return to work in a person-centred manner with individual needs considered. Sickness absence management systems must be fair and appropriate.

Some of the steps that can be taken to support staff to remain in work include:

- ◆ Joint approach to staff health & wellbeing to include key partners and all departments across the WHSCT.
- ◆ Provision of a range of programmes focusing on the physical, emotional and social health of staff.
- ◆ Development & provision of work-life balance initiatives.
- ◆ Consideration of short-term adjustments to avoid or shorten sickness absence.
- ◆ Confidential counselling services.
- ◆ Occupational health support for staff.
- ◆ Provision of specialist equipment where required.
- ◆ Access to specialist services to help manage conditions impacting on working life.
- ◆ Development of a Communication Plan to raise awareness of health & wellbeing information & services amongst all staff.

A Model for Practice

We will be guided by the **Business in the Community Workwell Model** which clearly outlines the key areas every organisation needs to focus on to improve workplace health for all staff, how each individual staff member can improve their health at work and the long-term and large-scale outcomes when a health and wellbeing strategy is implemented successfully. We must focus our attention on the following areas:

BETTER PHYSICAL AND PSYCHOLOGICAL HEALTH

We work in an organisation that seeks to provide high quality health and social care services in a manner that promotes early intervention and prevention. It is important that this high quality care also transfers over to us as a workforce as well. A happier and healthier workforce will ensure we have happier and healthier clients and patients.

BETTER SPECIALIST SUPPORT

Staff are supported to return to work appropriately and safely with the provision of specialist support and interventions through line management support, Occupational Health, Human Resources, appropriate health and safety advice and other specialist supports available.



BETTER WORK

Providing and creating a safe and happy work environment is vital to laying the foundations for a work place that is health promoting. The WHO defines a healthy workplace as "...one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and well-being of all workers." Highlighting the need to consider the physical and psychosocial work environment, personal health resources and each staff member's wider community network. The development of a Health Champion Network will provide the opportunity for all staff to actively contribute to creating a healthier and happier working environment.

BETTER RELATIONSHIPS

Positive working relationships coupled with open and engaging communication can only seek to improve relationships. We are hopeful that all departments and teams within the Western Trust are provided with the opportunity to become involved with initiatives and activities to improve health and wellbeing and supported to develop new, innovative and joint ways of working. We are better together.



OUR AIM is to achieve and maintain a workforce, who are healthy in relation to their physical, mental, emotional and social wellbeing and to provide a workplace that is safe, supportive and health promoting.

6 Key Objectives will support the trust to achieve this aim over the next three years:

1. Provide senior leadership commitment to creating a supportive workplace culture, policies and practices that protect, promote and improve the health and wellbeing of all staff.

The Trust Board, Directors and Senior Managers fully accept their responsibility for health and wellbeing in the workplace. The Trust Board will receive an annual Health and Wellbeing Report and Action Plan for the following year that will be coordinated and managed through the TWIST West Steering Group. The Trust's Chief Executive will also receive information on workplace health and wellbeing through the official reporting mechanisms set up by the HSC Healthier Workplaces Network.

The Chief Executive has a responsibility to ensure that workplace health and wellbeing remains a core priority of the Senior Management Team, encouraging a consistent, positive approach and a structure for the monitoring of health and wellbeing arrangements.

The TWIST West Steering Group is chaired by the Medical Director with direct accountability to the Chief Executive. There is senior management representation from each Directorate on the TWIST West Steering group and these members have a responsibility for demonstrating a proactive and visible commitment to health and safety and its role in improving the health and wellbeing of staff. This Group also consists of representatives from Staff and Trade Union Side groups, Health Improvement, Equality and Involvement, Human Resources, Occupational Health and Risk Management. The Group ensures strategic leadership and direction in the development and implementation of this Strategy and Action Plan driving forward the promotion of a healthy workforce.



2. Engage with staff across the organisation to understand their health and well-being needs and empower them to improve their health and wellbeing and the health and wellbeing of others.

The Trust is committed to engaging and empowering staff to make informed choices to improve their own health and wellbeing and that of others.

Directors / Senior Managers will have responsibility to implement and ensure that staff are aware of this Strategy, workplace health and wellbeing policies, programmes and services. They must display commitment to the health and wellbeing of the workforce and act as good role models, proactively encouraging behaviours and actions that may positively affect employee health and wellbeing. Those with supervisory / management responsibility will be responsible for ensuring that staff are informed on an ongoing basis of the workplace health and wellbeing newsletters, policies, programmes and services that are provided.

All Staff have a responsibility for their own health and wellbeing and that of their colleagues who may be affected by their activities and behaviours and adhere to Trust policies and procedures. In order to develop this Strategy almost 1000 staff have been consulted with via workshops and survey monkey. The Trust places particular emphasis on the full involvement of staff in the ongoing development and implementation of this Strategy.



3. Develop the TWIST West brand in which all Health and Wellbeing information is made accessible through the new online hub www.twistwest.org

The Trust has developed a new brand identity for workplace health and wellbeing initiatives, activities, support and resources. This was developed through engagement with staff.

All health and wellbeing information is located in one easily accessible website to help increase staff awareness of a diverse range of wellbeing programmes, activities and benefits, promote engagement in them and aim to staff's health. This can be accessed in the workplace or at home and will play a key role in the development of the Trust's wellbeing community.

4. Develop, train and support a network of Workplace Champions to promote the health and wellbeing of staff.

The Trust is committed to developing a network of Workplace Champions. A core part of our Strategy is to promote and encourage staff to not only take ownership of their own health and wellbeing but to also provide the opportunity for individuals to get involved in driving wellbeing forward for their colleagues.



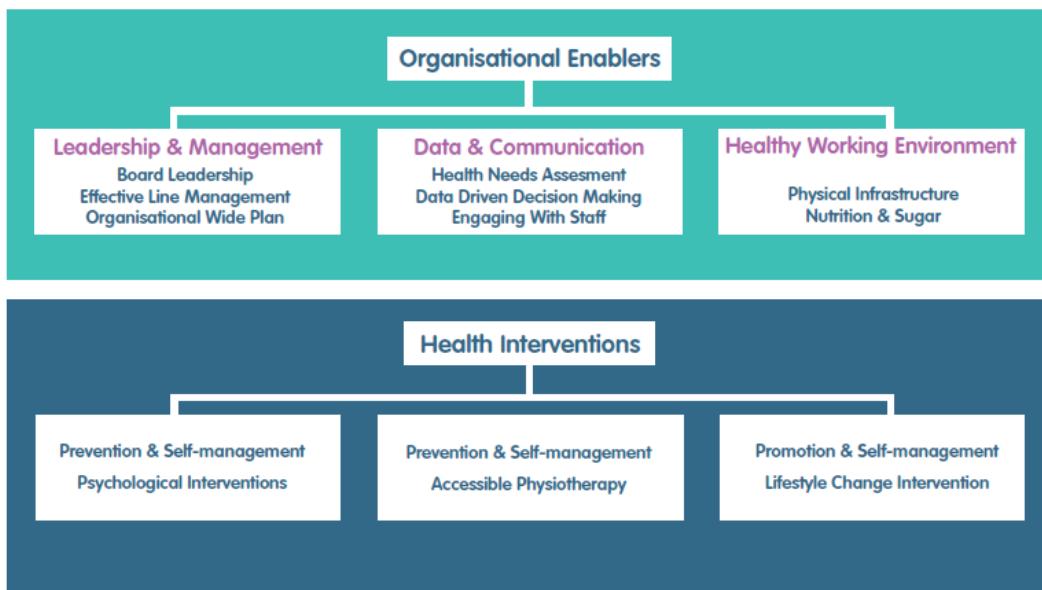


5. Actively promote existing staff wellbeing programmes and develop further initiatives to protect and improve the health and wellbeing of all staff and support the ageing workforce.

There is a number of Health and Wellbeing Programmes that have been available to staff through the previous Investing in Your Health Programmes, a number of these will continue however we will use the NHS Health & Wellbeing Framework to guide us as we move forward.

We have made a start on finding out the needs and wishes of Western Trust Staff; this Framework will help us to understand this information and plan for the areas we need to focus on and how we are going to do this.

NHS Health and Wellbeing Framework





6. Evaluate the success of the Strategy and Action Plan in improving the health and wellbeing of our staff.

This is a three year strategy to help us improve upon the focused work of the Investing in your Health initiative and now drive forward the positive change and innovation that TWIST West will bring to staff health and wellbeing within our Trust. The TWIST West Steering Group will be responsible for monitoring the progress of the objectives set out in this Strategy and for drafting the Strategic Action Plan that will set out clearly, the tasks required to meet each objective. Progress will be reported to the Trust Corporate Management Team and to staff annually.

It is important that we define how we will measure success and progress: A number of key performance indicators will be used to highlight how we are doing and although these indicators will outline short-term data, it is envisaged that this information will help to inform continual improvement in staff health and wellbeing.



What Will We Measure?

Uptake of Cycle to Work Scheme

Uptake of Half-Price Swim Scheme

Uptake of Corporate Leisure Rates

Quantity of sessions/workshops provided to staff (focusing on physical, mental and social health)

Attendance and completion rates at staff wellbeing activities/events

Quantity of Health Champions

Quantity of Health Champion-led activities

Quantity of Staff Teams actively promoting staff wellbeing

Quantity of complaints and compliments

Usage of the Stop Smoking Service

Staff Survey to evaluate the Wellhub

Web statistics for www.twistwest.org

Staff Survey results

Staff sickness/absence rates

Referrals to Occupational Health



Data & Statistical Information Sources

- **Northern Ireland Statistics and Research Agency Website.**
<http://www.ninis2.nisra.gov.uk/public/AreaProfileReportViewer.aspx?FromAPAddressMultipleRecords=Western@@Western@20?#7641>
- **Census 2011 Population Statistics for the Western Health and Social Care Trust**
- **Making Life Better Profile for the Western Health and Social Care Trust**
- **Health Survey NI: First Results (DoH 2015/16)**
- **Health Survey NI (Doh 2010/11)**
- **‘Work Related Stress, Depression or Anxiety Statistics in GB’ - HSE 2017**

TWIST West Forum Membership

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Judith Boyle

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Head of Trust Communications Department

Director of Mental Health & Learning Disability

Assistant Manager, HIEI Department

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Staff Health & Wellbeing Coordinator

Trust Communications Department

Secretary to Head of ICT - Health Champion

Exercise Professional CMP - Health Champion

