

NHS 24 BOARD		19 AUGUST 2021 BD (2021 22) 011 FOR APPROVAL
NHS 24 HEALTH & WELLBEING STRATEGY		
Executive Sponsor:	Interim Director of Workforce	
Lead Officer/Author:	Head of Employee Relations	
Action Required	The Board is asked to approve the Health and Wellbeing Strategy which had been discussed at the Staff Governance Committee on 29 July 2021.	
Key Points	<ul style="list-style-type: none"> The updated Strategy links to a number of strategies and plans which relate to the health and wellbeing of staff. 	
Financial Implications	No financial costs envisaged.	
Timing	Ongoing review.	
Contribution to NHS 24 strategy	Information on Attendance and Health and Wellbeing allow governance committees to make informed decisions, which support achieving the resetting of our culture, creating capacity, capability and confidence in our people and teams.	
Contribution to the 2020 Vision and National Health and Social Care Delivery Plan (Dec 2016)	The 2020 Vision Action Plan encourages Boards to take action to promote the health, wellbeing and resilience of the workforce, to ensure that all staff are able to play an active role throughout their careers and are aware of the support available to them.	
Equality and Diversity	N/A	

1. RECOMMENDATION

- 1.1 The Board is asked to approve the Health & Wellbeing Strategy which will support staff wellbeing and attendance at work within NHS 24.

2. TIMING

- 2.1 The plan has commenced and is ongoing to March 2022.

3. BACKGROUND

- 3.1 NHS 24 previously had a Wellbeing Framework which in the main was focused on maintaining the Healthy Working Lives Award. As a result of COVID and the continuing sickness absence rates it was agreed that a more joined up Health and Wellbeing Strategy was required that linked in with the various other NHS 24 plans and strategies which also encompassed Health and Wellbeing Initiatives, such as the Attendance Management Improvement Plan, Remobilisation Plan, Pulse Survey, etc.

The Strategy has been developed to ensure that the action plans associated with Health and Wellbeing are progressed. A Health and Wellbeing Steering Group has also been set up to oversee this work.

- 3.2 The Director of Workforce is the EMT sponsor for this work and the Wellbeing Champion, (Head of Employee Relations) is the Chair of the Steering Group.

4. ENGAGEMENT

- 4.1. Partnership colleagues have been part of the Health and Wellbeing Steering Group who developed the Strategy.

5. FUTURE ACTION

- 5.1 The action plans will progress and regular updates will be given to relevant governance committees.

NHS 24 Corporate Staff Wellbeing Plan 2020-2022

Wellbeing Activity	Action	Pillar (linked to 4 pillars of wellbeing – physical, workplace, emotional/ social and financial)	Lead	Timescale	RAG STATUS
Policies	Launch the NHS 24 Wellbeing Strategy Link here to the Wellbeing Strategy	Workplace	Workforce Team, Wellbeing Champion	May 2021	Strategy approved and issued.
	Development of Mental Health Charter	Emotional/Social	Tony McLaren	September 2021	Discussions ongoing with Mental Health Hub on support available to staff on mental health issues
	Launch revised Once for Scotland Attendance Management Policy Provide Ongoing training and coaching.	Workplace	Workforce Team Workforce Team	July 2020 Ongoing	Training has been progressing since April 2020. Over 80% of managers have now progressed through the training. Discussions have commenced re keeping skills and knowledge up to date. Further details to be advised.
	Plan for maintaining managers skills on OFS Attendance Management Policy	Workplace	Workforce Team	March 2022	To be commenced
	Launch other relevant once for Scotland policies relevant to wellbeing	Workplace	Workforce Team	By December 2021	Online training has commenced July 2021
	Progress Agile Working Policy	Workplace	Homeworking Group	Autumn 2021	Agile Working Group have now been set up within NHS 24. OFS policy on Homeworking is currently out for consultation
Strategic Plans with links	Remobilisation Plan Link Attendance Management Steering Group plan Link Occupational Health review Link	Workplace	Workforce Team	In line with actions in plans	Plans are being progressed as part of this action plan. NHS 24 now has a dedicated OHS nurse who we are working with to improve the OHS service from our service provider.
Survey Feedback	Review survey feedback: <ul style="list-style-type: none"> Pulse survey Homeworking survey (2020) Estates Survey Link here to action plan	Workplace	Workforce Team (L&PE)	In line with Homeworking and Estate plans	Survey results are being progressed as part of this action plan and feed into relevant groups.
Initiatives	Promotion of Healthy Working Lives Award initiatives (see attached calendar)	All	Workforce Team	By March 2022	Initiatives are ongoing on a monthly basis through the staff intranet, Team Talk and staff engagement groups
	Roll out personal Wellbeing Plan and tool	All	Workforce Team and Local Wellbeing Groups	Autumn 2021	This has now been issued to all relevant managers for their use. We will monitor usage of this plan.
	Introduction of wellbeing room for each site	All	HOCS	Autumn 2021	All sites now have a rest/wellbeing area with Norseman recently upgrading their area.

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					Cardonald have also recently upgraded their rest area. We are now looking at outdoor rest areas where centres have an outdoor facility.
	Develop Mental Health First Aiders within NHS 24	Emotional/Social	Tony McLaren/Lauren Kennedy	March 2022	On hold at present due to unavailability of course
	Promote training in resilience	Emotional/Social	Workforce Team ODL & L	ongoing	This training/support is now being offered. We will monitor the uptake of this.
	Develop Carers' Network	Emotional/Social	TUS, Workforce Team and staff	March 2022	Work is still progressing on this topic.
	Become a Carer Positive Employer	Workplace	Workforce Team	March 2022	Work has commenced
	Become a See Me in Work partner	Workplace	Workforce Team	Summer 2022	Not commenced yet
	Promote Cycle to Work scheme	Physical	Workforce Team/Local Centre Engagement Teams	Annually with special promotion in May/June for Bike Week	We are working with Cycle to Work Scotland to progress this.
	Implementation of a Workplace Adjustments Passport. Working with the Disability Business Forum	Workplace	Workforce Team	September 2021	As part of the work we are undertaking with the Business Disability Forum a disability passport process will be developed.
	Publicise health and wellbeing benefits of working at NHS 24.	All	Workforce Team	March 2022 Ongoing as part of recruitment	Work ongoing with recruitment team on this issue.
	Create buddy system for all new staff and promotions	Emotional and social	Angela Murray and Val Hughes	March 2022	Work ongoing to develop this
	Annual Staff Awards to include a Wellbeing Award.	Workplace	Communications Team	September 2021	To be discussed with Comms
Promoting Wellbeing	Promote wellbeing pages and communications. Need a dedicated wellbeing page and comms strategy	Workplace	Communications and all managers.	Fortnightly	Information is promoted weekly. Work is currently progressing on a new intranet wellbeing hub.
	Coaching for Wellbeing	All	Nursing and Workforce Directorate	March 2022	A coaching service is now available through NHS Education for Scotland and has been communicated to staff. Monitoring of the uptake on this from NHS 24 staff to be undertaken.
	Psychology support for NHS 24 Staff	Emotional and Social	Wellbeing Champion/Mental Health Hub	ongoing	Ongoing discussions with the mental health hub and promotion of national initiatives, e.g National Wellbeing Hub, National Wellbeing Helpline.

Wellbeing Activity	Action	Pillar (linked to 4 pillars of wellbeing – physical, workplace, emotional/ social and financial)	Lead	Timescale	RAG STATUS
	Clinical Supervision is a space where we can explore the effects of our work and make sense of the feelings our work evokes. Respond, Reflect and Restore to enhance Resilience. A framework to be adapted and implemented over the next 12 months.	Workplace	Lauren Kennedy/Mental Health Team	March 2022	Nursing and Care team to look at this. Not yet commenced.
	Schwartz Rounds provide a structured forum where all staff, clinical and non-clinical, come together regularly to discuss the emotional and social aspects of working in healthcare.	Workplace	Wellbeing Champion/Lauren Kennedy	December 2021	
	Trauma Informed Workforce – experience and impact of trauma and adversity have been exacerbated by the COVID pandemic.	Workplace	Lauren Kennedy/Mental Health Team	March 2022	
	Promote EAP services Workforce through regular updates and by managers reminding employees of this resource	All	Communications and managers.	Monthly	Regular communications ongoing in Team Talk, staff intranet pages.
	Promote Occupational Health services by raising awareness of the benefits of this service amongst employees and managers when managing health challenges	Workplace	Workforce Team and managers	Monthly	Working with new OHS nurse to progress this
	Promote exercise and physical fitness through organised activities and publishing information about the benefits, as well as publicising successes.	Physical	Employee Relations, Local Wellbeing Groups and Staff Engagement Groups and APF, etc.	Ongoing	This is promoted on a regular basis through the intranet, Team Talk and Staff Engagement Groups in Centres.
	Promote mediation through regular updates and reminding employees / managers of the benefits of this service as cases arise	Emotional and Social	Comms, Employee Relations	Annually / ongoing	This service is promoted on a case by case basis. General communications on this to be done.
	Promote useful support groups for different groups of staff.	All	Service Development, Workforce and Comms.	Quarterly	Work is ongoing with the Equalities team and with Disability Scotland to develop this work
	Safe spaces for listening	Emotional and Social	Julie Lindsay/Valerie Hughes	ongoing	ODL &L Team and Service Delivery working on a communications plan including a video at present and also engaging with other Boards.

Wellbeing Activity	Action	Pillar (linked to 4 pillars of wellbeing – physical, workplace, emotional/ social and financial)	Lead	Timescale	RAG STATUS
	Promote retirement planning course as part of the annual Workforce Team Comms plan and as employees advise they wish to retire	Workplace	Workforce Team	ongoing	This course is promoted on an ongoing basis. Further comms to be done on this.
	Promote mandatory H&S training by advising employees of the importance of this training when issuing reminders that a refresher is due	Workplace	H&S, ODL & L	Annually	A regular report is sent to line managers with the names of staff who have not undertaken their mandatory training. Regular communications in place to promote this.



Health and Wellbeing Strategy

To support our Workforce and their Wellbeing

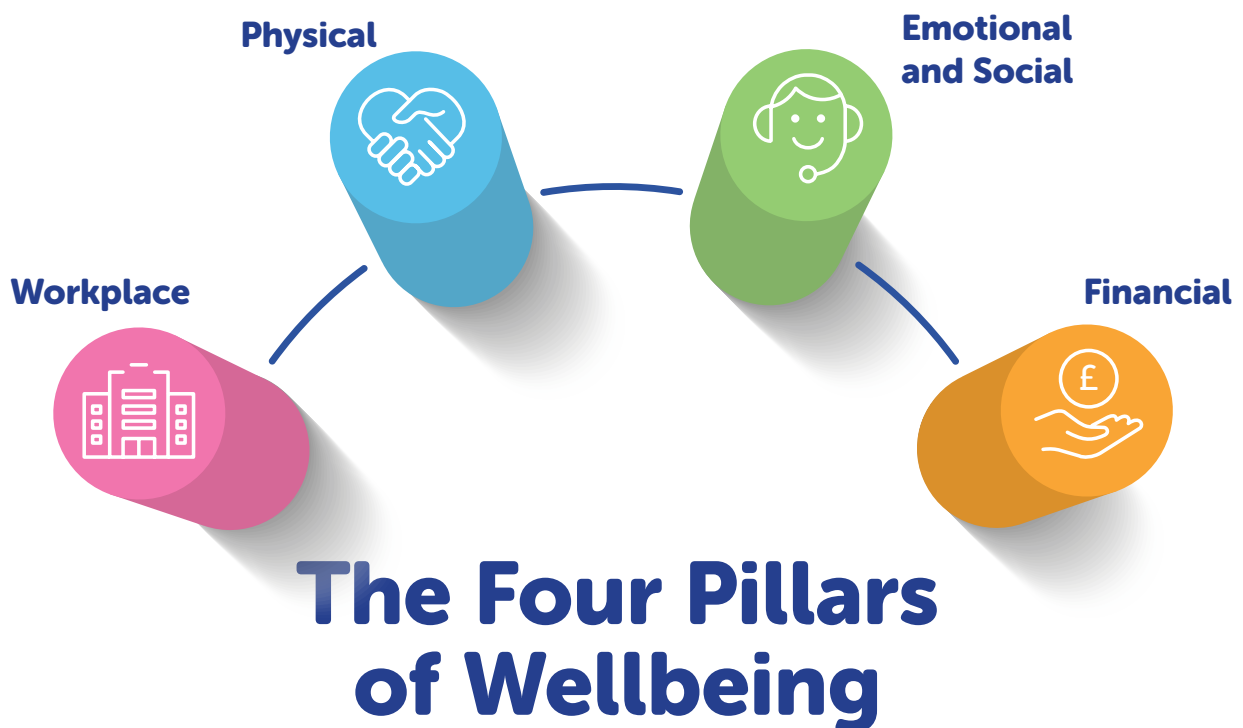
June 2021



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1 Introduction

Employee wellbeing is that part of an individual's overall wellbeing that is determined by their work and can be influenced by workplace interventions. It relates to all aspects of work-life, including how satisfied employees are with their work, their sense of purpose, how in control they feel, and how well they can balance their work and their home lives.



NHS 24 is committed to providing a healthy working environment that supports, promotes and protects the physical and mental wellbeing of its employees.

We will do all we can to enable employees to stay well, to support them in the most appropriate way when they are unwell, and to create a culture where employees look after and support one another.

The Health and Wellbeing Strategy meets our overall organisational objective of improving physical and mental wellbeing through access to workplace services. It also supports our values of Care and Compassion, Dignity and Respect, Openness, Honesty and Responsibility and Quality and Teamwork.

The Strategy is linked into some of NHS 24's main strategies and plans including:



Healthy Working Lives Plan 2021

This plan support the commitment to the Healthy Working Lives Award. We currently have the Gold Standard Award

Workforce Strategic Framework 2019 - 2023

The Health and Wellbeing section of the Workforce Strategic Framework 2019 – 2023 lists five areas of focus for staff:

They include:

- Help staff improve their physical and mental health and wellbeing through access to workplace services, and identify what is getting in the way of good health through 'what matters to you' conversations.
- Ensure that staff feel confident and safe to identify barriers, either in the workplace or at home, that are impacting on their health and helping them address these.
- Raise awareness of the impact that social circumstances such as finance, housing or caring can have on someone.
- Promote the importance of talking about mental health as much as physical health to minimise stigma and discrimination.
- Through our Healthy Working Lives and other internal campaigns, promote the importance of good nutrition and physical activity to support overall health and wellbeing.

Remobilisation Plan 2021/2022

As part of the 2021/2022 plan we have identified our priorities through to 31 March 2022, with supporting our workforce and their wellbeing as our primary priority. The plan is split into the following sections:

- Policy initiatives.
- Strategic plans with links.
- Survey feedback.
- Initiatives.
- Promoting wellbeing.

NHS 24 has also identified two enabling themes that will support the delivery of this plan in line with our wider priorities:

- Transforming our ways of working.
- Working together to develop our organisation and culture.

Attendance Management Improvement Plan

The NHS 24 Attendance Management Improvement Plan is an important part of our overall approach to the management of staff absence and has the following aims:

- Build on the wide range of health and wellbeing resources that were developed for staff in response to COVID-19.

- Reduce sickness absence rates by 0.5%.
- Ensure our managers are confident in carrying out their management responsibilities in relation to attendance at work. An important part of this includes the provision of ongoing and regular training events across the year.

Wellbeing and Engagement Employee Surveys

The Strategy also links to key employee engagement and experience surveys undertaken regularly within NHS 24. They include:

- Everyone Matters Pulse Survey – provides the national staff experience measurement, with a focus on wellbeing during the COVID-19 pandemic. The outcomes are being used to support employee experience and wellbeing, equality, diversity and inclusion strategies.
- Homeworking Survey – carried out in 2020 in response to the increase in the number of staff working from home due to COVID-19. Homeworkers were invited to feedback on a range of topics including wellbeing and technology.
- Estates Survey – Inviting staff to feedback about our estates – including our offices, car parking and other factors which impact working. This feedback has an impact on wellbeing and feeds into our action planning.

2 Aims and Outcomes

Our aims are to:

- 1** Promote a healthy working environment where our employees can thrive.
- 2** Support the physical, mental and social wellbeing of our employees.
- 3** Raise the awareness of the impact that social circumstances such as finance, housing or caring can have on someone.
- 4** Encourage and support our employees to develop and maintain a healthy lifestyle.
- 5** Promote the importance of talking about mental health to minimise stigma and discrimination.
- 6** Improve employee engagement throughout the service.
- 7** Through the Healthy Working Lives Award and other internal campaigns, promote the importance of good nutrition and physical activity to support overall health and wellbeing.
- 8** Support employees to maintain attendance at work and support them through attendance issues.
- 9** Ensure that this Strategy links with relevant surveys and plans, as outlined above.

Achieving our aims will help deliver the following outcomes:

- 1** A happier, healthier, engaged and more productive workforce.
- 2** Employees who take advantage of flexible and alternative working arrangements and wellbeing initiatives available.
- 3** Managers who promote wellbeing and find ways to support their teams.
- 4** Healthier employees who take fewer sick days.
- 5** More contented employees who develop rewarding careers with NHS 24.

3 Promoting Wellbeing

We promote wellbeing in four main areas:

→ **Workplace**

→ **Physical**

→ **Emotional/Social**

→ **Financial**

For each area of wellbeing we will put in place and promote:

- Policies, processes and guidance.
- Internal wellbeing initiatives.
- Resources available for those who need them.
- Communications for all staff on health and wellbeing.

4 Measurement and Evaluation

We will measure how effectively we are supporting employee wellbeing using these metrics:

- The number of work absences due to ill health with an aim of reducing this to comparable levels with the wider NHS.
- The number and type of Dignity at Work cases.
- Analysis of flexible working requests.
- Ongoing monitoring and assessment of available wellbeing initiatives and services.
- Analysis of wellbeing and engagement data from staff surveys.
- Review of comparable data (year-on-year).
- Reviewing relevant HR data, including stress, support services referrals, and exit interviews.
- Number of views and engagement rates for intranet articles related to wellbeing activities.
- Retaining the Healthy Working Lives Award.

5 Roles and Responsibilities

Senior Managers are responsible for:

- Providing a safe and healthy working environment that supports wellbeing.
- Promoting effective people management.

Workforce is responsible for:

- Putting in place policies that support wellbeing.
- Ensuring that all employees have fair and equitable access to wellbeing resources.
- Monitoring, evaluating and reviewing the Health and Wellbeing Strategy and associated initiatives.
- Raising employee awareness of health and wellbeing initiatives, wellbeing leads, and staff networks.
- Routinely monitoring employee wellbeing.
- Providing training on managing stress, building resilience and raising mental health awareness.

Managers are responsible for:

- Implementing safe systems of work to safeguard employees' health and wellbeing.
- Discussing wellbeing during one-to-one meetings.
- Ensure employees complete any mandatory health and safety training.
- Supporting those with health problems and signposting them to support services.
- Being aware of and actively promoting support services across their teams.
- Ensuring effective communication within their teams.
- Actively monitoring employees' workloads to ensure they are manageable.
- Actively monitoring employees' working hours and annual leave to ensure that they work appropriate hours and that they take regular breaks.
- Consistently applying NHS 24 policies that affect wellbeing.
- Actively managing attendance within their teams.
- Recognising how their management style can affect others' wellbeing.
- Conducting risk assessments and stress risk assessments, where appropriate, and ensuring that recommended actions are implemented, monitored and reviewed.
- Maintaining employee confidentiality.

Everyone is responsible for:

- Taking personal responsibility for their own health and wellbeing, including cooperating with their manager on measures designed to promote wellbeing.
- Completing all mandatory health and safety training.
- Contacting their GP if they are concerned about their health.
- Alerting their manager to health and wellbeing concerns of themselves or colleagues, raising any personal wellbeing issues in their one-to-one meetings.
- Taking care of the wellbeing of the people with whom they come into contact.
- Taking advantage of wellbeing resources, where appropriate.
- Promoting and supporting wellbeing in their workplace.
- Participating in wellbeing initiatives, where appropriate.

The Executive Sponsor is responsible for:

- Providing senior leadership for the implementation of the Strategy and Action Plan.
- Ensuring effective engagement from the Executive Management Team, Area Partnership Forum and other key stakeholder groups.

The NHS 24 Health & Wellbeing Champion is responsible for:

- Promoting health and wellbeing across NHS 24.
- Representing NHS 24 on the national Workforce Champion's Network.
- Working in partnership with the Health and Wellbeing Steering Group, Area Partnership Forum and Staff Governance Committee.
- Encouraging employees to become involved in improving health and wellbeing at NHS 24.
- Raising awareness of initiatives and services in NHS 24.

The Health and Wellbeing Steering Group is responsible for:

- Overseeing the implementation of the Strategy and the Action Plans linked to it.
- Ensuring that changes are made to the plan following the evaluation of an impact on our workforce of overall NHS 24 performance.

The Corporate Health & Wellbeing Committee is responsible for:

- Promoting health and wellbeing within NHS 24 and effectively communicating initiatives, support services and resources.
- Monitoring occupational injury, incident and ill health statistics and trends, then making recommendations for improvement.
- Designing and ensuring delivery of health and safety training courses and material and ensuring and encouraging completion and participation.
- Designing and delivering any required support for employees that has arisen from the performance of their duties (e.g. Remploy and Employee Assistance Programme).
- Monitoring work-related sickness absence data and recommending actions to address identified issues or trends (if appropriate).
- Overseeing the completion and compliance of health and safety audit reports and ensuring any recommendations made are fully implemented.

- Ensuring reports into serious incidents at work are produced and recommendations to prevent future occurrence are identified and addressed.
- Recommending process changes required as a result of any legislative changes to health and safety obligations.
- Considering and promoting national wellbeing initiatives.

Local Health and Wellbeing Groups are responsible for:

- Promoting health and wellbeing in their centres.
- Generating ideas for promoting and improving health and wellbeing in their centres.
- Delivering health and wellbeing initiatives.
- Maintaining the Healthy Working Lives Award.

6 Governance

The Workforce Directorate will prepare regular reports for the Executive Management Team, Staff Governance Committee and Area Partnership Forum on the progress to determine success and to direct future initiatives.



