Staff Health and Wellbeing Policy	Policy Register No 09020 Status: Public

Developed in response to:	NHSLA
Contributes to CQC Core Outcome	10 & 14

Consulted With	Post/Committee Group	Date
Adrian Kerr	Head of HR	18/01/2018
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	Health & Wellbeing Group	18/01/2018
Professionally Approved By		
Elmarie Swanepoel	Estates & Facilities Site Manager	21/02/2018

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Author/Contact for Information	David Jackson
Policy to be followed by (target staff)	All Staff
Distribution Method	Intranet / Website.
Related Trust Policies (to be read in conjunction with)	All Infection Control Policies 10115 Occupational Health Policy 08070 Support for Staff Policy 04047 Fast-Track Healthcare Scheme 05009 Stress Policy 07033 Smoke Free Policy 04002 Bullying & Harassment Policy 04028 Sickness Policy 04017 Flexible & Diversity Policy 07062 Group Organisational Change Policy 04005 Recruitment Selection Policy

Document Review History

Version No	Reviewed by	Active Date
1.0	Catherine Paget	February 2009
2.0	Catherine Paget	January 2014
3.0	David Jackson	20th March 2018

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1.   Purpose

1.1   The purpose of this policy is to set out the management arrangements related to staff health and wellbeing throughout the Trust and reflects the Trust's commitment to ensuring the delivery of NHS staff pledges as stated within the NHS Constitution.

2.   Introduction

2.1   Mid Essex Hospital Services NHS Trust recognise that employees are its largest asset and play a vital role in the provision of high quality patient care. The Trust is dedicated to ensure all staff are safe at work, and encourage a range of services to enable a healthy lifestyle.

2.2   Evidence shows that organisations with better staff health profiles report fewer accidents, incidents and errors in their work. Investing in health – particularly in mental health and musculo-skeletal disorders will improve the health and safety performance of the organisation which in turn contributes to better patient safety and compliance with the legal requirements of the Health and Safety at Work Act 1974.

2.3   Research into NHS health and wellbeing conducted and reported on by Dr Steven Boorman in 2009, found clear links between staff health and wellbeing and the three dimensions of service quality:

1. Patient Safety
2. Patient Experience
3. The Effectiveness of Patient Care

2.4   Furthermore, in 2015 Public Health England estimated the cost of sickness absence to the NHS at £2.4bn. Some reports have estimated this to be 27% higher than the UK public sector average, and 46% higher than the average for all sectors. These statistics could be explained however with the physically, emotionally and psychologically demanding loads on NHS workers; being one of the few organisations that work 24 hours a day, 365 days a year. Despite these challenges, there are plenty of opportunities and resources NHS organisations can utilise to sustain a healthy workforce.

2.5   The Trust recognises this challenging working environment, and is dedicated to supply all staff with the adequate resources they require. Employees are also required to take personal responsibility for their health and wellbeing, accessing resources to learn about healthy lifestyles whilst at work. It is an employee's responsibility to raise any health issues which negatively impact on their work with their manager and to seek ways of managing such issues at work.

2.6   A healthy workforce can be defined with motivated employees and increased morale, a high employer retention and subsequent reduction in turnover, reduced sickness absence and good employee to colleague relations. A healthy workplace can be established where health risks are recognised, and controlled appropriately with sufficient communications. The environment would support healthy lifestyles and provides opportunity to all.

3.   Equality and Diversity

3.1   The Trust is committed to the provision of a service that is fair, accessible and meets the needs of all individuals.

3.2   An Equality Impact Assessment (EIA) has been undertaken with two possible group impacts noted. These have been addressed to ensure no negative impacts occur (attached Appendix 1).

4.   Scope

4.1   This policy applies to all employees of Mid Essex Hospital Services NHS Trust, including staff employed on temporary or honorary contracts.

5.   Responsibilities

5.1   **Trust Board Responsibilities**

5.1.1 The Board accepts its responsibility and "duty of care" as an employer to provide a safe and healthy workplace, and working environment, for all its employees as required by the Health and Safety at Work Act 1974. The reference to health in the Act applies to both the physical and mental well-being of employees.

5.1.2 The Board understands that promoting healthy lifestyles will improve not only the quality of employee working lives but also the quality of care to patients. The impact of a poor working environment is costly both in terms of individual well-being and organisational effectiveness e.g. staff turnover, absenteeism and performance

5.2   **Managers Responsibilities**

5.2.1 Managers need to be aware of their responsibilities and the actions they can take in helping to promote the increase wellbeing of staff. This includes knowledge of resources available and how to proactively manage wellbeing in the workplace.

5.2.2 Commit to promote the health and wellbeing importance of its staff by:

- Supporting health and wellbeing initiatives and promoting their beneficial qualities
- Engaging with the Trust's staff Get Healthy…Stay Healthy campaign, and overriding Health and wellbeing strategy
- identify the contributing factors of stress within the workplace
- Taking all reasonable measures to eliminate or reduce stress
- Minimising the effects of stressors on an individual's mental well-being
- Supporting those staff that are experiencing mental ill health problem as a result of work related issues.

5.2.3 For employees raising health concerns that negatively impact on their working ability, managers must sensitively approach, welcome expert advice and support in how the concerns can be reduced. It is essential that a generic stress risk assessment is carried out by all managers where appropriate or when advised by Occupational Health following referral.

5.3 Employee Responsibilities

5.3.1 It cannot be made the responsibility of a single individual or be consigned to a specific department to ensure of appropriate health & wellbeing of staff; everyone has a responsibility. Employees have a duty under the Health and Safety at Work Act 1974 alongside Trust policy to make themselves familiar with resources available and are aware of appropriate procedures to ensure all remain safe whilst at work.

5.3.2 All employees must also take responsibility for promoting their own general health and wellbeing, ensuring harm is not caused to themselves or others through their own actions. Supporting resources, including self-referral facilities to internal services are available, alongside managerial referrals and support when concerns are raised.

6. Aims and Objectives

6.1 To establish a high standard of Trust staff wellbeing and achieve employee, organisational and patient benefits.

6.2 To develop and implement Employment and Management Policies, Procedures and Practices which protect and promote the health and wellbeing of staff.

6.3 To assess the impact of work health on all individuals at every performance review and appraisal.

6.4 To ensure the workforce is physically and mentally able to work, using fair and consistent management approaches and policies.

6.5 To ensure that individuals have sufficient access to professional and confidential staff support services

6.6 To ensure that Health, Safety and Wellbeing Policies, procedures and practices reflect the requirements set out in current legislation.

7. Health and Wellbeing

7.1 Wellbeing means different things to different people and at different times, but in theory it is made up from two main categories; that of the physical and mental health of an individual.

7.2 It is feeling positive in one's self, being able to cope with normal stresses and living a fulfilled life. It can be affected by a number of factors including; work, personal life, money, achievement, progression and the people around you and the environment you live. Wellbeing is also affected by whether or not someone feels in control of their life, feeling involved with people and communities and feelings of anxiety and isolation.

7.3 A health and wellbeing programme is not restricted to any one department and cannot be a stand alone project. Our policy reflects our multidisciplinary approach and the following departments contribute to, and influence improvements to wellbeing within the Trust.
- Human Resources
- Occupational Health
- Chaplaincy

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- Psychological Therapies Service
- Therapy Services
- Health & Safety
- Communications
- Estates & Facilities
- Warner Library

All these departments alongside others and external partners work together to embed activities that promote a healthy workplace into the culture of the organisation.

8. Wellbeing Benefits

8.1 As identified there is a clear link between wellbeing activity in the workplace and employee engagement. The following provides an indicative view of some of the benefits for the Trust as employers, for employees and for patients.

8.2 By having positive staff wellbeing, the Trust gains improved attendance, commitment and productivity. Patient experience is enriched, bringing recommendations as a Trust provider and giving a competitive advantage, improving reputation. A positive working atmosphere is created, creating opportunities to attract quality candidates and becoming an employer of choice. Reduction of organisational turnover can likewise be seen by improved retention of staff.

8.3 Employees gain improved role satisfaction, generating a positive working environment where development can occur and colleague support assists in the reduction of operational pressures. Wellbeing benefits lead to improved mind-sets, reducing stress and avoidance of related absences. Through better communication people can better understand and adapt to change.

8.4 Patients will benefit from workforce stability, providing high quality, consistent and safe care. Heightened levels of patient experience will be observed generating a healthier and happier environment of care.

9. Health and Wellbeing Activity in the Trust

9.1 Work Life Balance

9.1.1 Work-life balance is about finding a satisfactory balance between the demands of work and the demands of other personal or domestic interests and responsibilities.

9.1.2 The Trust is committed to improving the working lives of staff and policies are in place which supports both the individual and service requirements. The Trust continuously considers supportive work and employment practices which enable staff to effectively combine work with the demands of home life and other personal responsibilities.

9.2 Access to Staff Counselling

9.2.1 The Trust's Psychological Therapies Service offers employees confidential counselling through its Staff Counselling Service. The service is accessed by self-referral.

9.3 Access to Emotional Wellbeing Support

9.3.1 The Trust's Pastoral Care department provides a 24 hour active listening and support service to all through the chaplaincy service.

9.4 Sheltered Convalescence

9.4.1 In line with the Sickness Policy, the Sheltered Convalescence Scheme provides an opportunity to facilitate a graduated return to work for employees following a serious illness, accident or surgery. The scheme is appropriate only where it would aid rehabilitation and/or facilitates an earlier return to work, determined by Occupational Health opinion. Depending on the reasoning, the relevant procedure as outlined in the Sickness Policy will be acted upon.

9.5 Fast Tracking

9.5.1 This is a system accessed via the Occupational Health Department which allows staff with the appropriate GP referral to rapidly access Trust services. This includes priority for out-patient appointments, hospital investigations and treatment as set out in the Fast-Track Healthcare Scheme Policy.

9.6 Self-Referral of Staff to Physiotherapy

9.6.1 All staff are able to self refer themselves to the Physiotherapy Department enabling employees to receive timely physiotherapy treatment to help prevent and reduce absence from work.

9.7 Management and Prevention of Bullying and Harassment

9.7.1 The Trust recognises that all employees have the right to be treated with consideration, dignity and respect. The Trust seeks to support all staff in their professional development and aims to provide a happy and fulfilling environment in which to work. The Harassment and Bullying Policy promotes the respectful treatment of staff within our Trust and the protection of our employees from bullying and harassment at work. Bullying and harassment will not be tolerated by the Trust in any form. Internal support services are available, with mediation assistance, and guidance to both employees and their employers to establish a no tolerance of bullying or harassment.

9.7.2 The Speaking Up Campaign– How to Raise a Concern Policy has been implemented to encourage and enable staff to raise clinical and other concerns within the Trust in a constructive and positive manner. The Policy outlines a framework reflecting the recommendations arising out of the Francis 'Freedom to Speak Up' report 2015 that allows staff to feel comfortable in raising concerns and assurance that the Trust takes staff concerns seriously, responding appropriately.

9.8 **Smoke Free Environment**

9.8.1 The Smoke Free Policy applies to staff, patients, volunteers, visitors, contractors; anyone accessing the site. No-one can smoke in buildings, grounds or vehicles owned or leased by the Trust. 'A guide to our Smoke-free Policy' is available to provide clarity on the Trust's smoke-free objectives and support. The Trust has introduced a red line along the perimeter of the site to reinforce and encourage an indicative boundary of the Trust's smoke free environment.

9.8.2 As laid out in the Dress Code Uniform Policy;

- Any employee who wishes to smoke whilst on Trust grounds must do so beyond the red line perimeter boundary
- Employees who smoke must not do so whilst in uniform; covering up appropriately to avoid potential carcinogenic particles being transported back into the area of work.
- Upon returning to work, cigarette ends must be stubbed out entirely, and disposed of within the available external waste bins. They must not be discarded on the ground or in inappropriate locations because toxins can leak into the environment causing contamination and lit ends are a fire risk to the surroundings.
- Whilst disposing of a cigarette end, similar care should be adopted to avoid carcinogenic particles being transported into work and in proximity to vulnerable groups.

  By undertaking these actions, a good model will be set for other individuals who are using the Trust facilities.

9.9 **Smoking Cessation Programmes**

9.9.1 To create a smoke free environment the Trust will take every opportunity to help and support those who wish to stop smoking. The Trust recognises its duty towards employees who smoke, offering a variety of resources including smoking cessation programmes through Occupational Health alongside The Trust's smoking cessation partner Provide.

10.   Promotion of Health and Wellbeing Strategy and Activities

10.1 **Get Healthy…Stay Healthy**

10.1.1 In 2014, the Trust set out an ambition to design and deliver a holistic health promotion strategy that will benefit the MEHT community. . The 'Get Healthy…Stay Healthy' initiative enables both Trust staff and patients to benefit from a coordinated approach of health promotions. The Get Health…Stay Healthy initiative has four mechanisms of delivery and an annual work programme to timeline each objective throughout the year;

10.1.2 Smoking Cessation – Aims to promote health benefits associated with quitting smoking as well as highlighting the health risks associated with smoking, and to work in partnership with likeminded organisations to provide quality smoking cessation services to MEHT staff and patients.

10.1.3 Nutrition and Hydration – Enables individuals to demonstrate and apply knowledge of suitable nutrition when making food choices alongside discussions with likeminded organisation to offer suitable programmes focusing on healthy nutrition and hydration.

10.1.4 Physical Activities – Promotes the health benefits of undertaking 30 minutes of exercise, 3 times a week. It also focusses on delivering opportunities in event form, challenges and activities to further encourage, alongside an exercise referral programme development.

10.1.5 Mental Wellbeing – Focusses on the improvement of mental wellbeing through stress reduction, increasing self-confidence and self-esteem, with opportunities for social inclusion. Activities are encouraged with a focus on therapeutic, social and cultural characteristics.

10.2 **General**

10.2.1 Whilst a healthy lifestyle is primarily the responsibility of individuals, the Trust also supports through internal services, with partners a range of services which further encourages the workforce to make optimal healthy life changes. These initiatives for employees include:

- Immunisation programmes (including flu, through Occupational Health)
- Mediating meetings
- Professional confidential counselling (via Psychological Therapy department)
- Healthy heart health checks (through Occupational Health)

10.2.2 The Trust recognises this challenging working environment, and is dedicated to supply all staff with the adequate resources they require, including external initiatives aimed towards the provision of improved staff wellbeing.   Staff engagement events supporting national campaigns and healthy initiatives include;

- Connect Well Mid Essex, a social prescribing community service providing opportunities for people to make positive changes in their lives and within their communities by linking in with a variety of voluntary and non-clinical services to enhance self-confidence and improve health whilst making an active contribution to the local community.
- One You, a Public Health England national initiative promoting a healthier lifestyle that is applicable to both personal and working environments, providing resources and support on healthier actions.

11. Policy Monitoring and Evaluation

11.1 The Health and Wellbeing Group will assume responsibility for managing progress against the Get Healthy…Stay Healthy annual work programme each year, with departmental coordination to ensure a structured focus. The work is likewise set out to ensure assurance against NICE Workplace Health Guidance 13 and other relevant guidance.

11.2 The Health and Wellbeing Group is directly accountable to the Health and Safety Group that reports to the Patient Safety and Quality Committee.

11.3 Annual programme tasks will be assigned appropriately to a lead who will take responsibility for reporting progress back to the Health and Wellbeing Group.

11.4 The Occupational Health department will collate quarterly statistics on, and feeding into associated reports including the Workforce Programme Board:

- Numbers of staff accessing smoking cessation services
- Numbers of staff accessing self-referral to physiotherapy services
- Numbers of staff accessing counselling / psychotherapy services
- Numbers of staff requesting fast-tracking to Trust services

11.5 This Policy will be monitored on a regular basis and available services and work-plan actions will be reviewed following any legislation changes or the publishing of the NHS Staff Survey, annual Staff Health and Wellbeing Survey results that may be carried out during the course of the year.

12. References

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MacLeod, David and Clarke Nita, (2009) , *Engaging for Success: enhancing performance through employee engagement*, Department for Business, Innovation and Skills, London

NICE (2009) *Promoting mental wellbeing through productive and healthy working conditions: guidance for employers*, Department of Health, London

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NICE (2009) *Guidance on the prevention, identification, assessment and management of overweight and obesity in adults and children*

NICE (2015) *Guidance on Workplace Health; Management Practices: Guidance for employers*, Department of Health London

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NHS England (2016); *NHS staff health & wellbeing: CQUIN Supplementary guidance*

Equality Impact Assessment (EIA)

NHS
Mid Essex Hospital Services
NHS Trust

Title of document being impact-assessed: Staff Health and Wellbeing Policy

Equality or human rights concern. *(see guidance notes below)*	Does this item have any differential impact on the equality groups listed? Brief description of impact.	How is this impact being addressed?
Gender	This policy and procedure applies equally to all characteristics listed.	
Race and ethnicity	This policy and procedure applies equally to all characteristics listed.	
Disability	Disabilities can sometimes development from a bought of sickness and disabilities can require differing facilities to sustain a healthy working environment.	Section 5 makes clear the responsibilities to ensure a healthy working environment.

Internal services and H&W Group liaise to ensure activities/opportunities for a healthy working lifestyle are available and suitable to all.

Section 11.3 makes clear the policy and scheme for returning to work following serious illness, accident or surgery. |
Religion, faith and belief	This policy and procedure applies equally to all characteristics listed.	
Sexual orientation	This policy and procedure applies equally to all characteristics listed.	
Age	Staff do tend to have differing health issues at different times of their life.	Section 5 & 7 make clear the responsibilities to be proactive and reactive to concerns, alongside departmental corporation to ensure appropriate resources are available to all, with age taken into consideration when establishing initiatives.
Transgender people	This policy and procedure applies equally to all characteristics listed.	
Social class	This policy and procedure applies equally to all characteristics listed.	
Carers	This policy and procedure applies equally to all characteristics listed.	

Date of assessment: 15/01/2018
Names of Assessor (s) David Jackson