



<b>MEETING TITLE</b> Trust Board in Public		<b>MEETING DATE</b> 30/08/2018	
<b>TITLE of PAPER</b>	Health and Wellbeing Agenda 2018/19	<b>PAPER REF</b>	5.1
<b>STRATEGIC OBJECTIVE(S)</b>	Best People: Attract, develop and retain a highly skilled, engaged and diverse workforce		
<b>PURPOSE OF THE PAPER</b>	To set out the health and wellbeing agenda for 2018/19, this aims to support staff to work and live healthy lifestyles.  The Trust Board are asked to give their commitment to the health & wellbeing agenda including the delivery of a 12 month action plan.		
<b>For Approval</b>	<input type="checkbox"/>	<b>For Assurance</b>	<input checked="" type="checkbox"/>
<b>For Decision</b>	<input type="checkbox"/>	<b>Discussion/Information</b>	<input checked="" type="checkbox"/>
<b>AUTHOR / LEAD</b>	Helen Houghton, Employee Health & Wellbeing Lead	<b>ACCOUNTABLE DIRECTOR</b>	Christine Brereton, Director of Workforce & OD
<b>DISCUSSED AT / INFORMED BY – include date(s) as appropriate [free text i.e. please provide an audit trail of the development(s) / proposal(s) subject of this paper: see also guidance 3. overleaf]:</b>  Plan has been discussed and approved at TEG and TMG.			
<b>PREVIOUSLY AGREED AT:</b>	<b>Committee/Group:</b> Trust Executive Group Trust Management Group		<b>Date:</b> 19/02/2018 18/04/2018
<b>RECOMMENDATION(S)</b>	It is recommended that the Trust Board:  1. Note the contents of the report 2. Support the health and wellbeing agenda 3. Support the delivery of the health and wellbeing plan for 2018/19		
<b>RISK ASSESSMENT</b>		<b>Yes</b>	<b>No</b>
<b>Corporate Risk Register and/or Board Assurance Framework amended</b> <i>If 'Yes' – expand in Section 4. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Equality Impact Assessment - [New]</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Resource Implications (Financial, Workforce, other - specify)</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Legal implications/Regulatory requirements</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>ASSURANCE/COMPLIANCE</b>			
<b>Care Quality Commission</b> <b>Choose a DOMAIN(s)</b>		3: Caring 5: Well led	
<b>NHSI Single Oversight Framework</b> <b>Choose a THEME(s)</b>		6. Leadership & Improvement Capability (Well-Led) Choose an item.	

## **Health and Wellbeing Agenda 2018/19**

### **1. PURPOSE/AIM**

- 1.1 This paper aims to gain support and commitment from the Trust Board on the health and wellbeing agenda for 2018/19, which includes the delivery of a 12-month action plan.
- 1.2 The agenda was approved by TEG and TMG earlier in the year and significant progress has been made to date. Therefore, the paper also aims to provide assurance on progress of the plan.

### **2. BACKGROUND/CONTEXT**

- 2.1 The Trust currently provides health and wellbeing support for 5700 employees and 1150 volunteers. The Workforce Team have a Lead for Health and Wellbeing who is supported by a Health and Wellbeing Advisor. The Occupational Health services are currently outsourced to People Asset Management (PAM).
- 2.2 As part of the Trust developing its vision and strategy for the future, the enabling 'People Strategy' has health and wellbeing as one of its five key themes.
- 2.3 The Trust has a threshold sickness absence target of 5%; however this target has not been met for some considerable time. The Trust absence rate is also regularly above the national ambulance average (5.28%). In addition, YAS is now part of the voluntary absence improvement programme set by NHS Improvement, which aims to support Trusts to reduce absence by 1%, therefore the Trust's approach to health and wellbeing in 2018 is to support this reduction.

### **3. CQUINS FOR HEALTH & WELLBEING**

- 3.1 The CQUIN for Health & Wellbeing is in order that NHS England can monitor improvement in three specific areas, which are:
  - the range of available support across musculoskeletal, mental health and physical activities;
  - the uptake of flu vaccinations by frontline healthcare workers; and
  - the availability of healthy food and drink sold on NHS premises.
- 3.2 The Trust will be monitored on improving the range of support across MSK, mental health and physical activities through the results of the national staff survey. This will be a challenging CQUIN to achieve as it is based on the perceptions of our staff. The action plan presented in this paper provides assurance on how we will aim to achieve the improvements needed for this CQUIN.
- 3.3 In terms of the flu vaccination programme, the Trust achieved a 65.3% vaccination rate amongst frontline staff in 2017 and was the most improved NHS Trust for flu vaccinations. The Trust achieved 75% of the monies attached to this part of the CQUIN. This year's campaign will build on last year's success.
- 3.4 The remaining CQUIN, on food and drink sold on NHS premises, is assessed by a visit from NHS Improvement. This was achieved in 2017. There is continued work in respect of required improvements to our food and drink offers across our main sites and the Health and Wellbeing team are working with estates colleagues and providers.

#### **4. HEALTH AND WELLBEING AGENDA 2018/19**

- 4.1 To support the aim of improving staff health and wellbeing, the Trust Executive Group approved the agenda and accompanying action plan with associated costs on 19<sup>th</sup> February 2018. The Trust Management Group also supported these on 18<sup>th</sup> April 2018.
- 4.2 The 2018/19 agenda has 3 main areas of focus:
- Healthy Minds - Mental Wellbeing
  - Healthy Bodies - MSK
  - Healthy Lifestyles - Overall Wellbeing.
- 4.3 The action plan also pays particular attention to training, communications and engagement as key elements to the overall achievement of Health and Wellbeing performance outputs.
- 4.4 On 7<sup>th</sup> June 2018, NHS Employers published their NHS Workforce Health and Wellbeing Framework. Whilst the Trust action plan was developed in February 2018, the Trust action plan has similar themes to the national framework, but our plan will be reviewed to ensure that it is aligned. The national framework can be seen via the following link: <http://www.nhsemployers.org/-/media/Employers/Documents/Retain-and-improve/Health-and-wellbeing/NHS-England-Framework/NHS-Workforce-Health-Wellbeing-FrameworkFinal-doc.pdf>.
- 4.5 The action plan is provided in Appendix 1 and TEG have committed to fully funding the plan.

#### **5. HEALTH AND WELLBEING ACTION PLAN UPDATE**

The following provides some key highlights of implementation; however the action plan in Appendix 1 shows the full progress to date:

##### **5.1 Healthy Minds**

- 5.1.1 Mental Health First Aid Training – this has now been delivered to 105 frontline operational managers. A further procurement exercise, for a further 120 managers, will take place in January 2019. Feedback from those attending has been positive.
- 5.1.2 Post Incident Care – A full review of the process has taken place with a good cross section of staff from across the organisation. The group have now developed their recommendations and these proposals will be reviewed by the Trust Management Group early 2019.

##### **5.2 Healthy Bodies**

- 5.2.1 MSK Back Care Support – MSK support is now available in all call centre environments (EOC, NHS111 and PTS). Staff have time allocated with a physiotherapist to receive advice and information to help the prevention of MSK problems. Early evaluation from the staff is positive. A full evaluation will be available in October 2018.
- 5.2.2 Flu Campaign - The planning has commenced for this year's campaign with 110 peer vaccinators recruited so far. A full communications plan and clinic schedule is being developed. Vaccinators will be available at the AGM in September 2018 for the Trust Board to receive their vaccinations.

### **5.3 Healthy Lifestyles**

- 5.3.1 Physical Competency Assessment - The Fitness to Work Policy supports the requirement for assessments at a recruitment stage for staff to have sufficient fitness to undertake their roles. These assessments are now being delivered as part of the recruitment process for all new ECA's. The aim is to ensure our new recruits are in good physical health for their contracted role.
- 5.3.2 National Campaigns - The Health and Wellbeing Team, with support from Communications, have supported a number of national campaigns, including an MSK campaign, Mental Health Awareness Week, and the Public Health 'One You' physical activity campaign. These will continue during the remainder of the year.

## **6. HEALTH AND WELLBEING FUNDING OPPORTUNITIES**

- 6.1 The Health and Wellbeing Team have recently taken the opportunity to apply to the Health Foundation for an innovation fund. The application has been made to request funding support for the development of a mobile Health and Wellbeing vehicle which will be used to engage and communicate with staff, across the region, on the delivery of a number of health and wellbeing projects, such as, flu vaccinations, national campaigns and Post Incident Care. The outcome of whether the Trust has been successful will be known late November/early December 2018.
- 6.2 The Health and Wellbeing Team are also currently applying to the Challenge Fund, supported by the Department for Work and Pensions and the Department for Health for another innovation application. This application will allow the Trust to provide staff with an opportunity to build personal resilience through self-care. The Trust will be informed by the end of September/early October on whether the bid has been successful.

## **7. NEXT STEPS**

- 7.1 A Health and Wellbeing Steering Group meets bi-monthly in order to take this work forward. Representatives from each area attend the group and commitment from all areas, including trade unions, has been excellent.
- 7.2 The Health & Wellbeing Steering Group, reports to the Strategic Workforce Group, which receives assurance that the milestones and outcomes are being met.

## **8. RECOMMENDATIONS**

- 8.1 It is recommended that the Trust Board:
  - 1. Note the contents of the report
  - 2. Support the health and wellbeing agenda for 2018/19.
  - 3. Support the delivery of the Health and Wellbeing Plan 2018/19.

# HEALTH AND WELLBEING PLAN 2018 - 2019

Theme	Objective	Details	Performance Measures/Outputs	Timeline	Bi- Monthly Update- July	Lead and partners
<b>HEALTHY MINDS</b>	<b>Improving Mental Health</b>	1. Roll out mental health first aid training for clinical supervisors. Training may be extended to a further 120 to frontline staff and managers	<ul style="list-style-type: none"> <li>Increased understanding and awareness of mental health issues with patients and staff.</li> <li>Improvement in patient experience</li> <li>Time to Change campaign promoted to staff</li> <li>Improvement in staff survey health and wellbeing indicators</li> </ul>	Dec 18	105 managers were trained in the first cohort.  A further procurement exercise will take place in January 2019 for training for a further 120 managers.	<b>Health and Wellbeing Lead</b> Head of PTS- Head of 111 Head of EOC Deputy Director of Ops
		2. Promote the national "Time to Change" Campaign to encourage staff to talk about Mental Health. Develop an action plan to support		Feb 19	A communication campaign took place as part of mental health week in May 2018 and posters encouraging staff to talk have been distributed across the Trust. Further promotion will take place during the remainder of the year.	<b>HWB Team</b>  Head of Communications
	<b>Promote our Employee Assistance Programme</b>	Raise awareness with staff about the services offered from the Employee Assistance Programme including counselling and support for wellbeing.	<ul style="list-style-type: none"> <li>Increased usage of EAP</li> <li>Reduction in sickness absence due to stress and anxiety</li> <li>Improvement in staff survey health and wellbeing indicators.</li> </ul>	Sept 2018	Raising awareness began with PAMs promoting PAM Assist across sites as part of Mental Health week in May. Further promotion is needed and HWB team have discussed this in contract management meetings with senior PAM representatives. HWB team continue to work with communications on the plan.	<b>Head of Communications</b>  PAMs HRBPs

Theme	Objective	Details	Performance Measures/Outputs	Timeline	Bi- Monthly Update- July	Lead and partners
	<b>Supporting staff following traumatic events</b>	Raise awareness of the Post Incident Care (PIC) process	<ul style="list-style-type: none"> <li>Decrease in sickness absence following traumatic events</li> </ul>	Sept 18	PIC Group has now met on 3 occasions. The review of the current process is complete and a proposal for change is in development. This to include, introduction of TRiM, Peer Support Network, Chaplaincy, Resilience Training.	<b>Health and Wellbeing Lead</b> Head of EOC, FSU Guardian Head of NHS111 Staff Forum member Unison Rep
		Raise awareness of the support available to staff with symptoms and/or diagnosis of PTSD	<ul style="list-style-type: none"> <li>Decrease in staff leaving the service due to PTSD</li> <li>Increase in uptake of Psychological Services</li> </ul>	Dec 18	Some promotion has taken place but further communication is needed. HWB team have discussed this in contract management meetings with senior PAM representatives.	<b>HWB Team</b> PAMs Union Reps Head of Community Resilience
	<b>Preventing suicides within the Ambulance Sector</b>	<p>Consider the findings and recommendations of the national review of suicides in the Ambulance Sector</p> <p>Working with other Ambulance Trusts to implement initiatives and share good practice</p>	<ul style="list-style-type: none"> <li>Overall reduction in suicides within the Ambulance Sector</li> </ul>	Dec 18	<p>Currently awaiting further guidance nationally regarding the recommendations and how we can work collaboratively on implementation.</p> <p>EMAS are leading on a piece of work nationally regarding what Trusts already have in place; YAS have contributed to this work.</p>	<b>HWB Team</b>
<b>HEALTHY BODIES</b>	<b>Implement the "back care" project</b>	1. Fully roll out the project within PTS, EOC and 111 following the	<ul style="list-style-type: none"> <li>Reduction in sickness absence for MSK and back related problems</li> </ul>	June 18	MSK sessions are now in place in all call centres and evaluation so far is positive. All sessions across all services will be complete by the end of August	<b>Health and Wellbeing Advisor</b>  Health and

Theme	Objective	Details	Performance Measures/Outputs	Timeline	Bi- Monthly Update- July	Lead and partners
		successful pilot. 2. Procurement completed and contract awarded.			and a full evaluation will then be available.	Safety Manager
	<b>Implement the Flu Programme 2018</b>	Roll out a flu campaign for 2018 to meet national requirements and secure CQUIN funding.	<ul style="list-style-type: none"> <li>• Further improvement in flu vaccinations for our front line staff</li> <li>• CQUIN standards- 75% vaccination uptake needed</li> <li>• Reduction in overall sickness absence due to flu</li> </ul>	Dec 18	The flu campaign planning is well underway. A new online vaccinator training package is now complete and will be sent out to all vaccinators. Currently 110 peer vaccinators recruited. Clinic schedule now being planned. Internal themed poster campaign has been developed as part of the agreed communications approach.	<b>Health and Wellbeing Lead</b>  Head of Safety Clinical Education Manager
	<b>Promote Physiotherapy Services</b>	Raise awareness with our staff about the benefits and services of our physiotherapy services	<ul style="list-style-type: none"> <li>• Reduction in sickness absence</li> </ul>	Mar 19	MSK campaign taken place (April) promoting physiotherapy services available. Further promotion is being discussed with PAM representatives.	<b>Head of Communications</b>  PAMs
	<b>Improve DSE Compliance</b>	Review guidelines regarding DSE support and processes are fit for purpose for managers	<ul style="list-style-type: none"> <li>• DSE compliance and quality improved</li> </ul>	Mar 19	Health and Wellbeing Team, procurement and the Trust Safety Lead continue to identify current processes and procedures regarding DSE assessments and procurement. Further guidance on DSE assessments and training is being reviewed. A lack of DSE assessors across the Trust has	<b>Health and Wellbeing Lead</b>  Health and Safety Manager Procurement

Theme	Objective	Details	Performance Measures/Outputs	Timeline	Bi- Monthly Update- July	Lead and partners
					been highlighted. Work is continuing to recruit and train more assessors.	
	<b>Promote Healthy food with our staff</b>	Work with the Trust catering providers to ensure that there are healthy food choices and diversity, snacks and meals and that information is provided to our staff	<ul style="list-style-type: none"> <li>CQUIN standards</li> <li>A range of food options available for staff</li> </ul>	Mar 19	Meeting set up with lead and partners to begin to address the lack of healthy choices out of hours, the lack of food allergy labelling and some breaches of the CQUIN standards i.e. promotion of chocolate at the tills. Improvement will be assessed during November 2018.	<b>Senior Project Manager- Estates</b>  HWB team Senior HRBP
<b>HEALTHY LIFESTYLES</b>	<b>Implement the Fitness for Work Policy</b>	1. Fully implement the Fitness for Work Policy.	<ul style="list-style-type: none"> <li>Policy and performance measures in place</li> </ul>	Sept 18	Policy is being implemented and a standard operating procedure is being developed in partnership with trade unions.	<b>HWB Team</b>
		2. Procure and implement the Drug and Alcohol testing process	<ul style="list-style-type: none"> <li>Contract awarded and operational</li> </ul>	Oct 18	Procurement and the HWB team are currently working together to procure a drug and alcohol testing service. The team aim to publish the tender by January 2019.	<b>HWB Team</b>
	<b>Support and implement national campaigns for Health and Wellbeing</b>	Keep up to date with NHS and other national health and wellbeing initiatives and ensure that these	<ul style="list-style-type: none"> <li>Increased staff understanding and awareness of health and wellbeing issues</li> <li>Improvement in patient</li> </ul>	Ongoing	MSK, Mental Health and Physical Activity Campaigns ran in April, May and June.  Currently working on Flu campaign as communications priority.	<b>HWB Team</b>  Head of Communications



Theme	Objective	Details	Performance Measures/Outputs	Timeline	Bi- Monthly Update- July	Lead and partners
		are communicated to staff as appropriate.  Work with other Ambulance Trusts to share good practice	experience <ul style="list-style-type: none"> <li>Improvement in staff survey health and wellbeing indicators</li> <li>Overall reduction in sickness absence</li> </ul>			
	<b>Promote Staff Benefits</b>	Develop and implement a health and wellbeing intranet page promoting and showcasing health and wellbeing and other staff benefits, e.g.; financial, gym membership, EAP	<ul style="list-style-type: none"> <li>Staff aware of available benefits on health and wellbeing</li> </ul>	March 19	A HWB intranet page is now available for staff, but requires updating and refresh. Work to review the current material is ongoing.	<b>HWB Team</b>  IT Team Head of HR Operations
	<b>Enhance the role of our Wellbeing Champions</b>	Re-engage the Trust champions to provide them with information and support so that they can actively promote health and wellbeing offers to staff within the Trust	<ul style="list-style-type: none"> <li>Staff are aware of the champion role</li> <li>Health and Wellbeing initiatives are utilised by staff</li> <li>Improvement in staff survey health and wellbeing indicators</li> </ul>	Dec 18	HR and Learning Teams continue to work together to develop a proposal for how champions should be used across the organisation.  Engagement of the 26 champions who have responded to the HWB team, are supporting with health and wellbeing campaigns.	<b>Health and Wellbeing Advisor</b>

**Enablers:**

Theme	Objective	Details	Performance Measures/Outputs	Timeline	Quarterly Update	Lead and Partners
<b>STRATEGIC OVERSIGHT</b>	<b><i>Introduce a Strategic Health and Wellbeing Group</i></b>	A sub-group of the Strategic Workforce Group to specifically oversee the implementation of this action plan and consider other health and wellbeing initiatives that will benefit staff health and wellbeing	<ul style="list-style-type: none"> <li>• Full implementation of the group</li> <li>• Engagement from stakeholders</li> </ul>	Mar 18	The Health and Wellbeing Group is now established, with an agreed Terms of Reference. The membership has a range of stakeholders from across the Trust including trade unions. The group has met 3 times and will continue to meet on a bi-monthly basis.	<b>Health and Wellbeing Lead</b>
	<b><i>Targeted approach on sickness absence within the Trust</i></b>	Focussed review of sickness absence in those areas with high levels of sickness absence. Identify any bespoke interventions to help reduce sickness absence including a review of the sickness absence policy as appropriate.	Overall reduction in sickness absence	Mar 19	A deep dive exercise is taking place within the Trust to implement the NHSI improvement target of a 1% reduction in sickness absence over the year. Data is being analysed and action plan to be developed.	<b>HR Business Partners</b>
<b>COMMUNICATIONS</b>	<b><i>Develop a supporting Communication plan</i></b>	Working with the communications team to develop and implement a supporting communications plan to roll out	Increased staff awareness on Health and Wellbeing	Oct 18	A plan is in draft and will be submitted to the next Health and Wellbeing Group for comment.	<b>Head of Communications</b>  HWB Team

Theme	Objective	Details	Performance Measures/Outputs	Timeline	Quarterly Update	Lead and Partners
		Health and Wellbeing across the Trust, ensuring that we are utilising all methods to engage with staff on health and wellbeing issues.				
	<b><i>Develop a branding image for Health and Wellbeing</i></b>	Develop a specific logo for Health and Wellbeing that provides a positive and recognisable image for staff to engage with	<ul style="list-style-type: none"> <li>Increased staff awareness on Health and Wellbeing</li> </ul>	Aug 18	The brand designs were shared with HWB group on 23 <sup>rd</sup> May. Comments from the group have been fed back to the graphic designer. This work continues to be progressed and a new brand for health and wellbeing will be shared at the next HWB group.	<b>Graphic Designer</b>  HWB Team
	<b><i>Review and refresh the Health and Wellbeing Intranet app</i></b>	The app on Pulse that provides information on staff health and wellbeing will be refreshed. Information will be updated regularly and will contain news on local and national health and wellbeing initiatives	Increased staff awareness on Health and Wellbeing	March 19	Intranet page is being reviewed to determine which areas need to be prioritised.	<b>Head of Communications</b>  ICT Head of HR Operations

Theme	Objective	Details	Performance Measures/Outputs	Timeline	Quarterly Update	Lead and Partners
	<b>Engagement Forums and Events</b>	Implement a number of specific engagement and awareness events throughout the year for our staff across the Trust in order to raise awareness and understanding of our Health and Wellbeing plan	Increased staff awareness on Health and Wellbeing	Ongoing	<p>The information available at Trust induction in respect of health and wellbeing is being reviewed.</p> <p>The Health &amp; Wellbeing Team recently attended the Clinical Supervisor away days to update staff on the progress of the plan.</p> <p>Regular updates are given at JSG, Health and Safety Committee and Trust Management Group.</p>	<b>Head of Leadership and OD</b> Head of Communications HWB team
<b>TRAINING</b>	<b>Absence Management Training</b>	Undertake a thorough review of the absence management training to ensure that contents around health and wellbeing and understanding of OH role are captured.	<ul style="list-style-type: none"> <li>• Health and Wellbeing education is fit for purpose</li> <li>• Increased understanding for managers on health and wellbeing and how this can prevent sickness absence</li> <li>• Sickness absence policy is fit for purpose</li> </ul>	Mar 19	A review of all training in the Trust is being undertaken. The Attendance Management support training is under review and will be launched following approval of the Attendance Management Policy.	<b>Head of YAS Academy</b>