

# NHS Golden Jubilee

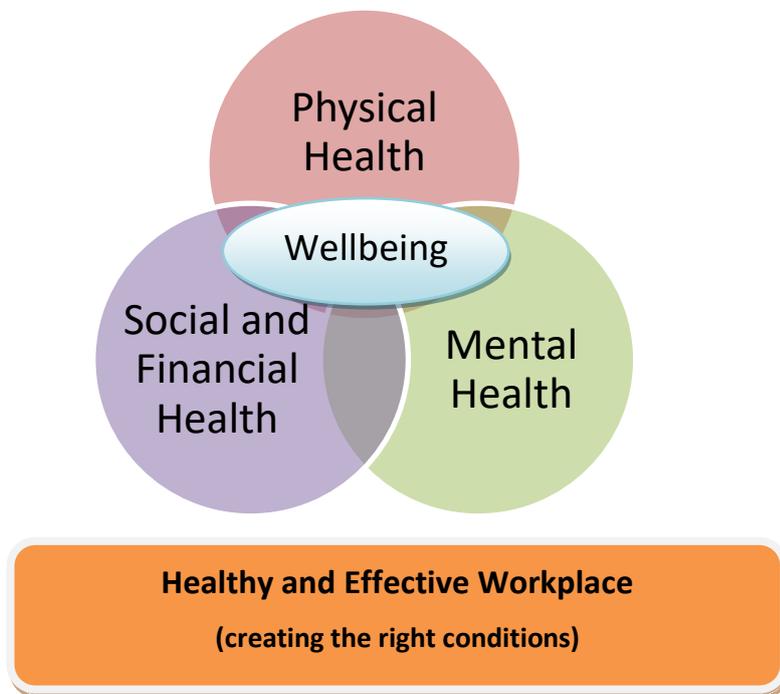
## Health and Wellbeing Strategy

### 1 Introduction

Our staff and volunteers are the most valuable asset we have and are the key to delivering high quality care and services. This strategy sets out our ambition for our organisation to be a leader in promoting and maintaining a healthy workplace and provide support for our people which maximises their health and wellbeing.

**Our strategy is based on a holistic health and wellbeing approach illustrated in**

Figure 1-1 that supports staff to achieve and maintain good physical and mental health. Supporting staff with managing social and financial aspects of their lives which can impact on their physical and mental health is another key element. Our approach is underpinned by a continued focus on creating the right conditions for good health and wellbeing that result in a healthy and effective workplace.



**Figure 1-1 – Health and Wellbeing Model**

We have made good progress with supporting staff to maintain and improve their health and wellbeing including:

- Providing health MOTs for staff to provide advice on ways to maintain and improve physical health.
- Raising awareness of access to Cognitive Behavioural Therapy to support mental health and wellbeing.
- Further integration of the Hotel's Centre for Health and Wellbeing as a Board wide resource including increased staff access and support through fitness challenges, classes, activities and other opportunities.

- Occupational Health Physiotherapists delivering a person-centred approach in their work with staff to help them achieve the goals or aims that are most important to them ('what matters to you?').
- Promoting healthy eating habits through providing 'healthy living options' in our dining facilities and promoting the importance of good nutrition.
- Equality and Diversity training for all staff that includes raising awareness and understanding of health inequalities and the impact on health and well-being of both staff and patients.
- Supporting the provision of Schwartz Rounds for the organisation, which give staff, from all disciplines the opportunity to reflect on the emotional aspects of their work.
- Values Based Reflective Practice (VBRP): led by two qualified trainers this provides a structured tool to reflect on both work, and the impact of that work upon staff. VBRP also offers tools to consider values in action; what personal and professional motives drive employees; whose needs are being met by our actions and working practices; and where employee derive personal resilience.
- Further development of the Caring Behaviours programme will promote more self-care for staff as that is a key component of the methodology.
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This strategy details our framework for building on this strong foundation and the key priorities for developing our approach to health and well-being.

## 2 Health and Wellbeing Outcome Priorities

Our model for well-being recognises the inter-dependence between physical, mental, financial and social health. We aim to see improvements in health outcomes across these dimensions of well-being including supporting staff to achieve and maintain:

- Good physical health including healthy eating, healthy weight and good physical fitness
- Positive mental health including reduced levels of ill-health such as anxiety and depression and increased personal resilience
- Financial and social health including reduced financial hardship and money worries and good social connections and supports

**Improving mental health outcomes** for our people is an organisational priority as poor mental health has become a leading cause of ill-health in our workforce, which we know is mirrored in the wider population. Our strategy will focus on actions that improve mental health outcomes but we recognise that this will require actions across the 3 dimensions of our well-being model.

## 3 Health and Wellbeing Aims

Our strategy will create the right conditions within the organisation for staff to thrive and ensure they have the right support at the right time if they become unwell or have poor health. We will achieve this through the following aims:

| Aim                                                                               | Description                                                                                                                       |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| Create the right conditions across the organisation for good health and wellbeing | Ensure individuals and teams are supported to achieve and maintain an effective and healthy working environment and relationships |

|                                                          |                                                                                      |
|----------------------------------------------------------|--------------------------------------------------------------------------------------|
| Promote and achieve good health and wellbeing            | Increasing resilience and improving health for individual's and teams                |
| Ensure early intervention and recovery focussed approach | interventions and support that promote recovery once an individual has become unwell |

## 4 Creating the right conditions for good health and well-being

There is a wide range of evidence that creating the right conditions in an organisation for good health and well-being is as important as supporting staff to achieve and maintain good health and wellbeing.

Various publications describe the key factors for an effective and healthy working environment with good working relationships and staff engagement including:

- **Improving Joy in Work Framework** – Institute for Healthcare Improvement
- **NHS Staff and Learners' Mental Wellbeing Commission Report** - NHS Health Education England
- **Caring for Doctors, Caring for Patients** – General Medical Council
- **Moving the Employee Well-Being Agenda Forward** – Chartered Institute for Professional Development
- **NHS Workforce Health and Wellbeing Framework** – NHS England and NHS Improvement

Our people strategy describes our key priorities for supporting and developing our workforce which align to the key factors for creating and maintaining an effective and healthy working environment. This includes:

- **Values Based Leadership**
- **Personal Development**
- **Promoting Diversity**
- **'Fair Work' practices**

### 4.1 Values Based Leadership

Leadership with the right values, behaviours and skills are key to creating a culture that supports good health and well-being.

We will continue to deliver and develop our leadership framework by:

- Integrating the Health and Social Leadership Capabilities and behaviours into the framework to support our values
- Embedding a coaching approach that supports all staff to have coaching conversations, as well as providing formal individual and team coaching.
- Developing mentoring support and skills across the organisation.
- Supporting targeted development work with key leadership groups.
- Developing an understanding of how our leadership behaviours are demonstrated
- Identifying the pathways available to support leadership development.

### 4.2 Personal Development

Supporting individuals through effective appraisal and personal development planning enables overall development of the workforce and a positive learning environment. We will:

- Support effective appraisal and personal development planning
- Provide a range of high quality training and education that matches workforce development needs
- Support a culture of lifelong learning and career development within our organisation

### 4.3 Promoting diversity

We will continue our equalities outcomes work to attract people from a diverse range of backgrounds to work for us and to maintain a culture which encourages and nurtures diversity and inclusion. This will include:

- Develop inclusive leadership to actively promote and support diversity and inclusion
- Embedding diversity and inclusion best practice in our approach to recruitment
- Providing education, learning and development to support staff to understand and value diversity
- Strengthen our diversity and inclusion staff networks

### 4.4 Fair Work

The Scottish Government's Fair Work Convention<sup>1</sup> promotes work that offers effective voice, opportunity, security, fulfilment and respect and leads to benefits for organisations and individuals, including increased productivity and staff health and well-being.

**Effective Voice** – Effective voice requires a safe environment where dialogue and challenge are dealt with constructively and where employee views are sought out, listened to and can make a difference. It is about having both the mechanisms to ensure effective voice and the organisational culture that values and embeds this voice in its approach.

We will

- Develop mechanisms to regularly gather and reflect on staff experience feedback, including supporting teams to develop safe environments to enable constructive dialogue and challenge. We will also build upon current mechanisms including Caring Conversations, Human Factors and Caring Behaviours.

**Opportunity** – Fair opportunity is about going beyond the minimum legal obligations of ensuring equal access to work and equal opportunities in work. It is about developing and maintaining a culture that reflects the attitudes, behaviours, policies and practices that promote and value fair opportunity for all.

This links to our priorities for promoting diversity outlined above.

**Security** – Security of employment, work and income are important foundations of a successful life. It is where staff feel they have a secure job which has predictable working patterns and income that contributes to a stable and sustainable work and home life.

We will:

- ensure workforce planning focuses on sustainable employment, minimising the use of bank, agency and fixed term employment as far as possible

**Fulfilment** – Fulfilling work can be an important source of job satisfaction and the basis for employee commitment. Fulfilling work is also associated with better health and well-being. Fulfilment can be supported in a variety of ways: through forms of job design and work organisation that focus on effective skills use, autonomy, opportunities to problem solve and to make a difference, investment in training and development and cross learning.

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<sup>1</sup> <https://www.fairworkconvention.scot/>

We will:

- Support teams to identify opportunities to improve their working environment and experience using a range of information including staff experience and care experience, and make changes that will contribute to better staff experience and engagement.
- Support continuous improvement and service development through our quality strategy to create and maintain good working environments and processes that staff enjoy working in.
- Ensure workload is managed effectively through effective workforce planning and job design
- Support adoption of flexible working practices and promote use of the flexible working policies through ongoing workforce planning service design
- Develop and deliver our workplace for the future programme which will support agile working practices including working from home where appropriate and feasible

**Respect** – Fair work includes a culture where people are respected and treated respectfully, whatever their role and status. It goes beyond the concept of dignity at work and managing poor behaviours to actively promoting respect within the values of an organisation.

We will:

- Refresh our approach to our values and diversity through inclusive leadership and supporting improved staff engagement and dialogue on how 'live our values' (see effective voice above)
- Provide organisational development support to teams to develop effective team dynamics which support our values
- Support staff to 'speak up' and identify areas where we need to improve our approach to values

## 5 Physical Health

The benefits of physical exercise and a balanced diet are well known though it is still a challenge for many of us to ensure we get enough exercise and that we eat well. We will continue to focus on promoting **self-care** and **support to improve and maintain health**.

We will also ensure we are able to provide rapid and recovery focussed **occupational health** where staff experience physical health problems.

### Self-care for physical health

We will renew our health and well-being information resources including a virtual health and well-being hub that will:

- Raise awareness and understanding of establishing and maintaining a healthy diet including cooking healthy options
- Provide information on different ways to start and maintain a regular exercise routine
- Promote active travel through cycling and walking to work including the cycle to work scheme and resources for walkers and cyclists such as route maps
- Provide information on access to physical health facilities including staff benefits which enable discounted access to classes and facilities including the Golden Jubilee Hotel and Conference centre health and well-being centre

We will also continue to develop active travel and self-managed exercise through:

- Improving facilities for cycling to work such as showers, cycle racks and working with the local councils to improve cycling routes
- Working with the local council to improve walking routes

- Developing the green space of the hospital to support physical exercise including walking, running and potential for an outdoor gym

### **Support to improve and maintain health**

We will further develop the range of support available to staff who want to improve their physical health or find ways of sustaining their physical exercise routine.

- Further development of health assessments for staff based on ‘what matters to you’ approach to develop personal outcomes to achieve and ways to achieve them<sup>2</sup> including ‘sign-posting’ to exercise guides/resources and physical health facilities and classes
- Spread access and uptake of fitness challenges provided by the hotel health and well-being centre including ‘team’ fitness challenges to increase participation in supported exercise<sup>3</sup>
- Refresh our approach to supporting physical health clubs or groups such as staff walking and running groups, team based sports clubs such as football
- Refresh the range of activities and classes available to staff through hotel health and well-being centre
- Explore options for delivering physical and mental health exercise classes within the workplace and/or during working hours, this could include tai chi, mindfulness and low intensity exercise options as well as higher intensity break-time sessions

We will also explore options for developing our support for improving and maintaining eating habits through:

- Weight loss programmes and classes
- Cooking classes including ‘how to eat well for less’

### **Occupational Health for physical health**

There will be occasions where staff develop physical health problems and these may be short-lived or become long term conditions that we will support our staff live with. We will provide an occupational health service which is able to:

- Provide healthcare where appropriate through occupational health as rapidly as possible
- Provide advice and guidance to staff on where to access support for their health condition including from within the occupational health and through their local health services
- Provide advice and guidance to staff on support available to enable them to become physically active again including returning to work
- Support managers to work with staff to identify and agree support that may be required to enable staff to return to work

## **6 Mental Health**

There is a growing understanding across society of the importance good mental health on overall health and wellbeing and the need to support people to develop good mental health habits in same way we promote the benefits of physical exercise and a balanced diet.

Our approach to supporting staff with good physical health will also support good mental health due to the link between positive mental health and having a physically healthy lifestyle. However, there is more we can do to support staff to look after their own mental health (**self-care**) and to increase **support to improve and maintain mental health**.

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<sup>2</sup> This builds on Health MOTs provided through occupational health and through outcomes based discussions embedded in occupational health physiotherapy.

<sup>3</sup> This includes free access to the health and well-being centre during fitness challenges

There has been a reduction across society in the stigma associated with discussing mental health more openly and for those who develop mental health problems. This has helped raise awareness of the importance of good mental health and early support and intervention when people are struggling. We can do more to raise awareness and understanding through team based education of our staff and managers to encourage open discussion of developing and supporting positive mental health in the workplace.

We know that mental health related issues including anxiety and depression are the leading cause of poor health in our workforce and account for the great amount of unplanned absence from the workplace. Preventing poor mental health by improving support available to staff is important but we will also ensure we are able to provide rapid and recovery focussed **occupational health** interventions including access to **occupational psychological therapies**.

### **Self-care for mental health**

We currently provide a range of information, self-directed learning and training to support staff to look after their mental health and to understand how they can help look after their colleagues. This is available through a combination of information resources, e-learning and training courses including:

- Suicide prevention training
- Mentally Healthy Workplaces
- Guides to looking after your mental health, managing stress and anxiety and improving mental health through physical exercise

We will further develop our support for self-care through a new suite of information resources and training courses including:

- **Personal Resilience** – Organisation wide training and education on understanding what personal resilience is and what individuals and managers can do to improve and maintain it
- **Psychological First Aid** – developing staff skills in self-care, maintaining resilience and positive coping
- **Mindfulness** – Further promotion and awareness raising of the benefits of mindfulness practice including links to self-directed learning and mindfulness apps
- **Coping with life events** – We will develop information and resources to support staff through life events that impact on mental health including:
  - Menopause
  - Retirement
  - Bereavement
  - Becoming a carer
  - Becoming a working parent
  - Breakdowns in personal relationships

It is also important to sign-post staff to support services within our organisation and elsewhere. We will refresh our health and well-being staff website and ensure it is easily accessible including through **HR connect**<sup>4</sup>, which enables 24/7 access to health and well-being information including from outside the organisation.

### **Support to improve and maintain mental health**

The classroom based training courses we currently provide for suicide prevention and mentally healthy workplaces help raise awareness of mental health and promote the open discussion and dialogue needed to reduce stigma. We want to increase accessibility to training and education sessions on mental health for staff and managers by delivering more sessions to teams in or close to

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<sup>4</sup> HR Connect - <https://www.nhsnational-hr.scot.nhs.uk/about/NHS-Golden-Jubilee/>

their workplace. Team based training encourages staff to think about and discuss how they can put their learning into practice in their own workplace and team.

Team based training will be offered across the organisation to embed our approach to the following:

- **Suicide prevention training** – a critical component of early intervention and supporting colleagues who may be struggling and promoting a culture of openness where ‘it’s OK to not be OK’
- **Psychological First Aid and Resilience** – How to develop and embed good mental health habits in the team and understanding team resilience (links to mentally healthy workplaces)
- **Values based reflective practice** – supports safe, facilitated conversations in teams of what staff are feeling, experiencing and how to share this safely with one another
- **Caring Behaviours** – helping teams to understand how to deliver compassion & caring
- **Team debrief** – ‘Checking out’ at the end of the working day
- **Conflict management** – helping teams understand and safely manage ‘high stakes’ and potentially stressful situations which occur frequently in healthcare settings
- **Critical Incident Stress Management** – Structured debriefing and stress management method for teams who experience critical incidents in the workplace

In addition to team based training and education we will develop our support for individuals to improve and maintain positive mental health through developing and running

- facilitated sessions that promote relaxation and support resilience including guided mindfulness and meditation
- personal development courses including personal resilience, emotional intelligence and psychological first aid

### **Occupational Health for Mental Health**

We will provide an occupational health service which is able to provide healthcare for mental health related issues which:

- focusses on early intervention and recovery
- supports staff to understand the difference between workplace related mental health issues and issues that may be related to their wider personal lives
- sign-posts to support services to help address non-workplace related issues, for example financial hardship (see below) or life events as outlined above
- Provides advice and guidance to staff on where to access support for their health condition including from within the occupational health and through their local health services
- Provide advice and guidance to managers and staff on support available to enable individuals to return to work including managing ongoing mental health conditions

This will require development of the occupational health service to include better access to:

- Psychological therapies including cognitive behavioural therapy
- Bereavement support
- Counselling
- Support for individuals with neuro-diversity in our workforce

## 7 Social and financial health

Social health includes our personal connections and relationships outside the workplace whilst financial health relates to our personal finances and ability to maintain a healthy standard of living. Social isolation and financial challenges can have a dramatic impact on our physical and mental health.

As an employer we can support the social and financial health of our staff by working with other organisations including the third sector to provide advice and support for a wide range of social and financial issues.

A key priority for our organisation is to provide a health and well-being hub that would enable partner organisations to provide in reach services to our staff. This would enable staff to access support from organisations who are often better placed to provide the required support and staff would feel more comfortable approaching rather than their employer.

We will explore and develop our partnerships for social and financial health for example:

- **Financial and legal advice** – Advice on housing, money and debt, benefits and law, e.g. Citizen's Advice Bureau, Money Advice Service
- **Carer Support** – Organisations providing advice and support to staff with caring responsibilities, e.g. Carers of West Dunbartonshire, Carers UK
- **Relationship Support** - Organisations providing relationship advice and support to staff, e.g. relate UK, Women's Aid
- **Social connection** – Organisations supporting social connection opportunities including volunteering, befriending and social clubs, e.g. Link Up West Dunbartonshire

In addition to working with other organisations we will ensure effective promotion of existing support we provided including:

- Credit Union – available to all staff for advice, savings and credit
- Staff benefits – a wide range of financial benefits through discount schemes for NHS staff
- Zonocard scheme – access to discounted travel through employer loan

## 8 Health Campaigns

There are many ways of promoting health and well-being and engaging staff in campaigns to improve their health and well-being. We will develop our communications and engagement plan for health and well-being to align with national campaigns but also look to develop local initiatives and campaigns such as fitness challenges, active travel days or weeks and mental health awareness events.

## **9 Investing in health and well-being**

This strategy sets out our ambition to strengthen and develop our commitment to a healthy and effective working environment and supporting staff health and well-being. This will require further investment in staff time and resources to provide support and training that our workforce are able to access.

### **Learning and Education**

We will ensure resources are available to develop a range of information resources and e-learning modules that support health and well-being as described in this strategy. We will ensure resources are available to develop training courses, including access to specialist skills and experts where appropriate.

### **Support and Training**

This strategy will require training for individuals, managers and staff across a wide range of health and well-being topics. This will require additional resource to deliver training, including specialist skills some of which may not be currently available within the organisation.

This additional resource will also be required to deliver additional facilitation and support for staff, teams and managers, including occupational health support.

Options for delivering health and well-being training and support will be explored including:

- additional job roles or posts within the organisation
- working with other NHS boards to jointly provide services and support
- working with other organisations, including the third sector, to provide additional services and support

### **Staff time**

NHS Golden Jubilee recognises the importance of making time and space for the development and support of our workforce including time in the workplace to focus on health and well-being.

Delivering training and support differently, for example through team-based training, can enable staff to engage in the training, development and support described in this strategy but we must continue to prioritise the health and well-being of staff in a busy working environment.

### **Healthy workplace**

Our built environment has an impact on health and well-being and we will explore ways of developing our hospital to have a positive impact through the design of working and rest areas. We are also fortunate to have green space surrounding the hospital and a health and well-being centre within the hotel, which will also be part of supporting this strategy.

## **10 References**

**Improving Joy in Work Framework** – Institute for Healthcare Improvement - 2017

**NHS Staff and Learners' Mental Wellbeing Commission Report** - NHS Health Education England 2019

**Caring for Doctors, Caring for Patients** – General Medical Council 2019

**Moving the Employee Well-Being Agenda Forward** – Chartered Institute for Professional Development - 2016

**NHS Workforce Health and Wellbeing Framework** – NHS England and NHS Improvement 2018