



Report Title	Trust Health and Wellbeing Plan 2025 – 2026
Author (name and title)	Mussarat Suleman, Head of Employee Health and Wellbeing
Accountable Director	Mandy Wilcock, Director of People and Organisational Development
Previous committees/groups	Health and Wellbeing Group - 18 February 2025 People and Culture Group - 25 February 2025 TEG - 5 March 2025 People Committee – 18 March 2025
Recommended action(s) Approval, Assurance, Information	Approval
Purpose of the paper	To seek approval on the proposed Draft 2025/26 Trust Health and Wellbeing Plan and the supporting sub-plans.
Recommendation(s)	The Board of Directors are asked to note the contents of the paper and approve the proposed 2025/26 Trust Health and Wellbeing Plan for implementation (Draft).

Executive summary (overview of main points)

<p>This paper provides assurance and seeks approval on the proposed Draft 2025/26 Trust Health and Wellbeing Plan and the supporting sub-plans (Mental Wellbeing and OH Services Engagement plans).</p> <p>A range of data sources have informed the development of this draft Plan including feedback obtained through stakeholder engagement and national drivers. NHS Staff Survey results have also been utilised.</p> <p>In line with NHSE Health and Wellbeing Framework, the draft Plan focuses on two key themes: Personal Health and Wellbeing and Professional Wellbeing Support.</p> <p>The draft Plan has identified nine key high-level priorities split out across ‘core offer’, ‘improvement works’ and ‘new opportunities.’</p> <p>Close monitoring of the spend against the allocated OH budget will continue to ensure balance budgets. If the current measures and continued work does not have a positive impact, and the Trust growth in headcount continues, it is likely to have an impact on the spend against the contract.</p>
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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.

Board of Directors (in Public)
27 March 2025

2025/2026 Health and Wellbeing Plan (Draft)
Mussarat Suleman, Head of Employee Health & Wellbeing

1. Summary

- 1.1 This paper details the proposed Trust Health and Wellbeing planning priorities for the period 2025/26.
- 1.2 The Board is asked to note the contents of this paper and approve the proposed 2025/26 Health and Wellbeing Plan for implementation.

2. Background

- 2.1 The NHS Growing occupational health and wellbeing strategy aims “to grow the occupational health and wellbeing multi-professional workforce and services that support our NHS people and keep them safe, healthy and empowered to pass good care onto our patients”. The 2025/26 Trust Health and Wellbeing Plan has been developed taking this into consideration.
- 2.2 The priorities contained within the YAS 2024-29 Strategy were also taken into consideration, specifically ‘Our People’ ambition within the YAS Strategy, with the aim of “improving staff health, wellbeing and attendance, and reducing sickness absence rates to better than NHS average”.
- 2.3 Other data sources used to inform the priority setting included the results from the NHSE Health and Wellbeing Framework diagnostic audit tool conducted in 2024, the Association of Ambulance Chief Executives (AACE) Recommendations on Suicide Prevention and the Blue Light Mental Health at Work Commitment. Additional data sources included TASC work on the Mental Health Continuum, the NHS Staff Survey results and other localised feedback including evidence captured through the delivery of the 2024/25 Trust Health and Wellbeing Plan. Local feedback includes engagement with a wide group of stakeholders including members of the Health and Wellbeing Group.

3. 2025/26 Trust Health and Wellbeing Plan

- 3.1 For ease of alignment the plan has been developed using the wellbeing themes covered within the NHSE Health and Wellbeing Framework. The framework covers seven broad themes which can be used flexibly tailored to the Trust’s unique needs.
- 3.2 Reviewing all the evidence obtained, as detailed in section 2, the proposed focus of the 2025/26 Trust Health and Wellbeing Plan will be on the following two themes:
 - Personal Health and Wellbeing
 - Professional Wellbeing Support
- 3.3 As per the draft Plan in Appendix A, these two theme headings have been slightly revised making them more individual focused, meaningful and tailored to Trust needs (Your Health and Wellbeing and Tailored Wellbeing Support). For the purposes of ensuring alignment to the framework, both theme descriptors have been used, as

detailed in the Health and Wellbeing Plan. However, YAS specific descriptors will be communicated to all staff for ease of understanding.

3.4 The themes that have not been included as key deliverables for 2025/26 Trust Health and Wellbeing Plan are as follows:

- Environment
- Relationships
- Data Insights
- Fulfilment at Work
- Managers and Leaders.

3.5 Although all areas are a priority for the Trust, a lot of work has been on-going within these areas over the last few years and still continues. This work has contributed to the positive improvements visible within the diagnostic self-assessment undertaken in 2024. Although some YAS specific quick wins have been visible within these areas, further work is still required, specifically at a system level. This is being supported at local operational levels.

3.6 A total of nine high level priorities have been identified across the two themes for the 2025/26 Trust Health and Wellbeing Plan. For the first time this year, these will be underpinned by a bespoke Mental Wellbeing and OH Services Engagement sub-plans. Active involvement and support from wider stakeholders will be essential for the successful delivery of these. For ease of understanding, the Plan has been split clearly detailing Health and Wellbeing 'core offer', 'improvement works' and 'new opportunities.'

3.7 The proposed 2025/26 Trust Health and Wellbeing Plan priorities are as below:

3.7.1 Your Health and Wellbeing (Personal Health and Wellbeing)

Core Offer:

- To develop and deliver a bespoke mental health programme for staff to support their mental wellbeing by March 2026
- To develop and deliver a physical fitness programme for staff to support their physical wellbeing by March 2026
- Focus on prevention promoting self-care and campaigns to improve mental, physical, emotional and financial wellbeing from baseline engagement levels working in collaboration with relevant stakeholders
- To undertake, analyse and share the annual Health Needs Assessment in conjunction with stakeholders, to identify improvement areas by October 2025

New Opportunities:

- To be an active member of the NHS Micro exercises pilot steering group and be involved in the proposed project for 'MS Teams PLEAZ' pilot for the period January 2025 to March 2026

3.7.2 Tailored Wellbeing Support (Professional Wellbeing Support)

Improvement Works:

- To research and deliver an in-house immunisations programme including a pilot across three academy sites by March 2027
- Develop a needs-driven business proposal with a clear vision for the provision of Occupational Health and immunisation services in YAS by March 2028

- To support improvements to Trust sickness absence management through reduction of 0.5% from baseline XX% (tbc at end of 24/25) by March 2026
- To develop and implement a three-tiered approach to Wellbeing Support (RISE – Resilience, Inclusion, Support, Empowerment) following the review of the Post Incident Care (PIC) ensuring accessibility to staff by July 2026

3.8 The full draft 2025/26 Trust Health and Wellbeing Plan with the supporting actions, leads and timescales, including the Mental Wellbeing and OH Services Engagement sub-plans can be found in Appendix A. Contingency has been built into the plan to support any priority off-plan interventions as and when they arise.

3.9 High level measures and improvements have been detailed within the main plan, however further work will be undertaken over the coming month to refine and strengthen these ensuring success measures against each priority can be demonstrated as delivery progresses.

3.10 Awareness of and delivery against the Plan will be supported by a robust communications plan, including the development of a plan on a page.

4. Financial Implications

4.1 Spend against the occupational health contract has seen a steady increase. The increase in the number of referrals and costs associated with Did Not Attend (DNA) and Short Notice Cancellations (SNC) has impacted the spend against allocated budget including a gradual increase in Trust headcount. More targeted work, linked to the delivery against the OH Services Engagement Plan will support with greater focus on quality and right referrals at point of need, and the departmental chargebacks will support in local ownership in helping drive down DNA/SNC associated costs.

4.2 Greater focus on collaborative engagement with local teams will continue, as will the focus on service provider improvements, supporting with further efficiencies. Engagement from all service areas will be crucial to support this work.

5. Risk

5.1 There is the risk that if the existing measures put in place do not positively impact on the required improvements, and if the Trust headcount continues to grow, then this will impact on the spend against the allocated OH services budget. To mitigate for this risk, spend will be closely monitored as will usage data with issues addressed at a local level and through monthly contract review meetings, where relevant, contributing to better return on investment.

6. Communication and Involvement

6.1 The Health and Wellbeing Team will work with Corporate Communications to develop and promote 2025/26 Trust Health and Wellbeing Plan priorities. Various communication channels and forums will be used to help promote this.

7. Next Steps

7.1 Delivery against the 2025/26 Trust Health and Wellbeing Plan to commence from April following approval.

7.2 Following approvals the Health and Wellbeing Group will own and continue to ensure this work is taken forward in collaboration with relevant stakeholders. To support this

Group a forward planner is now in place with a revised structure that encourages greater engagement and richer discussions across all service lines.

- 7.3 Monitoring of progress against the Plan will be undertaken at the Health and Wellbeing Group meetings, which are held every other month. Annual review submitted to People & Culture Group, TEG, People Committee and the Trust Board. Any escalations will continue into People Committee as appropriate.

8. Recommendations

- 8.1 It is recommended that the Board:

Note and approve the attached Draft 2025/26 Trust Health and Wellbeing Plan

9. Supporting Information

The following papers make up this report:

Appendix A:

Draft 2025/26 Trust Health and Wellbeing Plan RAG rated including Mental Wellbeing and OH Services Engagement sub-plans

Appendix A – Draft 2025/26 Trust Health and Wellbeing Plan RAG Rated

NHS Framework	YAS Theme	Driver	Priority (Planning)	Measurement for improvement (Controls)	Improvement work (Improvement)	Lead(s)
CORE OFFER						
PERSONAL HEALTH & WELLBEING	YOUR HEALTH & WELLBEING	Mental Wellbeing	(1) To develop and deliver a mental health programme for staff to support their mental wellbeing by March 2026.	Create a baseline of number of stakeholders engaged with. Create a baseline of number of departments engaged with including number of contacts. Number of different types of interventions introduced capturing impact using different methodologies. Portfolio of anonymised case studies (positive and negative impact)	Utilise the data captured through the needs analysis in 2024/25 to inform the development of the mental wellbeing plan Work with stakeholders to co-develop the specific interventions Work with Corporate Communications to ensure information and resources are widely shared and easily accessible	HWB Leonie Gillies
		Physical Wellbeing	(2) To develop and deliver a physical fitness programme for staff to support their physical wellbeing by March 2026.	Number of stakeholders engaged with against a baseline of zero. 100% of physical competency assessments delivered against the workforce plan Number of PCAs requiring improvement plan and documented outcome. Number of new interventions implemented against the baseline of 2 in 2024/25 Develop a baseline for number of page clicks across all social media platforms. Qualitative feedback following PCA's and interventions. Portfolio of case studies (positive and negative impact)	Development and delivery of the physical wellbeing plan Work with Corporate Communications to ensure information and resources are widely shared and easily accessible	HWB Health & Fitness Advisors
		General HWB	(3) Focus on prevention promoting self-care and campaigns to improve mental, physical, emotional and financial wellbeing from baseline working in collaboration with relevant stakeholders	Staff feedback via digital platform and face to face following engagement campaign Page clicks following online engagement Number of staff and departments engaged in campaigns Portfolio of case studies (negative and positive impact) People Promise - improvements in NHS staff survey results by 1% from baseline of 2024 survey results.	Work with Corporate Communications to redesign Pulse HWB pages Work with Corporate Communications to assist with promotion of campaigns, making them easily accessible	HWB, Call Centres and Corporate Communications Vicky Pickles/Rita Rani/Emma Stepanova
		General HWB	(4) To undertake, analyse and share the annual Health Needs Assessment in conjunction with stakeholders, to identify improvement areas by October 2025	Increasing the number of assessments completed by 5% against the baseline of 664. Identification of top three priority areas and review against the top three from 2024/25. You Said We Did Campaign - using results from 2025 survey.	Work with Corporate Communications to design and promote the hNA 2025, ensuring it is easily accessible across the Trust Analyse results to inform 25/26 priority areas	HWB Vicky Pickles
IMPROVEMENT WORKS						
PROFESSIONAL WELLBEING SUPPORT	PROFESSIONAL WELLBEING SUPPORT	OH Project	(5) To research and deliver an immunisation programme including a pilot across all academy sites by March 2027.	Cost comparison against internal/external delivery of sample group. Number of Spoilage and DNA appointments Number and percentage attended/DNA. Number and percentage of new starters recieved within one month of start date Customer feedback via QR code	Work closely with Trust lead pharmacist, Medical Director and DIPC and Clinical Education manager to develop a pilot immunisation programme.	HWB Fiona Chisholm-Pine/Rob Harrison/ Rita Rani
		OH Project	(6) Develop a needs-driven business proposal with a clear vision for the provision of Occupational Health services in YAS by March 2028	Number of Trusts engaged with to share learning. Number of Acute Trusts engaged with to explore collaborative working opportunities Stakeholder Feedback Survey Stakeholder in Person/Teams feedback sessions Approval of business case by Q3 26/27 Procurement and implementation from Q3-Q4 26/27 onwards New services live April 28	Work with identified Ambulance Trusts to share learning and best practice Map out OH requirements inc EAP and MSK	HWB Mussarat Suleman
		Trust Priority	(7) To support improvements to Trust sickness absence management from baseline (XX%) by the end of 2025/26 financial year	Number of training sessions delivered across YAS service areas by department. Increase number of engagements with each department by 5% to provide advice and guidance to support absence management - against a baseline of 150 from 2024/25 Audit of 20 referrals by Optima Health comparing the improvements to quality and content against the baseline from 2024/25, providing feedback to relevant departments. Decrease the number of DNA/SNCs by 10% against the 24/25 baseline of XX?	Increase education and awareness of the role of OH service including how to make quality referrals Support departments in improving absence management through provision of clinical expertise and wellbeing knowledge Increased awareness and usage of the Workplace Wellbeing platform and the resources	OEG Sub-Group Rob Harrison
		General HWB	(8) To develop and implement a three tiered approach to Wellbeing Support following the review of the Post Incident Care (PIC) ensuring accessibility to staff with RISE to be launched by July 2026.	Deliver against the milestones against OI PID Establish project team and development of process. Capture data on utilisation of current PIC process No. manager referrals No. self referrals No. completed with no further interventions No. completed with further interventions.	Co-design the digital system working with key stakeholders via Be Well Working Group Work closely with IT to develop the digital system Revised PIC policy and guidance Continue to promote existing PIC policy and procedure	Be Well Working Group Vicky Pickles
NEW OPPORTUNITIES						
PERSONAL HEALTH & WELLBEING	YOUR HEALTH & WELLBEING	General HWB	(9) To be an active member of the NHS Micro exercises pilot steering group and be involved in the proposed project MS Teams App Pleaz pilot for the period of January 2025 to March 2026.	Number of ambassadors recruited to promote the pilot project against a baseline of zero Number of unique visits to the App via MS Teams against a baseline of zero Identification of the frequently used Pleazes by month Staff feedback via the PLEAZ digital platform and quarterly reports.	MSK injuries comparison data against previous year NSS results Sickness absence rates related to MSK injuries Staff retention	HWB and Local Ambassadors Leonie Gillies

Mental Wellbeing and OH Services Engagement Sub-Plans

Draft 2025/26 OH Services Engagement Plan							
Objective	Tasks and Improvement Work	Expected Outcome/Aims	Priority (Planning)	Q1 MILESTONES	Q2 MILESTONES	Q3 MILESTONES	Q4 MILESTONES
Provide In the Moment support to managers - providing Clinical H&WB and Occupational Health support and advice - relating to supporting staff and absence Management Teams Drop in sessions Raise awareness of alternatives to making referrals and if required how to get the most out of OH referrals	Support departments in the reduction of absence providing clinical expertise and wellbeing knowledge through engagement.	To have provided support to at least 200 support requests the end of the period Number of OH referrals reduced Quality of referrals improved	March 2026	Continue to provide support and capture contacts. Monthly H&WB and OH Services Q&A Teams sessions - aimed at managers	Continue to provide support and capture contacts. Monthly H&WB and OH Services Q&A Teams sessions - aimed at managers	Continue to provide support and capture contacts. Monthly H&WB and OH Services Q&A Teams sessions - aimed at managers	Continue to provide support and capture contacts. Monthly H&WB and OH Services Q&A Teams sessions - aimed at managers
OH referral data including DNAs data shared with Area Leads and HR advisors Support local management teams to reduce missed OH appointments	Referral data to be sent to A&E North, East, South & West. PTS. IUC. EOC. C&C	Understanding of referral trends and reduction of missed appointments Sharing of key data sets with local management teams	March 2026	Reports sent monthly to Business Units, Deputy Heads Of	Reports sent monthly to Business Units, Deputy Heads Of	Reports sent monthly to Business Units, Deputy Heads Of	Reports sent monthly to Business Units, Deputy Heads Of
Be an active member of OEG subgroup	Share OH data at OEG meetings looking for trends highlighting to group	Support group in overall reduction of absence based on Trust baseline	March 2026	Data Analysis and returns to OEG subgroup Intervention work as per data trends (monthly)	Data Analysis and returns to OEG subgroup Intervention work as per data trends (monthly)	Data Analysis and returns to OEG subgroup Intervention work as per data trends (monthly)	Data Analysis and returns to OEG subgroup Intervention work as per data trends (monthly)
Share Sharpes information to Head of IPC	Provide monthly updates to Head of Risk - for Sharps Lines contacts with Optima	Early highlighting in any increase in Sharps injury not reported through Datix and other channels	March 2026	Deliver Monthly Reports - Report on trends if present	Deliver Monthly Reports - Report on trends if present	Deliver Monthly Reports - Report on trends if present	Deliver Monthly Reports - Report on trends if present
Communication & Awareness	SNC / DNA data - how to cancel	All staff awareness increased	March 2026	April - SNC / DNA data - how to cancel	July - SNC / DNA data - how to cancel	October - SNC / DNA data - how to cancel	January - SNC / DNA data - how to cancel
	OH Service offers		March 2026	May - OH Service offers	August - OH Service offers	November - OH Service offers	February - OH Service offers
	Key focus		March 2026	June - Stress Anxiety Depression	September - MSK	December - TBC	March - TBC
Optima - Voice of the Customer Create Mini User Group with Managers who provide feedback via the portal	To gain better understanding of the feedback, to listen and work on any improvements	Service Improvements	March 2026		Hold two discussion with Optima service manager and managers who have provided feedback following Referrals		Hold two discussion with Optima service manager and managers who have provided feedback following Referrals
Optima to deliver - How to make the most out of a referral	Sessions to be provided via Lorna Straine over teams	YAS Managers & HR gain better understanding of occupational Health referrals and how to make better use of Optima - Quality of referrals improved	March 2026	Deliver How to Make the most out of the referrals, one per quarter by Optima Clinical Lead	Deliver How to Make the most out of the referrals, one per quarter by Optima Clinical Lead	Deliver How to Make the most out of the referrals, one per quarter by Optima Clinical Lead	Deliver How to Make the most out of the referrals, one per quarter by Optima Clinical Lead
Optima Provide FAQ alongside the How to Make a Good referral Presentation	Clinical Lead to provide FAQ as educational tool for managers	Educational tool	March 2026	Update attendees and share via H&WB pages	Update attendees and share via H&WB pages	Update attendees and share via H&WB pages	Update attendees and share via H&WB pages
Optima - Examples of Good and Bad Referrals	Clinical Lead to provide examples of good and bad referrals as educational tools for Managers	Educational tool	March 2026	Examples to be shared through Area Assurance groups and OEG Absnec Sub group twice per year		Examples to be shared through Area Assurance groups and OEG Absnec Sub group twice per year	
Optima Workplace Wellbeing	To provide Postcards to YAS Manager and employees	Educational tool, but also will raise awareness of Workplace Wellbeing	March 2026	CH&WBS to Deliver promotion of Workplace wellbeing via YAS interanl Comms Raise awareness through training session	CH&WBS to Deliver promotion of Workplace wellbeing via YAS interanl Comms Raise awareness through training session	CH&WBS to Deliver promotion of Workplace wellbeing via YAS interanl Comms Raise awareness through training session	CH&WBS to Deliver promotion of Workplace wellbeing via YAS interanl Comms Raise awareness through training session
Optima Monthly Newsletter	Monthly Newsletter, created by Clinical Lead, COM and CSM - To include YAS Updates and links	Awareness of any system changes, policy or procedural changes. Clinical guidance	March 2026	Monthly newsletter from Optima to be sent out through Trust wide channel	Monthly newsletter from Optima to be sent out through Trust wide channel	Monthly newsletter from Optima to be sent out through Trust wide channel	Monthly newsletter from Optima to be sent out through Trust wide channel

DRAFT 2025/26 MENTAL WELLBEING PRIORITIES

Q1: Apr-Jun		Work started and on track as per quarter milestone	
Q2: Jul-Sept		Work on-going but slightly behind as per quarter milestone	
Q3: Oct-Dec		Work not started and unable to achieve quarter milestone	
Q4: Jan-Mar		Action closed before completion	
Objective	Tasks and Improvement Work	Expected Outcome/Aims	Priority (Planning)
Creation of reflective spaces across Trust sites enabling staff to engage in thoughtful reflection within a safe and supportive environment	Engaging with managers for support and space confirmation x2 half day sessions per month, rotating across sites	Increase in staff confidence in reaching out for support Timely support reducing impact on sickness absence	May-26
Improvement of YAS onboarding and recruitment experience related to health and wellbeing	Review induction offer and new staff communication to include Trust support (OH and EAP) Collaborate with wider directorate to feed into the higher level priority of onboarding and recruitment	Staff feeling valued and cared for Improvements to retention rates Improvement to people journey	In line with EDI Action Plan
Introduction of structured virtual peer support network for all staff	Creation of bi-monthly virtual network meetings Communication of purpose	Creation of safe space for learning and sharing of experiences	Jun-25
Develop a pathway of notification/information sharing with EOC following major incidents to ensure appropriate support to operational teams	Identify criteria to trigger this pathway Develop a pathway for notifications that meets criteria	Development of pathway for notifications Ability to appropriately support teams in need Improve staff mental health Improve staff morale	Apr-25
Co-production of training package to support on-scene sensitive and difficult conversations	Develop training package Identify delivery platforms Engage all key stakeholders Delivery of package	To work alongside SYFS and WY Police to develop training package Better skilled workforce	Apr-25
Review and reinvigoration of peer supporters	Identify interested peer supporters Creation of role requirements Creation of quarterly dedicated networking space	Support to help promote and champion HWB at a local level Additional avenue to cascade information to staff	Jun-25
Active involvement at the WY ICB Trauma-focused Working Steering Group	Attendance and participation at trauma focused working group meetings Support the development of intervention/s Implement learning into YAS	Developed of traum informed intervention/s	Ongoing
Support the delivery of the Pleaz Micro-Exercise pilot within YAS alongside 3 other NHS Trusts	Onboard ambassadors to help promote and encourage engagement ready for go live 1st Feb 2025 Lead the roll out of the App within YAS Collate feedback from staff Promote the micro-exercise App	Increase in staff morale Improvements to staff mental health and MSK related injuries Reduction in sickness absence Improvements to NHS Staff Survey scores	Mar-26
Development of a Welfare Officer support package to assist managers in providing support to individuals	Development of a training package	Better skilled managers to support individuals Clarity in understanding of role and requirements Consistent and appropriate support to staff	Apr-25
Review of Health & Wellbeing Pulse pages creating a dedicated space for self-care that is easily accessible	Creation of appropriate space on Pulse Development of content and resources	Number of clicks to the page and resources Reduction in sickness absence Increase in staff confidence	Initial creation of space - June 2025, Updates on-going thereafter
Development and delivery of monthly guided bite-size proactive interventions virtually	Creation of content focused on mindfulness, sleep, stress management etc Promotion of sessions	Type of interventions delivered Number of staff engagement Staff feedback	September 2025