



# Employee Wellbeing Strategy

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## Staff Summary

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The following summarises the Employee Wellbeing Strategy including the basis for its introduction (points 1-4) and the means by which it will be delivered (points 5-10).

1	Yorkshire Ambulance Service is committed to being the employer of choice within the region and recognises that an important aspect in achieving this is the promotion and maintenance of the physical and psychological wellbeing of its entire workforce
2	This strategy has been created as part of a wider commitment to providing the best possible opportunities for employees to maintain or improve their wellbeing.
3	Yorkshire Ambulance Service is committed to providing services and support mechanisms for its employees to maintain and improve their own wellbeing and that of their colleagues.
4	In return, employees are expected to take action to maintain and, where necessary, improve their own health and wellbeing in order to fulfil the requirements of their role to the best of their ability.
5	<b>Wellbeing provided through Occupational Health</b> – Provided through an external contract with a private company this includes the support mechanisms in place for reacting to ill health and the proactive measures taken by the provider to promote wellbeing within the organisation. These include, but are not limited to, first-day absence management, physiotherapy, counselling, cognitive behavioural therapy, vaccinations and blood testing and health surveillance.
6	<b>Promoting physical wellbeing</b> – Access to information and services which enable staff to undertake positive actions to promote their own physical health, including discounts from physical activity services/activities (health clubs/centres for sport), health checks, advice and support (on smoking cessation, weight management, healthy eating and alcohol) and tailored interventions provided directly to staff in the workplace.
7	<b>Promoting mental and emotional wellbeing</b> – Access to information and support which enables staff to manage and promote their own mental and emotional wellbeing including an employee assistance programme, Post Incident Care (PIC) process, stress management workshops, information for managers and tailored interventions provided directly to staff in the workplace.
8	<b>Promoting organisational wellbeing and people management</b> – Supporting managers in managing the wellbeing of their staff through policy/procedure and guidance development, including Trust Board level involvement in employee wellbeing, integrating wellbeing into policy development, induction, training and development and personal development practices, collating information for monitoring wellbeing within the organisation and, where necessary, providing it to the relevant bodies.
9	<b>Promoting wellbeing through information</b> – Access to relevant wellbeing promotion information and materials, using all available media, linking to national campaigns and key wellbeing priorities identified via sickness absence monitoring and staff feedback. Topics may include back care, reducing stress, healthy eating and healthy heart.
10	<b>Promoting economic wellbeing</b> – Promoting opportunities to have fun and save money through use of negotiated staff discounts, access to financial information/support and salary sacrifice schemes (where appropriate).

## Context for Strategy

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Employee wellbeing is now recognised as an integral part of good business practice. Innovative organisations have firmly established the association between promoting a culture of employee wellbeing and increasing performance/productivity.

The practice of proactively managing sickness absence to reduce costs is ingrained in good organisational practice, with many employers investing more in the health, safety and wellbeing of their staff.

The NHS workforce is large and improving the health of staff and their families has enormous potential in preventing future ill health not only for them but also for the wider community.

In 2005, Delivering Choosing Health called on NHS employers to 'set an example by making sure that the personal health of its workforce improves', asking NHS organisations to create a healthy environment in which to work and positive encouragement to adopt healthier lifestyles.

Later, in 2008, Lord Darzi's high profile review, High Quality Care for All, stressed that 'we all have a part to play in making ourselves and our communities healthier'. This is even more pertinent given the resource constraints facing the NHS as a whole.

Following on from Darzi, Dr Steve Boorman's report into the current state of the NHS workforce's health and wellbeing (2009), stated that 'staff health and wellbeing is integral to enabling the NHS to meet the quality and productivity challenges it faces and to do so through a focus on innovation and prevention.' Clear recommendations for action were provided for NHS organisations through the Boorman report (see appendix 1).

More recently, the NHS Operating Framework 2012-13 (2012) and the NHS Constitution (2013) formalised these recommendations:

The NHS Operating Framework:

*'Organisations can take a number of steps to support work to improve staff health and wellbeing. These include ensuring their occupational health services are accredited to the Faculty of Occupational Medicine Standards, implementing recommendations set out in the NICE public health guidance, making pledges through the Public Health Responsibility Deal in relation to food, alcohol, physical activity and health at work and working to promote improved programmes of flu vaccination for staff.'*

## Introduction

The NHS Constitution created several pledges directly relating to employee wellbeing. That all NHS organisations are committed:

- *'to provide a positive working environment for staff and to promote supportive, open cultures that help staff do their job to the best of their ability.'*
- *'to provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families, and carers and communities'*
- *'to provide support and opportunities for staff to maintain their health, wellbeing and safety'*

For the purposes of this strategy employee wellbeing is seen as embracing the whole person – physical and mental health both inside and outside of the workplace, and is greater than simply an absence of ill health and disease, it is a feeling of physical, emotional and psychological wellness.

As the largest employer in the UK, the NHS has an opportunity to be an exemplar of good practice and should be seen as a role model in relation to the wellbeing of its staff.

This strategy has been created as part of a wider commitment to provide the best possible opportunities for employees to maintain or improve their wellbeing.

This document sets out how Yorkshire Ambulance Service will demonstrate its commitment to transforming the wellbeing services and governance it provides for its employees and volunteers, and how this transformation will support the values of the organisation and make the lives of those who work for Yorkshire Ambulance Service better.

## Vision and values

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Yorkshire Ambulance Service is committed to being the employer of choice within the region and recognises that an important aspect in achieving this is the promotion and maintenance of the physical and psychological wellbeing of its entire workforce.

We recognise that our workforce are our most valuable asset and that they are integral to our mission 'to provide an ambulance service for Yorkshire which is continuously improving patient care, high performing, always learning and delivers value for money.'

## Introduction

The wellbeing of our staff supports our core values:

- W** **Working together for patients -**  
We work with others to give the best care we can
- E** **Everyone counts -**  
We act with openness, honesty and integrity - listening to and acting on feedback from patients, staff and partners
- C** **Commitment to quality of care -**  
We always give the highest level of clinical care
- A** **Always compassionate -**  
Our staff are professional, dedicated and caring
- R** **Respect and dignity -**  
We treat everyone with dignity, courtesy and respect
- E** **Enhancing and improving lives -**  
We continuously seek out improvements

Our strategic objectives reflect the importance of employee wellbeing, stating explicitly that 'recognising that the excellence, professionalism, wellbeing and personal development of our staff and volunteers are key to the success of everything that the Trust does.' (Yorkshire Ambulance Service Five Year Business Plan 2010-2015)

In addition, our Workforce Strategy for 2012-17 'YAS People' affirms that, 'Health and wellbeing are an essential part of improving workforce resilience and will support achievement of the Workforce Strategy by improving staff capability, resilience and engagement to adapt to and embrace change as the organisation develops.'

In order to deliver this vision the organisation and its employees have a shared responsibility to create a highly skilled, motivated, engaged and healthy workforce.

Yorkshire Ambulance Service is committed to providing services and support mechanisms for its employees to maintain and improve their own wellbeing and that of their colleagues.

In return, our employees are expected to take action to maintain, and where necessary, improve their own health and wellbeing in order to fulfil the requirements of their role, to the best of their ability.

## The need for an employee wellbeing strategy

The primary focus for all NHS organisations and employees is to deliver services that directly impact on patient care. In order to do this effectively and efficiently, our employees must be given every opportunity to maintain the best possible health and wellbeing.

In addition, we must also recognise that Yorkshire Ambulance Service is a large employer, and therefore has the potential to make a significant contribution to the county through its practices and its employees.

‘We’re in the healthcare business. If we can’t take care of staff health there isn’t much hope for anybody’

(Board lead, acute foundation trust. Taken from Board Briefing, Implementing NICE public health guidance for the workplace: overcoming barriers and sharing success).

From an organisational perspective it is also important for us to recognise the costs and benefits associated with wellness programmes. The table below taken from Building the Case for Wellness (2008), shows the associated benefits of workplace wellness programmes:

Programme costs	Intermediate benefits (non-financial)	Related bottom line benefits (financial)
<b>Start-up costs</b> <ul style="list-style-type: none"> <li>• Management time</li> <li>• External consultants</li> <li>• Capital equipment</li> <li>• Promotion, marketing</li> <li>• Training etc</li> </ul> <b>Operating costs</b> <ul style="list-style-type: none"> <li>• Management time</li> <li>• Staff salaries</li> <li>• Bought-in goods/services</li> <li>• Training, etc</li> </ul>	<ul style="list-style-type: none"> <li>▼ Sickness absence</li> </ul>	<ul style="list-style-type: none"> <li>▼ Overtime payments</li> <li>▼ Temporary recruitment</li> <li>▼ Permanent staff payroll</li> </ul>
	<ul style="list-style-type: none"> <li>▲ Employee satisfaction</li> <li>▼ Staff turnover</li> </ul>	<ul style="list-style-type: none"> <li>▼ Recruitment costs</li> </ul>
	<ul style="list-style-type: none"> <li>▼ Accidents &amp; injuries</li> </ul>	<ul style="list-style-type: none"> <li>▼ Legal costs / claims</li> <li>▼ Insurance premiums</li> <li>▼ Healthcare costs</li> </ul>
	<ul style="list-style-type: none"> <li>▲ Productivity</li> </ul>	<ul style="list-style-type: none"> <li>▲ Revenues</li> <li>▼ Overtime payments</li> <li>▼ Permanent staff payroll</li> </ul>
	<ul style="list-style-type: none"> <li>▲ Company profile</li> </ul>	<ul style="list-style-type: none"> <li>▼ Recruitment costs</li> </ul>
	<ul style="list-style-type: none"> <li>▲ Employee health &amp; welfare</li> </ul>	<ul style="list-style-type: none"> <li>▼ Healthcare costs</li> </ul>
	<ul style="list-style-type: none"> <li>▲ Resource utilisation</li> </ul>	<ul style="list-style-type: none"> <li>▼ Management time</li> </ul>

### Breaking down barriers

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This strategy aims to be sufficiently forward looking to anticipate (as far as possible) and deal proactively with some very long-term far reaching issues, as mentioned above. This is not without difficulties. Some of the challenges facing NHS wellbeing implementers include:

**Overcoming the physical challenges** - Establishing good communication links with significant numbers of employees spread over large geographical areas.

**Balancing employee wellbeing with operational demand** - providing effective accessible services to workers in a range of demanding roles, where clinical need restricts time and movement, and where employees work a wide variety of shift patterns.

**Cultivating a culture of personal responsibility**- Engaging and educating staff about, not only the organisations responsibility and support for employee wellbeing, but the individual's responsibility to themselves and the organisation for their own physical and mental wellbeing.

**Working with limited resources** - Meeting ever increasing demands within limited budgets and staffing resources.

**Working within a constantly changing climate** - Demographic, social, environmental and scientific trends, and their implications for wellbeing policy objectives and organisational pressures.

Through this strategy Yorkshire Ambulance Service can begin to address some of these challenges and deliver tangible benefits to employees, their families, and ultimately to service users across Yorkshire.



### Wellbeing in the workplace

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Employee wellbeing programmes operating in the commercial sector show that they can cut the amount of sick leave taken and speed up return to work after illness. Healthy employees are more productive than those with poor health and the evidence suggest they are also likely to be safer employees too (Gyekye & Salminen, 2007, Iverson & Erwin, 2011).

Given the cost to the NHS and the potential impact of poor health on quality of care and patient safety, investing in wellbeing programmes, adequately resourced services for preventing ill health, and managing ill health promptly, can save money and improve patient care.

The workplace is an effective location to address the challenges to the health of NHS staff and their families and the wider community, after all, the average person spends a third of their waking hours in the workplace, and up to 40 years of their life at work. So the workplace offers the opportunity to educate and support staff to exercise more, smoke less, eat more healthily and to provide access to wellbeing services to target those areas of high risk. It is clear that for Yorkshire Ambulance, a greater focus on workplace wellbeing over the coming years has the potential to deliver benefits for not only our 6000 employees and volunteers, but also, their families, the organisation as a whole, and the wider community of Yorkshire. If YAS staff are the exemplar of improving their wellbeing and living healthy lifestyles then this in turn should have an impact on the population base we serve, as well as the multi-agency healthcare providers our staff interact with on a daily basis.

Increasingly allied to employee wellbeing, occupational health services have a key role not only in managing health issues in the workforce, for example supporting staff who return to work after periods of sickness absence, but also in proactive sickness prevention and wellbeing promotion. With an ageing workforce, health professionals, in line with the general population, will be more vulnerable to long term conditions associated with aging, such as diabetes, arthritis, heart disease and declining cognitive function.

The workplace can either promote or undermine physical and mental wellbeing, depending on how work is organised and managed. Good relationships at work with colleagues and managers, and flexibility in working patterns can be protective to wellbeing. In addition, high levels of job satisfaction and feelings of accomplishments can also stave off burnout. Conversely, poor communication, lack of role clarity or flexibility, or individual and departmental objectives, can increase work related stress and reduce opportunities for engaging in wellbeing promoting activities. Therefore the importance of the organisational practices and culture in promoting wellbeing amongst its staff cannot be underestimated.

### Delivering the strategy

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The Trust's Employee Wellbeing Action Plan is based on priorities identified through Boorman's national NHS health and wellbeing review, the national public health agenda, supporting NICE guidance, as well as areas identified through our surveying of staff and workforce information. These actions highlight the individual, team and organisational factors that promote wellbeing and how these factors are being addressed:

**Occupational Health** – Provided through an external contract with a private company this includes the support mechanisms in place for reacting to ill health, and the proactive measures taken by the provider to promote wellbeing within the organisation. These include, but are not limited to, first day absence management, physiotherapy, counselling, cognitive behavioural therapy, vaccinations and blood testing, health surveillance.

**Physical wellbeing** – Access to information and services that enable staff to undertake positive actions in promoting their own physical health, including discounts from physical activity services/activities (health clubs, centres for sport), health checks, advice and support (on smoking cessation, weight management, healthy eating, alcohol), and tailored interventions provided directly to staff in the workplace.

**Mental and emotional wellbeing** – Access to information and support that enables staff to manage and promote their own mental and emotional wellbeing, including, employee assistance programme, Post Incident Care (PIC) process, stress management workshops, information for managers, tailored interventions provided directly to staff in the workplace.

**Organisational wellbeing and people management** – Supporting managers in managing the wellbeing of their staff through policy/procedure and guidance development, including board involvement in employee wellbeing, integrating wellbeing into policy development, induction, training and development and personal development practices, collating information for monitoring wellbeing within the organisation and where necessary providing it to the relevant bodies.

**Information/Promotion** – Access to relevant wellbeing promotion information and materials, using all available media, linking to national campaigns and key wellbeing priorities identified via sickness absence monitoring and staff feedback. Topics may include, back care, reducing stress, healthy eating, healthy heart.

**Economic wellbeing** – promoting opportunities to have fun and save money, through use of negotiated staff discounts, access to financial information/support, and salary sacrifice schemes (where appropriate).

Each action within the Employee Wellbeing Action Plan will fall within one or more of the above categories, and contain the following:

- Action
- Governance/initiative underpinning it
- Key performance indicators
- Lead
- Timescale

### Key performance indicators

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Progress on organisational activity and specific targeted initiatives will be measured, via staff feedback and survey, as well as sickness absence reporting, including:

- Self rated health
- Job satisfaction
- Perceived managerial interest in employee wellbeing
- Sickness absence, by category
- Number of staff on short/long term sickness absence
- Staff turnover
- Number of Occupational Health referrals, by cause
- Number of calls to employee assistance programme

In addition, organisational progress will be measured through meeting the audit requirements of the following:

- Implementing NICE Guidance
- Mindful Employer
- Public Health Responsibility Deal

### Embedding employee wellbeing

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It is our intention to develop engagement mechanisms to identify other areas where the Trust can support the wellbeing of its entire workforce making it accessible for all. The latest ratified version of this Strategy will be posted on the Trust Intranet site for all members of staff to view. From the point of engagement, our values based recruitment process, ensures that the people we employ within the service are aligned to our values and behaviours, and employee wellbeing will be further integrated into this process, so that new members of staff are 'switched on' to promoting their own wellbeing at work, and are signposted to how to find and access relevant guidance from the onset of their employment.

We will also:

- Identify leadership and representation at Executive and Board level
- Consult with staff side representatives in developing our actions/initiatives
- Consult with staff - conducting regular site visits to engage directly with staff on wellbeing issues. Carrying out online and paper surveys across the entire workforce and reviewing the findings, as well as analysing responses to the NHS national staff survey.
- Establish project and action groups; in which all staff groups across the organisation can be represented, to drive employee wellbeing through the organisation
- Create a robust and well defined intranet available to all staff with a specific area promoting employee wellbeing and staff resources
- We will continue to foster relationships and work with local and national NHS bodies, and other public sector employers through the Healthier Leads framework. We will utilise NHS Employers guidance and best practice to develop and inform our strategy and deliver the following:
- Active communication about wellbeing promotion information, activities and services available to our employees
- Use information and education to promote wellbeing literacy amongst our employees, empowering and enabling staff to better understand and address their own health risks
- Use policy development to inform/support employee wellbeing
- Work with Health and Safety colleagues to integrate Health, Safety and Wellbeing practices and initiatives.

## Implementation Plan

- Integrate wellbeing into our training and development programme and use training and development processes to engage and focus employees on their own health and wellbeing
- Work closely with our Equality and Diversity lead to ensure that initiatives and interventions are as inclusive as possible, following relevant legislation (Disability Discrimination Act 2005. London: Stationery Office. Available at [www.opsi.gov.uk/acts](http://www.opsi.gov.uk/acts); Equality Act. 2010. London. Available at [www.opsi.gov.uk/acts](http://www.opsi.gov.uk/acts); Human Rights Act 1998. London: Stationery Office. Available at [www.opsi.gov.uk/acts](http://www.opsi.gov.uk/acts))
- Establish Occupational Health as an integral part of organisational practice, not only as a reactive measure, but as a proactive driver for promoting employee wellbeing and minimising sickness absence
- Support our employees to fulfil their roles to the best of their physical abilities, promoting a fit and healthy workforce, and minimising the risk of injury/illness
- Develop mechanisms to promote mental wellbeing and minimise stress
- Equip managers and supervisors with the tools needed to support and manage the wellbeing of their staff
- Early intervention to encourage early return to work for people who are off sick
- Reductions in sickness absence levels, particularly those attributable to musculoskeletal injuries and stress, through targeted workplace interventions, enhanced training procedures and management training
- Provide opportunities for staff which promote a positive perception of the organisation and a culture of personal and professional responsibility for one's own and work colleagues health and wellbeing (including staff benefits related to wellbeing, engaging staff in decision making around wellbeing, promoting team cohesion and the impact of wellbeing on work performance during wellbeing interventions).

### Policies and other related documents and initiatives

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The organisation exercises a duty of care through this strategy and through the following related policies, guidelines and initiatives (this list is not exhaustive)

- Annual Leave Policy
- Attendance at Work Policy
- Bullying and Harassment Policy
- Career Break Policy
- Employee Wellbeing: Supporting Staff involved in an Incident, Complaint or Claim Policy
- Equal Opportunities Policy
- Flexible Retirement Policy
- Flexible Working Policy
- Health and Safety policies & procedures
- Issue Resolution Policy
- Maternity Policy
- Occupational Health policies
- Raising Concerns at Work (Whistleblowing) Policy
- Special Leave Policy
- Stress Management Policy
- Working Time Policy
- Cycle to work scheme
- Induction and development programmes
- Leadership and management programmes
- Post Incident Care (PIC) process
- Stress management workshops
- Staff benefits and offers
- Wellbeing promotion activities
- Employee wellbeing survey
- NHS National staff survey

### Legislation and standards

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There are specific requirements placed on the trust in relation to legal responsibilities and other performance management standards.

The organisation's duty of care towards its staff is determined externally by legislation including:

- Health and Safety at Work Act (1974)
- Human Rights Act (1998)
- Data Protection Act (1998)
- Disability Act (2001)
- Disability Discrimination Act (2005)
- Equality Act (2010)

Other standards the Trust is measured against include:

- NHSLA
- Care Quality Commission
- Health and Safety Executive
- NHS Employers NICE Guidance Audit
- Mindful Employer
- Public Health Responsibility Deal

### Confidentiality

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While all dealings with staff are subject to the organisation's policies on information governance it must be emphasised that this is often of paramount importance with regard to those experiencing mental health difficulties. However, it must also be emphasised that confidentiality may be necessarily breached in certain circumstances where the individual is deemed to be a risk either to him/herself or to other people. If there is a conflict between these two statements then it should be stressed that the safety of the individual or the safety of other members of our community takes precedence over confidentiality.

## Monitoring compliance with this Strategy

Progress following this Strategy will be recorded on the Employee Wellbeing Action Plan by the Employee Wellbeing Advisor, reporting regularly to the Head of HR and Business Services, and an annual report sent to the Trust Board.



## Roles & Responsibilities

This strategy has been developed in consultation with staff side to promote and encourage wellbeing at work. The strategy is endorsed and supported by the trust board.

### Organisational responsibility

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- The NHS Constitution (2013) commits all NHS organisations to 'providing support and opportunities to enable staff to maintain their health, wellbeing and safety'.
- The Health & Safety at Work Act (1974) states that, 'it shall be the general duty of every employer to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all his employees.'

### Board responsibility

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- Promote an emphasis towards good physical and mental wellbeing
- Provide central support, resources and advice
- Monitor the effectiveness of this strategy through annual reporting
- Allocate resources necessary to allow managers to deliver the agreed strategy

### People and Engagement responsibility

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- Establish effective monitoring processes to be able to evaluate the impact of strategy implementation
- Make recommendations following consultation with staff on developments and improvements to the strategy implementation/action plan
- Ensure the promotion of the strategy throughout the organisation
- Provide support and guidance to individuals
- Produce and disseminate guidance notes to supporting policies
- Offer step by step procedures and guidance
- Provide relevant training to staff

### Manager/supervisor responsibility

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- Setting an example as role model by adopting and adhering to the agreed strategy principles
- Actively promoting the principles and behaviours contributing to positive employee wellbeing
- Vigilance to employees personal circumstances and offering additional support where appropriate to members of staff experiencing risks to their wellbeing derived from outside work e.g. bereavement or separation
- Ensuring effective communication between management and staff particularly where there are organisational and procedural changes
- Ensuring that bullying and harassment and discrimination are not tolerated
- Referring employees (with their consent) to Occupational Health where appropriate
- Facilitating risk assessments relating to employee wellbeing and implement agreed findings
- Ensuring staff are fully trained to discharge their duties
- Ensuring staff are provided with meaningful developmental opportunities
- Monitor workloads to ensure staff are not overloaded
- Monitoring working hours to ensure staff are not over working and monitor holidays to ensure staff are taking their full entitlement
- Attending relevant training as required, including management, mandatory training and health and safety training
- Seeking appropriate advice and support around the implementation of relevant policies (e.g. management of sickness absence) and when dealing with complex staff health problems.
- Ensuring effective measures are in place for monitoring all sickness absences including reasons for absence
- Ensuring absence patterns are monitored and anomalies are reported to senior management
- Taking the health and wellbeing of their staff seriously, listening and responding to their needs and helping them alleviate, as far as reasonably practicable, workplace stressors.

### Employee responsibility

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All staff are expected to:

- Register with a GP
- Take responsibility for managing their own health, safety and wellbeing (Personal responsibility for health and safety is covered in the Health & Safety Policy in line with the Health and Safety at Work Act, 1974)
- Recognize the limits to what they can do
- Treat each member of staff with dignity and respect as an individual
- Uphold confidentiality (wherever safety is not at risk)
- Share ideas for promoting wellbeing in the workplace
- Take advantage of health promotion advice, guidance and information provided by the Trust
- Accept opportunities for Occupational Health support when recommended
- Take advantage of vaccination programmes for infectious diseases
- Seek advice promptly about fitness to work when symptoms arise
- Raise issues of concern with their line manager, HR or a senior manager

This can include both strategic and operational roles, and can be an individual, for example, the Finance Director, or a committee, for example, the Senior Management Group.

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### Appendix A: Summary of Boorman recommendations

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The following provides a summary of the recommendations in the Boorman Final Report.

#### **Improving organisational behaviours and performance**

- We recommend that all NHS organisations provide staff health and well-being services that are centred on prevention (of both work-related and lifestyle-influenced ill-health), are fully aligned with wider public health policies and initiatives, and are seen as a real and tangible benefit of working in the NHS (paragraph 2.4).
- We recommend that all NHS leaders and managers are developed and equipped to recognise the link between staff health and well-being and organisational performance and that their actions are judged in terms of whether they contribute to or undermine staff health and well-being (paragraph 2.4).
- We recommend that all NHS Trusts develop and implement strategies for actively improving the health and well-being of their workforce, and particularly for tackling the major health and lifestyle issues that affect their staff and the wider population (paragraph 2.5).
- All NHS Trusts should implement the guidance both from the National Institute for Health and Clinical Excellence (NICE) on promoting mental health and well-being at work and from the National Mental Health and Employment Strategy (paragraph 2.8).
- It is essential that all NHS Trusts put staff health and well-being at the heart of their work, with a clearly identified board-level champion and senior managerial support (paragraph 2.9).
- Training in health and well-being should be an integral part of management training and leadership development at local, regional and national levels and should be built into annual performance assessment and personal development planning processes (paragraph 2.9).
- We believe that high priority should be given to ensuring that managers have the skills and tools to support staff with mental health problems (paragraph 2.11).

### Achieving an exemplar service

- We recommend that, when drawing up a staff health and well-being strategy, Trusts undertake a proper assessment of key health priorities and risk factors, which should fully reflect their legal requirements in this area (paragraph 3.4).
- We recommend that there should be consistent access to early and effective interventions for common musculoskeletal and mental health problems in all Trusts, as they are the major causes of ill-health among NHS staff (paragraph 3.4).
- We recommend that, as well as providing core staff health and well-being services to nationally specified standards, all Trusts should provide a range of additional staff health and well-being services targeted at the needs of their organisation. To do this they will need both to assess the specific needs and requirements of their staff and to engage with staff to determine the services they wish to see provided (paragraph 3.5).
- 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 to addressing staff concerns. Trusts need to go beyond simply meeting their legislative obligations to embrace a wider concept of staff engagement (paragraph 3.7).
- It is essential that staff health and well-being services commissioned following the sort of risk assessment process we have outlined are then properly resourced (paragraph 3.8).
- Core early intervention services should form part of the minimum service specification for staff health and well-being recommended in our earlier report (paragraph 3.11).
- There should also be nationally agreed service standards for early intervention (paragraph 3.11).

### Embedding staff health and well-being in NHS systems and infrastructure

- We now recommend that the NHS Operating Framework should clearly establish the requirement for staff health and well-being to be included in national and local governance frameworks to ensure proper board accountability for its implementation (paragraph 4.2).
- We recommend that the Care Quality Commission's annual assessment of NHS organisations and their delivery partners should in future include standards and targets for staff health and well-being. Similarly, Monitor should consider support for staff health and well-being in its assessment process for Foundation Trust status as well as in its in-year monitoring arrangements (paragraph 4.3).
- It is important that the approach to improving support for staff health and well-being is developed in consultation and partnership with staff and trade unions (paragraph 4.5).
- We recommend that all NHS organisations put in place a staff health and well-being strategy developed with the full involvement of staff and staff representatives, and that its implementation is routinely monitored, reported and discussed with staff and their representatives (paragraph 4.7).
- It is essential that staff health and wellbeing strategies, and the services that are subsequently commissioned, are available to all staff on an equitable basis (paragraph 4.9).
- It is also important that delivery of staff health and well-being services is properly monitored and regularly assessed and reviewed (paragraph 4.10).



Yorkshire Ambulance Service **NHS**  
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