



Board of Directors (held in Public)
27 April 2023
Health and Wellbeing Plan 2023-2024

Item 4.2.2

Presented for:	Discussion/Approval
Accountable Director:	Mandy Wilcock, Director of Workforce and OD
Presented by:	Suzanne Hartshorne, Deputy Director of People and OD
Author:	Mussarat Suleman, Head of Employee Health and Wellbeing
Previous Committees:	TMG – 22 March 2023
Legal / Regulatory:	Health and Safety Legislation NHS People Plan

Key Priorities/Goals	Attract, develop and retain a highly skilled, engaged and diverse workforce
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Strategic Ambition	(✓)		BAF Strategic Risk
1. Patients and communities experience fully joined-up care responsive to their needs			
2. Our people feel empowered, valued and engaged to perform at their best	✓		2b Ability to ensure the physical and mental well-being of staff
3. We achieve excellence in everything we do			
4. We use resources wisely to invest in and sustain services			

Key points	
1. This paper seeks approval from the Trust Board on the proposed 2023/24 Health and Wellbeing Plan.	For Information/approval

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2023/24 Health and Wellbeing Plan
Report of the Director of Workforce & Organisational Development

1. Summary

- 1.1 This paper details the proposed 2023/24 Health and Wellbeing priorities which incorporates the four priorities carried forward from the 2022/23 Plan. Accompanying this paper is the detailed 2023/24 Health and Wellbeing Plan, which includes quarterly milestones.
- 1.2 The Board is asked to approve the proposed 2023/24 Health and Wellbeing Plan.
- 1.3 The proposed plan has been approved by the Trust Management Group on 22 March 2023.
- 1.4 Accompanying this paper, in Appendix Two is the draft 2023/24 Health and Wellbeing Plan on a Page, which shall be used to publicise the priorities to Trust staff. This will include printed copies at sites and on the welfare vehicles and electronic version via Pulse.

2. Background

- 2.1 The Health and Wellbeing Plan has been developed to support the delivery of the NHS People Plan and YAS People Strategy and its specific aim to “*create a healthy working environment to enable staff to perform at their best*”.
- 2.2 Health and Wellbeing has always been a priority for the Trust; however, the challenges of the last few years has meant support needs of staff have changed significantly. Taking time out for staff to focus on their own mental and physical wellbeing has been a challenge for all.
- 2.3 The 2022 NHS National Staff Survey health and wellbeing scores have shown a slight increase. 45% of respondents stated that they felt the organisation takes positive action on health and wellbeing, an increase of 3% from the previous year. However, there is still a lot of room for improvement and supporting staff’s Health and Wellbeing will remain as one of the key priorities for the next financial year.
- 2.4 The Health and Wellbeing Plan has been developed taking into account the challenges faced by the Trust and builds on the positive work undertaken as part of the 2022/23 Plan.
- 2.5 Additionally, the plan has been developed utilising various data sources. This includes incorporating results from the national NHS Health and Wellbeing Framework diagnostic tool desk top exercise which was carried out in December 2022 comparing progress from the initial exercise conducted in February 2022 where relevant stakeholders were engaged; Association of Ambulance Chief Executives (AAACE) Recommendations on suicide prevention, Blue Lights Together, The Ambulance Service Charity (TASC), Mental Health Continuum, the NHS staff survey results and feedback from the Health & Wellbeing Group stakeholder engagement exercise held in January 2023.

2.6 The Health and Wellbeing Plan found in Appendix one was discussed, refined and approved for TMG and Board consideration at the Health and Wellbeing Group meeting on 24th February 2023.

3. 2023/24 Health and Wellbeing Plan

3.1 The plan was developed using the themes covered within the national NHS Health and Wellbeing Framework. Although the framework covers seven themes, NHS England recommend that the framework is used flexibly tailored to our unique needs, helping the Trust to prioritise and focus on key areas of concern rather than trying to address all areas at once.

3.2 Following stakeholder engagement exercise incorporating data from various sources, as detailed in section 2.5, it was agreed for the focus of the Health and Wellbeing Plan to be on the following four themes:

- Your Health and Wellbeing
- Healthy Relationships
- Your Environment
- Compassionate Managers and Leaders

3.3 The above theme headings have slightly been revised from those used in the NHS Health and Wellbeing Framework making them more meaningful and tailored to our organisation. For the purposes of ensuring alignment to the framework the Health and Wellbeing Plan uses both theme descriptors, as detailed in Appendix one.

3.4 The following three themes have not been included as a key focus in the Health and Wellbeing Plan.

- Data Insights
- Professional Wellbeing Support
- Fulfilment at Work

3.5 There were a number of reasons for not including these themes into the plan, despite all being a priority. The reasons for such were in the main down to the progress made against these areas over the last twelve months. 'Fulfilment at work' was one of the priority themes in the 2022/23 plan. Where there is 'low level' progress across the other two themes, there is evidence to suggest that work is happening within the Trust on those elements. For example, there is greater focus across the Trust around evaluation metrics, developing and reviewing policies to make them more people centric and greater focus on training and development of managers and staff.

3.6 A total of thirteen key priorities have been identified across the four themes for the 2023/24 Health and Wellbeing Plan. The majority will be led by the Health and Wellbeing Team supported by relevant stakeholders, and some will be led and co-ordinated by relevant supporting service lines. These priorities are split as below:

3.6.1 Your Health and Wellbeing (Personal Health and Wellbeing)

- Upskill our people and managers to improve their own physical and / or musculoskeletal health and wellbeing.
- In collaboration with key stakeholders' support absence management, providing expert clinical input.
- Implement the newly procured occupational health and specialist contracts, and the new Health & Wellbeing staffing model inclusive of assurance measures.

- Development and delivery of a campaigns calendar focusing on mental, physical, and financial wellbeing in collaboration with localised health and wellbeing teams.
- Explore viability of a chaplaincy service within the Trust or provided through system partners.

3.6.2 Healthy Relationships (Relationships)

- Reinvigorate the health & wellbeing champion element of the Cultural Ambassadors and working with them to develop a structured support programme.
- Promote the peer support and trauma risk practitioner's network and develop a structured programme of support
- Roll out of the mental health awareness training utilising the seven trained mental health first aid instructors.

3.6.3 Your Environment (Environment)

- Creation of safe spaces (internal and external) helping our people relax and break away from pressure.
- Support our people at EDs to easily access facilities and nutritional meals.
- Wellbeing vehicle replacement project

3.6.4 Compassionate Managers and Leaders (Managers and Leaders)

- Develop health and wellbeing guidance setting a clear vision and direction of travel for the Trust.
- Working closely with service lines to equip managers/leaders with the relevant skills and resources to support themselves and their teams in modelling good health and wellbeing behaviours in line with Trust Values

3.7 The full 2023/24 Health and Wellbeing Plan with the supporting actions, timescales and milestones can be found in Appendix one. This plan also incorporates the four priorities that have been carried forward from the 2022/23 Health and Wellbeing Plan. These are:

- Reinvigorating the health and wellbeing champion element of the Cultural Ambassadors and respective Continuous Professional Development (CPD)
- Promotion of the peer support and trauma risk practitioners' network and the support offered.
- Approval and launch of the health and wellbeing guidance.
- Continued delivery of the compassionate conversations training package.

3.8 It is important to note that the successful delivery against the plan is reliant on having the new Health and Wellbeing staffing model embedded into the structure in a timely manner and the support of other service lines and stakeholders across the Trust. Collaboration is important and will be key to the delivery of this plan.

3.9 The Health and Wellbeing Plan will also be supported by a robust communications plan.

4. Financial Implications

No financial implications to note.

5. Risk

No risks identified.

6. Communication and Involvement

As mentioned in section 2.6 the 2023/24 Health and Wellbeing Plan has been developed and finessed working with the Health and Wellbeing Group. Like the previous year plan on a page will be developed to support the promotion using various channels such as local meetings. Physical copies will also be up at all sites and stations, welfare vehicles and digital copy available via Health and Wellbeing Pulse.

7. Equality Analysis

The successful delivery of the priorities detailed within the 2023/24 Health and Wellbeing Plan are there to benefit all staff. Where required for specific projects or policies equality analysis will be undertaken to mitigate any negative impacts.

8. Publication Under Freedom of Information Act

This paper can be made available under the Freedom of Information Act 2000.

9. Next Steps

- 9.1 The Health and Wellbeing Group will own and continue to ensure this work is taken forward in collaboration with relevant stakeholders.
- 9.2 The Health and Wellbeing Group will monitor the progress against the plan by exception on a bi-monthly basis. They will also report progress to TMG as appropriate with an annual review submitted to both TMG and Trust Board.

10. Recommendation

It is recommended that the Trust Board:

- Approve the 2023/24 Health and Wellbeing Plan

11. Supporting Information

The following papers make up this report:

APPENDIX 1 – 2023/24 Wellbeing Plan with key milestones

APPENDIX 2 – Draft 2023/24 Health and Wellbeing Plan on a Page

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