



Southern Health
and Social Care Trust

Quality Care - for you, with you

STAFF HEALTH & WELLBEING STRATEGY

2018 - 2021



MAKING LIFE BETTER

What is a Health & Wellbeing Strategy?

Our second Staff Health & Wellbeing Strategy for Southern Health & Social Care Trust has been developed by our Workplace Health & Wellbeing (HWB) Steering Group which includes Trade Union representatives, and provides a focus for this area of activity. All staff had the opportunity to share their views on the draft Strategy through a number of engagement events and the Strategy was refined in light of feedback received. Staff health and wellbeing is a subject on which management and Trade Union colleagues speak with one voice and our Trade Unions fully support this agenda and accept the principle of mutual obligation.

In simple terms, this strategy is about what can 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.

But first, let's be clear what we mean by health and wellbeing.

The National Institute for Health and Care Excellence (NICE) defines 'Health' and 'Wellbeing' as:

Health relates to a person's physical or mental condition. Wellbeing is the subjective state of being healthy, happy, contented, comfortable and satisfied with one's quality of life.

Introduction

The responsibility for the health and wellbeing of our staff extends far beyond a core responsibility to provide a safe working environment.

We recognise the importance that staff health and wellbeing makes to creating and maintaining a motivated, engaged and productive workforce and we are committed to promoting the health and wellbeing of our staff as our single most valuable asset and resource. This strategy acknowledges how important good staff health and wellbeing is to the successful delivery of quality health and social care services for our population.

This Health & Wellbeing Strategy and the supporting action plan will enable us to further build on good practice to ensure a proactive and innovative approach to enhancing staff health and wellbeing and promoting a culture where health and wellbeing is embraced by all our staff.

This is achieved through provision of health and wellbeing information, opportunities for staff to participate in health and wellbeing initiatives, staff training, creating working environments that are conducive to good health and safety, 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.

This Strategy and Action Plan are also shaped by the available data we have on our workforce and by the results from the Trust's staff survey, most recently completed in 2015. Other surveys and methods of engagement are 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.

The Trust has a range of policies regarding workplace health and wellbeing for staff to adhere to. In developing this Strategy we also wanted to concentrate on inspiring and encouraging staff to take a greater interest in their own health and wellbeing and provide the opportunities to do so.



The Compelling Case for Action

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.

Achieving both a workplace and a workforce which are healthy and well is central to ensuring an efficient and effective organisation in which staff feel cared for, supported and valued and 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.

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 staff.



‘Employees’ experience of work, and the satisfaction that they derive from it, can have an important impact on their physical and mental health and well-being, their commitment to their job and, therefore, their performance. Ultimately, this can affect the productivity and profitability of their employer.’

The Future of Workplace Relations – Acas (January 2010)



The link between a healthy workforce and positive outcomes for patients is well documented. A number of significant public figures have produced the evidence base which encourages organisations to go beyond the core health and safety perspective, to positive health promotion. Notable contributors include Dame Carol Black, *Working for a Healthier Tomorrow* (2008), and Dr Steve Boorman, *NHS Health and Wellbeing* (2009).



This Strategy importantly supports the Trust’s Vision, Values and Priorities ensuring that the Trust is a *‘great place to work, valuing our people’* and *‘supporting people and communities to live healthy lives and to improve their health and wellbeing’*.

Our Trust’s Corporate Plan 2017-2021 establishes as a key action, the development of our next 3 year Staff Health & Wellbeing Strategy.

In "Health and Wellbeing 2026: Delivering Together - October 2016" - the then Minister, Michelle O’Neill stated:



“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. Despite the demand, resource and service pressures being experienced, I am committed to ensuring the wellness dimensions of being an employer of this scale will be better achieved across the HSC.”

Health & Wellbeing 2026: Delivery Together - Minister O’Neill

The Compelling Case for Action

Continued

In 2017 The HSC Healthier Workplaces Network was established by the Public Health Agency. The network is made up of representatives from a number of HSC organisations and its aim will be to develop an improved and consistent approach to improving workplace health in the HSC sector through a Healthier Workplaces Programme. Its focus will be on the health and wellbeing needs of the HSC workforce in the context of change. As members of this network our work in the area of staff health and wellbeing will be shared with others and influenced by the work of the network and its members.

As a Trust, we recognise the significant benefits and opportunities to work across our wider HSC system on this challenging agenda of improving the health and wellbeing of staff and we are therefore committed to playing an active role in all regionally coordinated activities and work streams.

The SHSCT population is estimated at 377,241 people, with life expectancy for males born in the Trust area at 78.6 years and 82.8 years for females. There has been a 17% increase in births from 2000 – 2013, compared to a regional Northern Ireland average of 10%. There is a projected increase in the population of over 20% expected between 2016 and 2039 and combined with this a significant growth in the ageing population. The migration of black minority ethnic populations now accounts for 4.2% of the SHSCT population compared to a regional average of 2.2%.

These key population trends suggest we will continue to see increased demand for health and social care services.



Local Health & Lifestyle Issues

Trust Staff

as at February 2018



There are 11,356 staff in post (excluding Bank Staff)



Approximately 96.5% of staff are permanent and 3.5% are temporary. There are 4508 staff who hold Bank contracts.



Our workforce is approximately 86.8% female and 13.2% male.



As our workforce is predominantly female, at any time we must expect to have a number of staff on maternity leave. Between 1 April 2017 and 28 February 2018, 525 staff members took maternity leave.



Approximately 48.4% of our staff work part-time.



Sickness absence (as at February 2018) cumulatively was 5.07%. (Trust Sickness Absence Target for 17/18 is 5.07%).

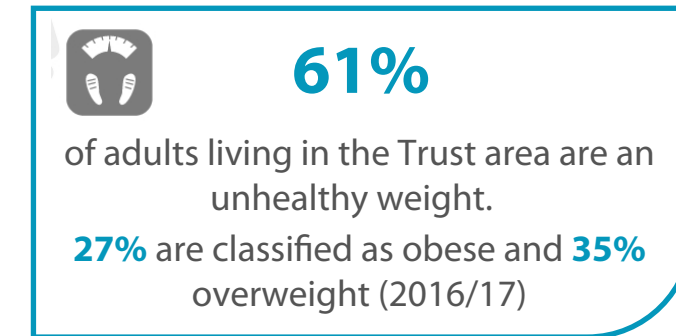
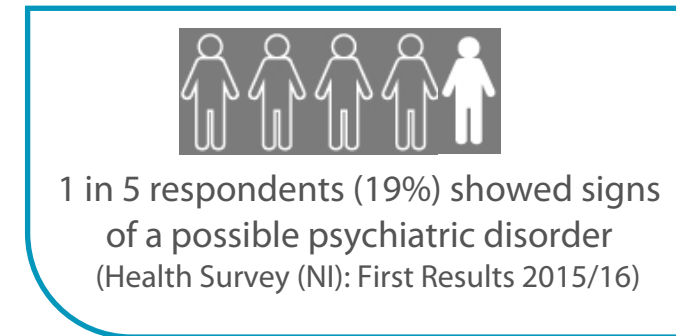
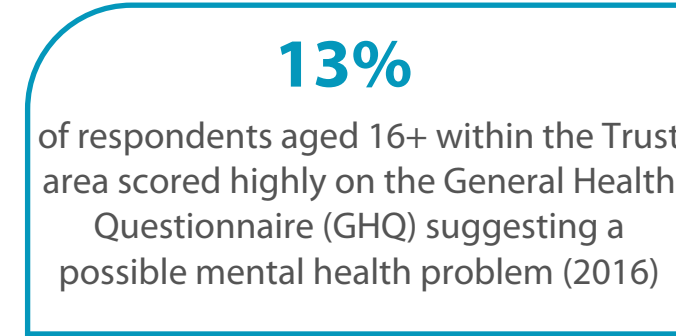
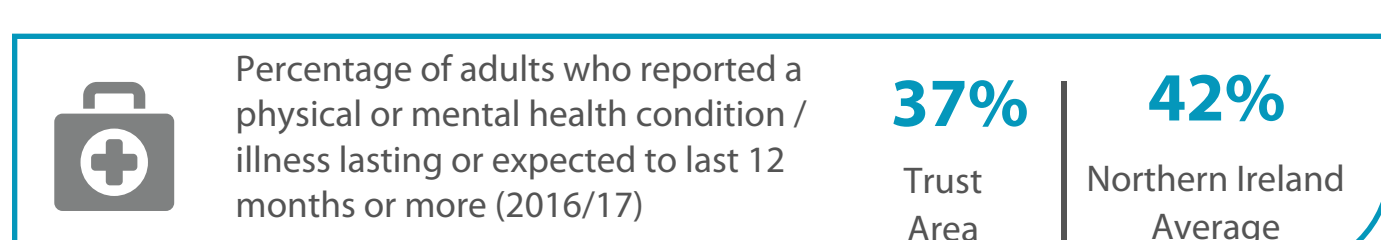
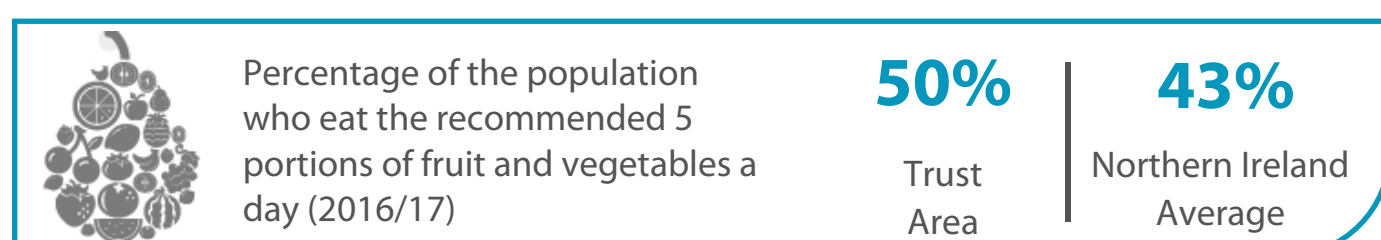
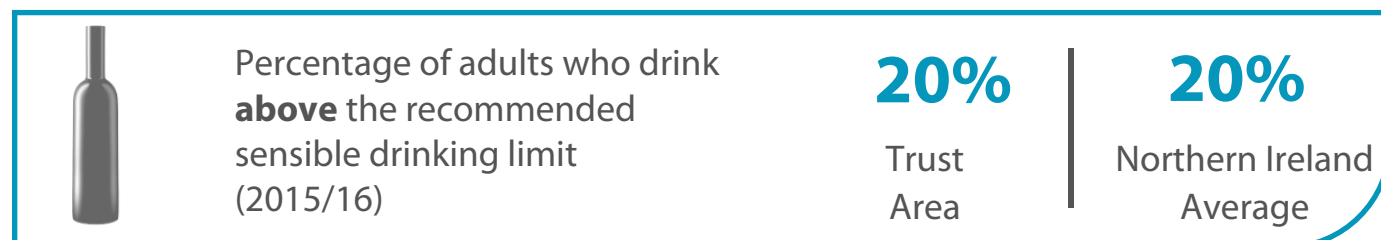
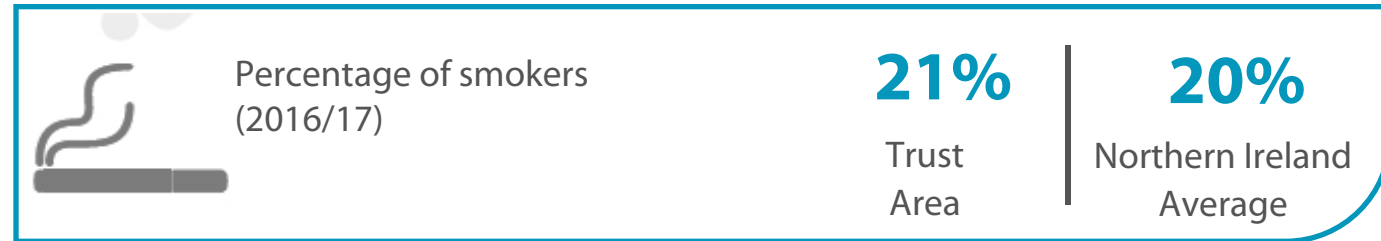
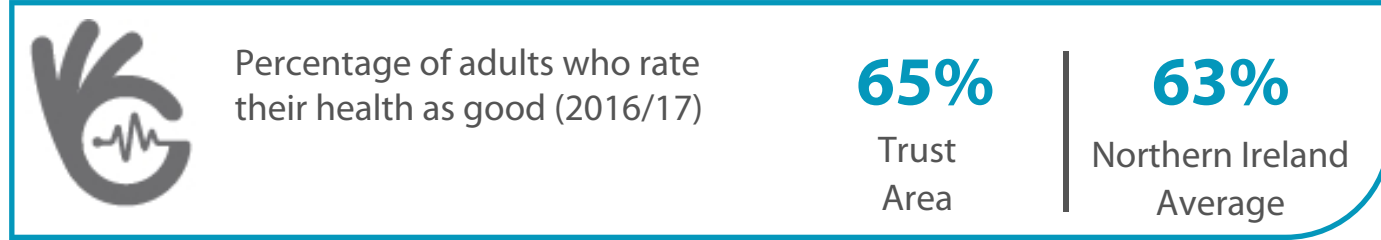
The Trust recognises that the vast majority of staff not only work in the Trust area but are resident here as well. Therefore understanding the local factors which aid or detract from health and wellbeing is fundamental to the development this Strategy and Strategic Action Plan.

Fair and appropriate sickness absence management systems are a key aspect of staff health and wellbeing. In order for the Trust to be able to provide safe, effective and efficient patient care we need a healthy workforce.

A number of steps can be taken to support staff to remain in work. These include;

- Consideration of short-term adjustments to avoid or shorten sickness absence
- Provision of support through Occupational Health
- Confidential counselling services provided by Inspire (previously Carecall)
- Access to specialist services e.g. Physiotherapy and Conditions Management
- Provision of specialist equipment where required
- Health & Safety Reviews
- Stress Management Policy and Toolkit
- Provision of a number of various work-life balance initiatives.

In relation to the health of the Trust's population and workforce, while life expectancy in Northern Ireland is increasing, improvements in health are not distributed equally across our population. The following highlights some of the health and lifestyle issues influencing the health of the population in the Trust area.



In 2016/17: Breast cancer screening uptake among females aged 50-70 was **75.8%** in the Trust area. Comparative figure for NI was **76.5%**

In 2016/17: **56%** of adults within the Trust area reported meeting the physical activity guidelines to maintain health. Comparative figure for NI was **55%** (61% of men & 51% of women)

Cervical screening uptake among females aged 25-64 was **77.6%** in the Trust area. Comparative figure for NI was **76.9%**

Bowel cancer screening uptake among males and females aged 60-74 was **56.9%** in the Trust area. Comparative figure for NI was **59.3%**



What is our model for Workplace Health & Wellbeing?

The Workplace HWB Steering Group will oversee the development, implementation, monitoring and evaluation of this Strategy and Strategic Action Plan.

In developing its way forward the Trust has adopted the Business in the Community Workwell Model. The Model successfully integrates all aspects of staff engagement and health and wellbeing alongside our objectives with the core purpose of maintaining and improving staff health and wellbeing across the Trust.

The Workwell Model (Business in the Community)



The Trust's Aim

To achieve and maintain a healthy workforce by providing a safe, supportive and health promoting workplace. This includes:

BETTER PHYSICAL AND PSYCHOLOGICAL HEALTH:

Creating a work environment that supports health, wellbeing and productivity and that embraces early intervention and prevention as a means to living longer and healthier lives. Encouraging staff to make healthy lifestyle choices and promoting healthy behaviours, healthy eating, physical activity, smoking cessation, sensible drinking, avoidance of drug misuse and greater awareness of health issues.

BETTER WORK:

Creating a happy and safe work environment that is conducive to good health, mental wellbeing and safe working practices and promotes 'good work' ('work that is secure, varied and that puts employees in control' Coats and Lekhi). Fostering an engaging work environment in which staff are proactive in the identification of opportunities to enhance staff wellbeing and receive support and guidance in their work, development opportunities and career path.

BETTER RELATIONSHIPS:

Promoting and enabling better communication and social connections to support good relationships in the workplace. Good relationships at work and at home help to develop social capital that individuals need to maintain good mental wellbeing and allows better understanding and co-operation between individuals. Relationships outside work (family and friends) can also be supported through flexible working to help maintain a healthy work/life balance. Involvement in social initiatives and supporting charitable causes through fundraising and volunteering provides opportunities to develop skills and support better relationships.

BETTER SPECIALIST SUPPORT:

Providing specialist support and interventions to help enhance or improve health and wellbeing at work or help facilitate a timely and safe return for those off work through Occupational Health, Human Resources, Promoting Wellbeing, Health and Safety and Physiotherapy.

The Trust is committed to maintaining and improving the health and wellbeing of all our staff from induction through to retirement or earlier if you decide to move on. This Strategy is based on 6 KEY OBJECTIVES to help the Trust achieve this over the next three years:

Objective 1

Provide senior level commitment towards improving the health and wellbeing of Trust staff.

The Trust Board, Directors and Senior Managers fully accept their responsibility for health and wellbeing in the workplace and will discharge this through their organisational responsibilities.

The overall responsibility for health and wellbeing resides with Trust Board managed through the Chief Executive. 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 Workplace HWB 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 that there is an appropriate structure for the monitoring and review of health and wellbeing arrangements.

The Chief Executive has appointed the Director of Human Resources and Organisational Development (HROD) as Lead Director with responsibility for staff health, wellbeing and engagement. The Director of HROD will ensure that health and wellbeing is incorporated in all relevant corporate policies and procedures and communications demonstrating a proactive and visible commitment to health and safety and its role in improving the health and wellbeing of staff.



Objective 2

Work continuously to promote, protect and improve staff health and wellbeing in the Trust.

The Trust is committed to maintaining and developing the health and wellbeing of its staff and will seek to realise this commitment through supportive leadership and management at all levels in the Trust who are fully committed to the outworking of this Strategy.

The Workplace HWB Steering Group is chaired by the Director of HROD with direct accountability to the Chief Executive and Trust Board. This Group consists of representatives from Staff and Trade Union Side groups, Promoting Wellbeing, Human Resources, Occupational Health, Health and Safety and Physiotherapy. The Group will ensure strategic leadership and direction in the development and implementation of this Strategy and Action Plan driving forward the promotion of a healthy workforce.



Staff and Trade Union Side have a significant role in advising, supporting and representing their members and ensuring the cascading of information to staff throughout the organisation and drawing-in information from staff on their opinions, needs and views to inform the Group.

Objective 3

Unite all health and wellbeing information under one brand and make it accessible via our new online hub www.u-matter.org.uk

Through engagement with our staff, the Trust has developed a new brand identity for workplace health and wellbeing initiatives, activities, support and resources. 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, drive engagement in them and most importantly positively impact 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.

The Workplace HWB Steering Group will also regularly produce a Workplace Health and Wellbeing Staff Newsletter to inform staff of programmes, activities and support.



Objective 4

Engage and empower Trust staff at all levels of the organisation 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 and drive 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 that are designed to maintain and support the health and wellbeing of their respective staff teams. Directors and managers 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 for example, taking regular breaks away from desks and taking a walk at lunch time.

Managers at all levels have a responsibility to display positive leadership behaviours such as encouraging creativity, mentoring/ coaching, being open and approachable, being trustworthy and providing a sense of meaning and challenge and participate in training in order to promote the importance of staff health and wellbeing. Those with Supervisory /

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 and have a specific responsibility for ensuring their effective implementation and monitoring.

Managers will also be expected to facilitate the assessment of staff views and needs in relation to factors affecting their health and wellbeing through supervision and staff appraisal. This information will be passed onto the Workplace HWB Steering Group members to influence the Strategic Action Plan.

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. The Trust places particular emphasis on the full involvement of staff in the ongoing development and implementation of this Strategy and Strategic Action Plan.

Objective 5

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

The Trust is committed to developing an integrated 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 as well. We have staff who are currently actively involved in creating, running or participating in health and wellbeing related activities in their spare time. Others will be interested in running some type of wellbeing related activity, be it a social activity, keep fit class or charity event. By providing a framework of support for these potential Workplace Champions the Trust can create a structure that harnesses their natural drive and enthusiasm towards wellbeing related activities.

The Trust is committed to providing Workplace Champions with the training and tools necessary to support them in developing knowledge, understanding and the skills to drive health and wellbeing forward within the Trust.

Objective 6

Evaluate and build on existing initiatives, resources and experiences.

The Workplace HWB Steering Group will oversee the monitoring and evaluation of this Strategy. The aim of the evaluation will be to look critically at the effectiveness in producing positive health and behavioural change in staff and the Trust as an organisation, it's fitness for purpose, identifying changes that may need to be made to strengthen the delivery and desired outcomes and value for money. This will assist and inform future decisions in relation to maintaining and developing the health and wellbeing of Trust staff.



Measuring Success

This is a three year Strategy to improve and maintain the health and wellbeing of all those who work in our Trust. It is important therefore to recognise that whilst there are some aspects of improved health and wellbeing that can be measured in the short term, of greater importance is consistent and constant improvement.

The Workplace HWB Steering Group will assume responsibility for managing progress against this Strategy and Strategic Action Plan. Each task within the Strategic 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 HROD at least annually. A number of key performance indicators will be used to measure progress including:

- Uptake of Health and Wellbeing benefits e.g. Cycle2work Scheme
- Uptake of Flu Vaccination
- Usage of the Stop Smoking Service
- Staff Survey Results
- Sickness Absence Rates
- Incidents at Work
- Working Well Together Complaints and Investigations
- Attendance at and evaluation of events and activities
- Uptake of Work life Balance Policies
- Uptake of volunteering opportunities / workplace placements
- Attendance at Occupational Health
- Attendance at and evaluation of training
- Uptake of Physio Self-Referrals
- Referrals to Condition Management Programme
- Uptake of Inspire Counselling
- Workplace Champions and their activities
- Membership of Staff Health & Leisure Scheme
- Web statistics for www.u-matter.org.uk



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