



Report Title	2024 - 2025 Health and Wellbeing Closing Report
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Accountable Director	Mandy Wilcock, Director of People and Organisational Development
Previous committees/groups	Health and Wellbeing Group - 18 February 2025 People & Culture Group - 25 February 2025 TEG - 05 March 2025 People Committee – 18 March 2025
Recommended action(s) Approval, Assurance, Information	Information/Assurance
Purpose of the paper	To share the closing report for 2024 - 2025 Trust Health and Wellbeing Plan for information and assurance.
Recommendation(s)	The Board of Directors are asked to note the contents of the report and the continuous positive progress.

Executive summary (overview of main points)

This paper is for assurance and information providing end of year progress update against the 2024 - 2025 Health and Wellbeing Plan.

Performance has seen positive progress with eight priorities finishing the year in green with three in amber. Two of the amber rated priorities are progressing at pace and will roll-over into 2025/26 subject to approval with further Trust wide work required on the third focused on reducing sickness absence. A number of off-plan initiatives continue to be supported.

The Occupational Health (OH) and specialist service contracts continue to be closely monitored with positive performance against the Key Performance Indicators (KPI). The continued steady increase in demand and the high number of Did Not Attend (DNA) appointments and Short Notice Cancellations (SNC) remain a challenge. As of January 2025, year to date spend against DNA/SNC was £75.5k. Departmental chargebacks introduced as of 1st February 2025 to drive local ownership. This continues to be monitored closely, and local support provided.

OH contract spend trajectory will result in cost pressure by the year end with escalations in place.

Positive delivery against the annual communications calendar. Delivery of the Winter Wellbeing campaign has progressed well – ‘Mind, Money, Move’. Currently completing the evaluation.

Flu vaccinations uptake has remained low, as of 13th February 2025 this was 34.8% (NHSE provided figures for frontline healthcare workers). The campaign was extended following NHSE correspondence with a further twenty-two pre-booked clinics delivered between January-February to drive further uptake.

Staff immunisations programme continues to be delivered, managed by Optima Health. Staff engagement remains a challenge. Immunisation wording within contract of employment has been

changed to reaffirm the immunisation requirements in line with Green Book. Approved at November 2024 Strategic Health and Safety Committee.

Trust Strategy Bold Ambitions Select the most relevant points from the bold ambitions.	Our Patients	
	Our People	Improve staff health, wellbeing and attendance, reducing sickness rates to better than the NHS average.
	Our Partners	
	Our Planet and Pounds	
Link to Board Assurance Framework Risks (board and level 2 committees only)		7. Support staff health and well-being effectively.

2024 - 2025 Health and Wellbeing Closing Report
Mussarat Suleman, Head of Employee Health & Wellbeing

1. Summary

- 1.1 This paper provides a closing summary of the progress made against the priorities as set out in the 2024 - 2025 Health and Wellbeing Plan.
- 1.2 The Board of Directors are asked to note the contents of this paper and the continued progress that is being made to support the health and wellbeing of our staff.

2. Background

- 2.1 The 2024 - 2025 Health and Wellbeing Plan was developed to support the delivery of 'Our People' ambition within the YAS Strategy, with the aim of improving staff health, wellbeing and attendance, and reducing sickness absence.
- 2.2 The plan was developed using evidence and feedback gathered through consultation with a wide group of stakeholders including members of the Health and Wellbeing Group. The plan was approved at TEG, People Committee and Trust Board.
- 2.3 The focus of the plan has been on the following two themes and covers a total of eleven high level priorities. These areas are aligned to the NHS England Health and Wellbeing Framework:
 - Your Health and Wellbeing
 - Compassionate Managers and Leaders
- 2.4 Occupational Health spend has remained high throughout the year, two key areas impacting this have been the increase in the number of referrals, and the costs associated with DNA/SNCs. Year-end projection against this spend will result in a cost pressure. As of January 2025, year to date spend against this has been £75.5K, accounting for approximately 13% of the overall OH allocated budget. This has been escalated throughout the year with interventions put in place to help minimise the impact. This includes regular support and engagement at a local level, better sharing of data and at regular intervals, and the offer of more training. Inconsistencies in engagement has been evident with minimal improvements visible. Departmental chargebacks against DNA/SNCs were introduced as of 1st February 2025.
- 2.5 Delivery of the OH services and the KPI monitoring against the procured occupational health and specialist service contracts continues, with work on-going to drive further improvements and efficiencies.

3. Progress against the 2024/25 Trust Health and Wellbeing Plan

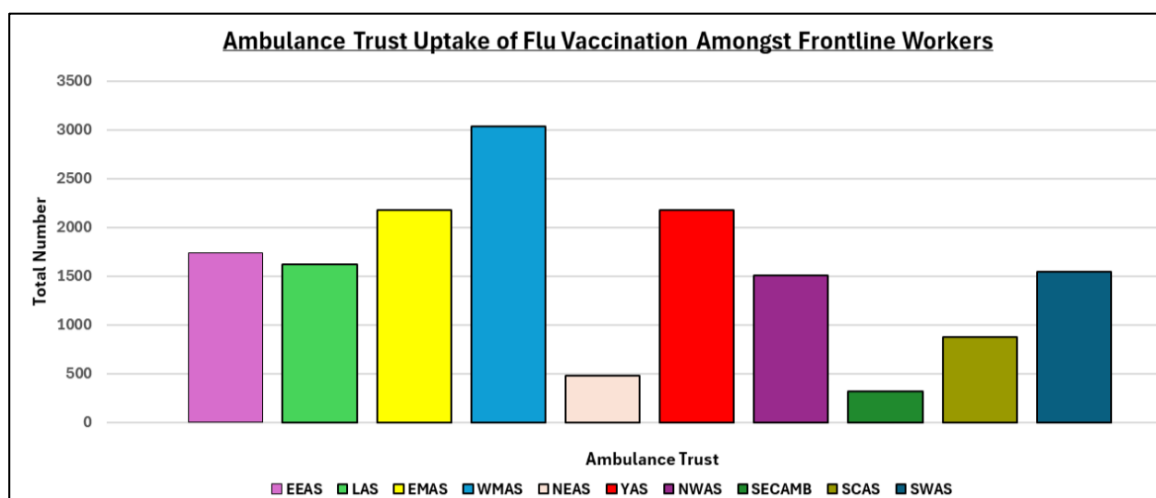
- 3.1 Positive progress has been made against the plan. Appendix A details the full 2024 - 2025 Health and Wellbeing Plan, the priorities and year end progress against each. Although one month to go before year end, the trajectory looks positive.
- 3.2 The plan identified eleven high level priorities for the period 2024 - 2025. The end of year progress will be as follows:

Work on track/completed (Green) - 8 priorities
 Work in progress (Amber) - 3 priorities

Priority (Planning)	CLOSING RAG
Implement and embed the newly procured OH and specialist services including all comms and training by September 2024.	Green
To reduce absence by 0.5% from baseline (6.58%) by the end of 2024/25 financial year by working collaboratively with key stakeholders to support absence management and provide clinical input.	Amber
Implement a revised 'Mental Health First Aid' package including related training to meet the identified needs of our staff by January 2025.	Green
To produce a baseline of stressors and how these feed into sickness absence, retention of staff and staff morale by Jan 2025.	Green
Implement and embed a robust physical competency assessment (PCA) framework to support the physical wellbeing of our operational staff by August 2024.	Green
To share the annual 'Health Needs Assessment' and in conjunction with identified stakeholders, analyse the results and identify improvements by June 2024.	Green
Improve our onboarding and recruitment experience related to Health and Wellbeing.	Green
Continuous delivery of campaigns to improve mental, physical, emotional and financial wellbeing from baselines in collaboration with localised health and wellbeing teams.	Green
Develop a needs-driven business proposal with a clear vision for the provision of OH services in YAS by 2028.	Amber
Evaluate the current PIC process to make improvements and ensure accessibility to all employees across each department of the Organisation by December 2024.	Amber
Undertake a needs analysis to identify areas of best practice and gaps to help develop a package of tools that will empower and equip managers to appropriately support staff health and wellbeing whilst looking after themselves by January 2025.	Green

- 3.3 Priority achievements include embedding of the newly procured occupational health and specialist services, development of 'Understanding Emotion and Communication in Difficult Times' training package to replace Mental Health First Aid (MHFA) and the undertaking of the health needs assessment. Work was additionally undertaken to understand the stressors for our staff and a needs analysis undertaken with managers to understand support gaps.
- 3.4 For the first 'amber' rated priority, although sickness across the Trust has not achieved the 0.5% reduction from baseline (6.58%), the engagement and support offered has increased considerably this year, meeting the improvements and measurements as identified in the plan. The absence figures, particularly short-term, have been impacted due to the quademic, four viruses in circulation during the winter months. More focused work has been undertaken at a local level, providing advice, support and guidance, with specific training sessions delivered. It should be noted that the uptake has been inconsistent across areas. Further Trust wide work is needed in this area moving into 2025 - 2026.
- 3.5 The second priority that will remain in 'amber' was in reference to the development of an options appraisal work with partners to support the provision of OH services in YAS by 2028. Discussions with partners have not resulted in a joint working approach currently, however learning has been shared to enable YAS to pilot an in-house immunisations programme. Planning and development of this proposal is currently underway with delivery to start by Q4 2025 - 2026.

- 3.6 Finally, the work on the evaluation and launch of the refreshed PIC (Post Incident Care) process is on-going and it is also projected to finish at 'amber' by year end. A workshop with key stakeholders was held in Q2 with a plan of works now drafted. This is currently going through appropriate groups for approval and support, as resource commitment is key to the successful delivery of this plan. It is planned to have the development completed and launch of new process by July 2026. Due to the project requirements this priority will not be able to meet the planned delivery of January 2025. The existing PIC process will remain active in the meantime whilst the new pathway is being developed.
- 3.7 This refreshed PIC process priority is pivotal in helping support staff, specifically their mental health, which is one of the top four reasons for absence for the Trust. Ensuring the right resources are available when required is important, thus it is vital for this work to continue through to completion. The Health and Wellbeing Team have committed to successfully see this through to completion and would like to see this carried forward into the 2025 - 2026 Trust Health and Wellbeing Plan.
- 3.8 Alongside the plan, delivery against the campaigns calendar has also been progressing at pace. The Summer campaign was successfully delivered. The Winter campaign focused on 'Mind, Money, Move'. A range of resources have been promoted during the three months ranging from free face-to-face sessions arranged with HSBC bank across three sites (Wakefield, Rotherham and York), mental wellbeing tools and drop-in sessions and materials offering advice on fitness and nutrition. A spotlight on key national dates have also been promoted throughout the year working with Corporate Communications. A full evaluation of the campaigns is on-going that will help determine focus for 2025 - 2026.
- 3.9 In line with the national dates, the seasonal vaccinations programme started in September with an uptake of 34.8% (2,226 staff) as of 13 February 2025. The programme had been extended from the original concluding date of December 2024 to February 2025 following NHSE correspondence. A total of 222 clinics were advertised with further pop-up clinics at Emergency Departments and stations across the region and across shift patterns enabling ease of access. Despite the regular communications, myth busting and incentives, engagement has remained low. This trend is generally in line with the sector as evident through the below NHSE chart.



- 3.10 The quademic, with four viruses circulating at once (COVID, Flu, Norovirus and Human Meta-Pneumo Virus – HMPV), has impacted Trust sickness levels, particularly short-term sickness during the pressured winter months. Cough/Cold/Flu and Gastrointestinal reasons for absence have seen a rise and are two of the top four reasons for absence.

- 3.11 The staff immunisations programme continues to be delivered, managed by Optima Health. Challenges remain with attendance at appointments. The immunisation wording within the contract of employment has been changed to reaffirm the immunisation requirements in line with Green Book. This was approved at the November Strategic Health and Safety Committee meeting.

4. Additional Health and Wellbeing Initiatives

- 4.1 Alongside the work on the Trust Health and Wellbeing Plan, the Health and Wellbeing Team has also been involved in and supported additionally identified necessary activities. Delivery against the Swap to Stop Scheme continues, with PTS now also part of this initiative, alongside IUC and EOC call centres. This is a government funded initiative led by public health with the aim of encouraging individuals to make the switch from cigarettes to vapes, with the ultimate goal of quitting. Over 200 staff have been supported so far following the launch of the pilot in May 2024. Due to its success, this work will continue in partnership with Public Health.
- 4.2 Bespoke Mental Wellbeing and OH Services Engagement Sub-Plans have been drafted that will support the overarching delivery against the Trust Health and Wellbeing Plan (see separate Draft 2025 - 2026 Trust Health and Wellbeing Plan and sub-plans). Following completion of the approvals process, a plan on a page for 2025 - 2026 priorities will be developed and shared Trust wide.

5. Financial Implications

- 5.1 Spend against the OH contract continues to be closely monitored and escalated accordingly. DNA/SNC costs have failed to reduce to manageable levels, despite the implementation of various interventions. To help drive this down further supported by local ownership, department chargebacks have been implemented as of 1 February 2025.

6. Risk

- 6.1 The current spend trajectory has resulted in cost pressure against the OH contract, in the main due to DNA/SNC costs and the high number of referrals. Improvement activities will continue at a local level supported by the joint delivery against the OH Services Engagement Plan. Regular updates will continue at a local and executive level.

7. Communication and Involvement

- 7.1 The Health and Wellbeing Team will start work with Corporate Communications to develop and promote 2024 - 2025 health and wellbeing achievements. Various communication channels and forums will be used to help promote this.

8. Next Steps

- 8.1 Work will continue against the three on-going priorities as identified in section 3, also listed below.
- To reduce absence by 0.5% from baseline (6.58%) by the end of 2024 - 2025 financial year by working collaboratively with key stakeholders to support absence management and provide clinical input.
 - Develop a needs-driven business proposal with a clear vision for the provision of OH services in YAS by 2028.

- Evaluate the current PIC process to make improvements and ensure accessibility to all employees across each department of the organisation by December 2024.

8.2 Completion of the approvals process for the 2025 - 2026 Health and Wellbeing Plan supported by the Mental Wellbeing and OH Services Engagement sub-plans. This has included reporting to TEG, People and Culture Group and People Committee in addition to this group.

9. Recommendation

9.1 It is recommended the Board of Directors:

- note the contents of the report and the continued progress.
- note the spend trajectory against OH services and the cost pressure as a result of the high DNA/SNC costs and demand.

10. Supporting Information

The following papers make up this report:

Appendix A – 2024 - 2025 Health and Wellbeing Plan RAG rated attached.