

Trust Board Report

Meeting Date:	27 th June 2016
Title:	Workplace Wellbeing Charter – National Award for England
Executive Summary:	<p>As part of the Trusts' Workplace Wellbeing Strategy the Board signed up to the Charter on 29th February 2016, with the initial focus on assessment of the New Cross site.</p> <p>The assessment process to achieve accreditation involves 3 elements:-</p> <ol style="list-style-type: none"> 1. Data gathering of evidence 2. Interviews with staff 3. Tour of the site <p>Our assessment successfully took place on 18th and 19th May 2016 and the New Cross Site has achieved the Workplace Wellbeing Charter, demonstrating we “are forward thinking in cascading Wellbeing practices throughout the organisation and demonstrates our commitment to the health and wellbeing of our staff.”</p> <p>An action plan is now being developed from the assessment report and will shape our Strategy and Action Plan for 2016/18 with the express aim of achieving accreditation across all our sites by our next assessment in 2 years' time.</p> <p>Wolverhampton City Council Public Health and University of Wolverhampton have expressed an interest in continuing to work together on our action plans. Sharing good practice, resources and innovative approaches to health and wellbeing where possible and practicable.</p>
Action Requested:	For noting
Report of:	Interim Director of HR & OD
Author: Contact Details:	
Resource Implications:	N/A
Public or Private: (with reasons if private)	Public
References: (eg from/to other committees)	Workplace Wellbeing Charter Working Group

Appendices/ References/ Background Reading	The Workplace Wellbeing Charter National Award for England. Post assessment report for The Royal Wolverhampton NHS Trust.
NHS Constitution: (How it impacts on any decision-making)	The Charter embodies the core principles contained in the NHS Constitution in terms of equality of access to services, high standards of excellence and professionalism, cross community working and best value.

1. Introduction

One of the ways we can raise the profile of well-being and measure our success is to audit our current performance. On that basis, we have welcomed the opportunity to work in partnership with Wolverhampton City Council Public Health Team and the University of Wolverhampton and have signed up to the Workplace Wellbeing Charter. The Board approved this commitment at the meeting on 29th February 2016.

By signing up to the Workplace Wellbeing Charter, we are making a statement of intent that demonstrates our commitment to the health and wellbeing of our workforce and clearly makes the connection between wellbeing, staff engagement and high quality performance.

Background

The Charter consists of Self-Assessment Standards presented by Professor Dame Carol Black, Expert Adviser on Health and Work to the Department of Health. A cross functional Working Group was established to gather the data and evidence necessary for step 1 of the assessment process, the audit of evidence; design a timetable for the 2 day assessment site visit, to meet steps 2 and 3, interviews with staff and on site tour.

The Charter covers and includes leadership, culture and communication as well as more recognised health and wellbeing topics such as physical activity, alcohol and mental health. It comprises 8 domains and has 3 levels of attainment, Excellence, Achievement and Commitment.

Given that this Charter is a relatively new award, as yet there is still an organisation to achieve the level of Excellence across all 8 domains.

Initial feedback from the Assessor was extremely complimentary about the visit itself, being well organised, thought through and comprehensive. Staff, whether those taking part in interviews or focus groups were friendly, helpful and candid in their feedback and responses to questions. The focus groups were well attended and the interviews covered a wide range of staff groups and levels within the Trust.

2. Outcome of the Assessment

With effect from 27th May 2016, the Trust is an accredited with the Workplace Wellbeing Charter and has been awarded the following levels:-

Leadership:	Excellence
Absence Management:	Excellence
Health and Safety:	Excellence
Mental Health:	Achievement
Smoking:	Achievement
Health Eating:	Commitment
Physical Activity:	Commitment
Alcohol & Substance Misuse:	Achievement

The Post Assessment Report prepared by the Assessor from Health@Work is attached as Appendix 1 and sets out the action plan for the next 2 years.

3. Next Steps

The Board is asked to note the award and assessment report.

By achieving the standards set by the Charter the Trust is able to provide evidence that our organisation has taken positive action on health and wellbeing in line with Indicator 1a of the CQUIN guidance published in March 2016.

A cross functional working group with input from Wolverhampton Council and the University of Wolverhampton will be established to take the action plan forward across the New Cross site and to work with other sites to ensure the culture and philosophy of Health and Wellbeing at work is consistently applied.



**THE WORKPLACE
WELLBEING CHARTER
NATIONAL AWARD for ENGLAND**

POST ASSESSMENT REPORT

FOR

The Royal Wolverhampton NHS Trust

Prepared by: Sean Corcoran
On behalf of: health@work
Report date: 27/5/16

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INTRODUCTION

The Workplace Wellbeing Charter is an opportunity for employers to demonstrate their commitment to the health and well-being of their workforce. The Charter provides employers with an easy and clear guide on how to make workplaces a supportive and productive environment in which employees can flourish. These standards reflect best practice and are endorsed nationally by Public Health England.

The Charter takes a holistic approach that includes leadership, culture and communication, as well as health & wellbeing topics such as physical activity, alcohol and mental health. The framework promotes rounded discussions between employer and employees about health, safety and wellbeing.

METHODOLOGY OF ACCREDITATION

The Workplace Wellbeing Charter accreditation involves three stages:

1. A review of evidence
2. The interviewing of key members of staff
3. Tour of the site

A review of evidence

A meeting was set up on Wednesday 18th and Thursday 19th May 2016 in the New Cross site of The Royal Wolverhampton NHS Trust to assess all the evidence collated. The evidence was collated in digital format, categorised and cross referenced into the appropriate topics as described by the Workplace Wellbeing Charter. This was assessed by Sean Corcoran, Consultant, and later verified by Matt Liggins Health and Wellbeing Manager, both of health@work.

The interviewing of key members of staff

Key members of staff were selected by the local Occupational Health team and approved by the assessor. As part of the accreditation, employees were interviewed through a range of small focus groups and 1-2-1's plus telephone interviews covering senior directors, office staff, support services, clinical and non-clinical staff, catering staff and trade union representatives. Interviews took place across the large site encompassing different areas of work on Wednesday 18th May and Thursday 19th May 2016.

Tour of the site

The review of evidence and interviewing was concluded on the New Cross site of The Royal Wolverhampton NHS Trust's site, during this time, observations were noted regarding health and safety, the culture and attitude of employees towards wellbeing and facilities available for staff.

LEVELS ACHIEVED

Following the accreditation, The Royal Wolverhampton NHS Trust is awarded the following levels:

Leadership: Excellence

Absence Management: Excellence

Health and Safety: Excellence

Mental Health: Achievement

Smoking: Achievement

Healthy Eating: Commitment

Physical Activity: Commitment

Alcohol and Substance Misuse: Achievement

**To be clear, this report is not a comment in any way on the services, facilities or provision for The Royal Wolverhampton NHS Trust's patients and only relates to The Royal Wolverhampton's NHS Trust as an employer and its staff.*

STRENGTHS AND AREAS OF GOOD PRACTICE

Leadership: Excellence

Many strengths and areas of good practice arose during the course of this accreditation. It was clear that the organisation had fully integrated policies and procedures and that these had been cascaded to all employees; indeed, evidence showed that employees are engaged at the start of employment about the ethos of the organisation and the support that is available. The induction process is comprehensive and covers a wide range of topics.

All policies and procedures are easily accessible through the staff intranet, plus all staff are issued with a staff handbook. Regular meetings take place across different departments of the organisation, supported by individual 1:1 meetings which the majority of interviewees felt were beneficial and provided opportunities to discuss health and wellbeing.

Throughout the review of evidence, tour of sites and staff interviews it is clear that health and wellbeing of staff is high on the agenda and the Hospital are focused on developing policies and procedures to support good wellbeing. Opportunities to access services and

information to improve health are available and are undergoing improvements and expansion.

Staff are recognised for their achievements and praised for good work through a mixture of informal thanks from line managers and the annual staff awards for individuals and teams who deliver excellent service

There are a wide range of learning and development opportunities for staff through the induction, mandatory training, e-learning and supported through the personal development and appraisal process. Specific training options for management staff are an important part of a healthy workplace culture and The Royal Wolverhampton NHS Trust provides clear guidance on the options available and also the expectations of managers through managers' induction programmes. Consistency of line management standards across the organisation is important and this is clearly the intention.

The staff interviews in general, including senior leaders, managers, employees and union representation were on the whole positive and provided consistent views that the Hospital is a positive place to work and staff felt well looked after. Staff recognised the intention to improve the wellbeing of individuals and the Hospital as a whole.

Absence Management: Excellence

Absence management procedures are in place and from the interviews it was indicated that staff have always felt supported during any periods of absence. The appropriate procedures are used and all employees are aware of what is expected of them. The attitude of all employees needs to be commended. Absence levels are recorded and monitored appropriately and an effective return to work process is in place. The policy and procedure is clear and makes provision to refer or signpost staff members onto further sources of support. Senior staff and HR staff are trained to manage any absences effectively and through the evidence and interviews it is clear The Royal Wolverhampton NHS Trust adopt a fair approach.

Risk assessments are used for employees with long term health conditions and pregnant workers in order to help staff stay healthy and remain in work. Phased returns and reasonable adjustments are adopted when needed to facilitate return to work after absence.

Managers are given guidance on attendance management and long term conditions. Referral pathways to occupational health and staff support services are available. Staff who were interviewed having used these services felt the support on offer was good.

Flu jabs are offered for staff seasonally and health fairs are run to raise awareness of health issues and promote a proactive approach for staff.

Absence recording is comprehensive and results are regularly monitored and acted upon. There is a drive to improve current sickness absence levels and health and wellbeing is high on the agenda of a proactive approach to do so, supported by a range of support processes to help those who are unwell return to work.

Health and Safety: Excellent

Health and safety begins at the comprehensive staff induction and is supported by ongoing training including e-learning. All appropriate policies and procedures are in place to reinforce this process. A risk assessment programme ensures the environment and activities conducted in the workplace are monitored, with appropriate actions in place to reduce potential risk.

A tour of The Royal Wolverhampton NHS Trust site highlights that information on health and safety is displayed and that sites are clean and safe with appropriate facilities for staff.

All managers are expected to complete training including health and safety e-learning courses or IOSH Managing Safely, NEBOSH and CIEH courses which helps to embed a culture of health and safety within each team.

In terms of monitoring and reporting; incident and accident reporting procedures are in place and workplaces are regularly monitored and assessed. There are identified health and safety representatives, fire marshals and responsible staff. Regular health and safety committee meetings take place, including representation from different staff levels within the organisation and employee unions. Information and updates from these meetings is cascaded.

Mental Health: Achievement

Information on health and wellbeing topics including mental health, and stress is available on the staff intranet site and a range of material including leaflets has been distributed

A mental health and wellbeing policy is in place, with links to health and safety and to the HSE Management Standards.

A performance review system is in place through supervisions meetings and appraisals and learning and development opportunities for staff are available. Various communication methods exist across the organisation.

Stress risk assessments are used for those experiencing difficulties and the staff surveys specifically cover stress and wellbeing to gain an organisational view. Support for those experiencing difficulties is available through occupational health and staff interviewed felt line managers on the whole were supportive.

Smoking: Achievement

A clear no-smoking policy is in place, which makes reference to e-cigarettes and The Royal Wolverhampton NHS Trust site are smoke-free in and around buildings. Various sources of information on smoking cessation are available throughout the organisation and support is available and encouraged for those who want to quit including quit smoking clinics on site.

Physical Activity: Commitment

A physical activity statement is in the process of completion before rolling it out to all staff, Healthy Lifestyles promote physical activity through posters and bulletins. Infrastructure including changing areas with showers and cycle storage is in place to encourage active travel and less reliance on car use. An active travel plan is in place, travel cards and cycle to work salary sacrifice scheme is also in place.

Healthy Eating: Commitment

A Healthy Eating policy is in production, there is also a “food and drink aims” policy in place, The food served across the site offers some healthy options. Catering and procurement policies stipulate local sourcing of goods is required and sustainable/ethical sources of food are purchased. Staff break rooms, with seating areas and kitchen facilities are available across the organisation, however facilities differ depending on location. Drinking water is available for staff.

Alcohol: Achievement

A clear alcohol and substance misuse policy is in place with appropriate guidance documents. The policy refers to support available for those staff who may have a dependency. The policy includes clear guidelines in relation to workplace functions. Information on the topic is available through the staff intranet site and occupational health provide support and signposting to external organisation where needed.

The policy refers to expectations of conduct in relation to alcohol and links also exist in the welcome pack for new staff and within the disciplinary policy. All policies and procedures are readily available through the intranet and all staff receive an induction to ensure everyone is aware of guidance.

CONTINUOUS IMPROVEMENT

The organisation has clearly shown its commitment to the wellbeing of its employees; however, there is always the ability to continually improve. It is encouraged that The Royal Wolverhampton NHS Trust consider the following recommendations.

Attendance Management

Through the interview process discussions took place regarding consistency of approach to staff wellbeing across the main site and also across different departments. There was a perception that staff feel they have to attend work when unwell. This is certainly not the case in terms of policy or procedure, therefore any disparity can be attributed to line management style. The management training programme is comprehensive and attendance is monitored, therefore this may be the perception of individuals rather than the reality. Grievance procedures are also in place to allow any staff who feel they are treated unfairly to raise their issues therefore there is no specific recommendation to make changes in this regard, but the point is raised for information.

Special leave for staff who have an in-law who dies seems to be discretionary, a definition of an in-law would be helpful for managers making a decision.

The call back scheme was also mentioned a few times in focus groups and at 1-2-1's it seems that the system needs to be reassessed as wrong symptoms for sickness seem to be recorded.

Several managers also stated that they found it difficult carrying out stress risk assessments, additional training in how to complete a stress risk assessment might be useful. It may also be a benefit to provide a full generic stress risk assessment where managers can delete sections that are not relevant, by doing so this would leave the correct reason, plus the control measures that need to be put in place to reduce stressors.

Mental Health

Mental health awareness training available consistently and accessed by the majority of staff will help to improve individual wellbeing and further contribute to positive morale. Training for the majority of managers helps leadership staff to feel confident to support their teams and take a proactive approach to dealing with wellbeing and stress. Some part time staff that the training provided wasn't available to them because of the length of the

courses, maybe running course from 11am till 4pm or 10am till 3pm might be an option for all staff to attend.

Making an organisational pledge to the time to change campaign (which is free) is a great way to reduce the stigma attached to mental health (in society, not the organisation) and can be seen to boost public image.

On the whole, staff did feel 'stressed', but the vast majority of staff members reported working for The Royal Wolverhampton NHS Trust can be stressful at times and this appears to be largely due to workload (or demands as referred to in the HSE Management Standards). Staff felt when they raised issues relating to stress linked to the workplace they were listened to and support through occupation health was always available. Introducing a well-being page to the internal intranet would be of benefit to staff.

Smoking

There are no "No Smoking" or "No Smoking in This Area" signs on any entrances to the new building, I witnessed many members of the public smoking openly next to the entrance for the accident & emergency department, the area was not being policed to discourage this activity.

Physical Activity

The reason The Royal Wolverhampton NHS Trust is awarded Commitment is because provision for promotion of employee physical activity varies across the organisation. Communication of physical activity messages was good and the majority of staff were aware of initiatives in place, but not all were accessible to staff within certain teams or locations. Cycle storage, changing facilities and showers are in place in some locations, but not all and the general consensus was that current facilities were insufficient for the size of the workforce.

Encouraging teams and departments to take ownership of physical activity promotion and provision could be an option to improve uptake and access. This could draw on the competitive element between different departments or locations. Utilising free resources such as county sports partnerships 'workplace challenge' could be a good option in this regard. Appointing wellbeing champions to drive localised initiatives to complement the wider campaigns could also be beneficial.

Another suggestion from the staff forums was to hold Yoga and Pilates sessions available to staff before starting work, during their lunch breaks or after work.

Healthy Eating (this is not a reflection of the service the canteen staff provide)

A regular calendar of events to promote healthy eating options over a consistent period and the benefits of good nutrition in the workplace will help to encourage staff to engage with the healthy eating provision available.

Several members of staff requested a full salad bar be installed in the staff canteen with promotional discounts given to staff to encourage healthy eating.

In order to make improvements, a similar approach to that recommended for physical activity could see the introduction of healthy eating champions. It is important to focus on providing options, making healthy eating information and provision available and allowing staff to make their own choices.

There were also suggestions from various staff members that healthier options should be available in the vending machines as shift workers have no option to eat healthily during the evenings and night time.

Another suggestion was made during the interviews that staff could pre-order healthy food options and have them delivered to the wards.

Alcohol

Awareness training sessions for management staff would help to equip managers with skills and confidence to support their teams by spotting any sign and symptoms and having a good understanding of how to support and signpost. Training sessions for all staff or awareness events can be more light-hearted, focusing on raising awareness, dispelling myths and signposting towards organisational policies and support.

Linking organisational code of conduct and mental health and wellbeing policies to the alcohol policy and support services helps to raise awareness of workplace guidelines and the support available.

OUTCOME

Having carried out the accreditation process rigorously and in accordance with the Workplace Wellbeing Charter assessment criteria; I conclude that THE ROYAL



WOLVERHAMPTON NHS TRUST has achieved the Workplace Wellbeing Charter. Achieving the Workplace Wellbeing Charter shows THE ROYAL WOLVERHAMPTON NHS TRUST are forward thinking in cascading Wellbeing practices throughout the organisation and demonstrate this commitment.

Your Workplace Wellbeing Charter is due for re-accreditation in May 2018

Assessor Signature: *Sean Corcoran* **Date:** 27th May 2016