

Work Well

Building a healthier and
happier culture for our staff



NHS Lothian Work Well Strategy

April 2021



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Work
Well



welcome and
introduction.

Welcome

Welcome to our NHS Lothian wellbeing strategy, **Work Well 2021-2023**. At NHS Lothian we achieve extraordinary things every day for our patients. Supporting the health and wellbeing of our people matters just as much. If we don't look after ourselves, and each other, we cannot deliver the safe, high quality patient care we aspire to. The past year has been a time to react to the challenges of a pandemic; it has also been a time to reflect. Covid-19 has reinforced how important our staff are, providing a springboard for increased focus and investment in their wellbeing. We must continue to prioritise and build on this momentum.

This strategy outlines our vision, framework and objectives and will guide our priorities and decisions over the next three years.

Through the process of creating this strategy, we have had the opportunity to reflect on our strengths and identify areas where we can improve, to review the data and evidence from our workforce, to listen to our staff and what matters to them, and to consider how Covid is changing the context in which we work. Work Well will focus on creating the right environment, conditions, and support for our people to work well.

This period has been one of the most challenging times in living memory, yet despite the unrelenting demands and difficult circumstances, we have much to be proud of. We have seen innumerable acts of kindness, compassion and selflessness; there has been a rise in multi-disciplinary teams working together through a clear

and common sense of purpose; colleagues have reported increased camaraderie, team cohesion and support for one another; new staff networks have been created, and funding for wellbeing spaces has provided rest and recuperation for our staff.

The pandemic is having a significant physical and psychological impact on our staff, many of whom are worn out and in need of rest and respite; some have already reached a point of burnout. Evidence tells us that those in caring roles will often wait until they are very unwell before seeking help [7]. As we look to the future, we must put in place sustainable and practical support for staff where we know it is needed, ensuring that action is taken both to mitigate and minimise impacts on mental health in the short-term and to support staff wellbeing in the future.

Work Well has been designed as an enabling strategy, one that will improve staff wellbeing and experience, and create opportunities for increased collaboration, innovation and connectedness across our workforce. Work Well will complement other programmes of work across NHS Lothian including Greenspaces, Volunteering, Arts in Health and Wellbeing, staff networks and Joy in Work, as well as our involvement in national NHS Scotland wellbeing programmes.

Work Well will require continuing energy and commitment to ensure it becomes a cultural pillar for our organisation. By investing in the wellbeing of our staff, we are creating a healthier future for our patients and all the communities we serve.



Building a healthier and happier culture for our staff

“Since 2016, more than 45 million hours of NHS staff time in Scotland have been lost to illness with 12 out of 14 health boards in the country reporting “anxiety, depression, other psychiatric illness” as the most common reason for staff absences” [15].

Introduction

Background

In October 2020 The Edinburgh and Lothians Health Foundation and NHS Lothian commissioned Kamwell, an award-winning health and wellbeing company, to create a three-year staff wellbeing strategy and brand for Work Well (see Appendix A). Over the subsequent six months, Kamwell engaged directly with Staff Networks, Health & Wellbeing Leads, Trade Union partnership colleagues, the Staff Wellbeing Strategy Steering group, and Staff Engagement & Experience Programme Board, as well as conducting one-to-one and group interviews with those involved in, or interested in, staff wellbeing. Having conducted a comprehensive review and evaluated pre-existing data, we are pleased to launch a wellbeing strategy and brand that has been built in an inclusive and collaborative manner with our staff.

Where we are today

Prior to January 2020, the NHS was already seeing an epidemic of burnout with levels of stress amongst staff reaching record levels [1]. The Covid-19 pandemic has only increased the pressures faced by staff throughout the organisation – the impact has been felt by everyone. Evidence from other long-term crises suggests that up to a third of staff will experience high levels of distress [24]. There has never been a more

important time to prioritise compassionate support for our staff. Our goal is to consolidate the existing foundations that are in place for wellbeing and build a progressive path towards creating a healthier workforce.

Who we are

NHS Lothian is the second largest health system in the UK, providing a comprehensive range of primary, community-based and acute hospital services for the populations of Edinburgh, Midlothian, East Lothian and West Lothian, together with some specialist services for patients in the wider region of the south east and across Scotland. With 21 hospitals, 126 GP practices, 180 community pharmacies, 173 dental practices and 112 ophthalmic practices, NHS Lothian has an annual budget of £1.6 billion and employs approximately 26,000 staff. The Edinburgh and Lothians Health Foundation is the charity and partner of NHS Lothian, investing in projects which enhance the experience and health for patients in hospital and their communities.

Who this is for

This strategy is for all staff employed by NHS Lothian. Our strategy may be used as a template and guide to enable more locally tailored and cohesive plans. Every site, service and Health and Social Care Partnership can take steps to make work a healthier and happier place to be.

Our corporate responsibility

At NHS Lothian, staff wellbeing is a Board level strategic priority and a Corporate Management Team Objective. Work Well is one of the four domains within our Staff Engagement and Experience Framework ‘Work is a healthy place to be’ and supports the Quadruple aim of ‘Better health, better care, better value and better staff experience.’

Governance

Within NHS Lothian, staff wellbeing will be monitored by the Staff Governance Committee and operationally under the Corporate Director for Human Resources. NHS Lothian’s Board Wellbeing Champion will be responsible for driving the strategy and a Work Well Specialist Lead will be responsible for the day to day delivery, providing regular updates to the Staff Engagement and Experience Programme Board.

The purpose of this strategy

The purpose of this strategy is to provide a clear plan that will continuously improve staff wellbeing: one that will highlight priorities and provide a framework to measure impact and progress across NHS Lothian.



Why we are doing this

NHS Lothian is committed to taking a proactive approach to staff wellbeing, recognising that a positive and healthy working experience is good for everyone: staff, patients and communities. The Taylor Review and the UK's Industrial Strategy state that wellbeing, safety and job security, together with, autonomy and employee satisfaction are important principles of good work [21] [5]. In short, good work is good for you.

Today, the impact of staff wellbeing on patient care is widely recognised and evidenced; the two are inextricably linked. The Boorman Review (NHS Health & Wellbeing Review) describes the importance of prioritising staff health and wellbeing within the NHS and makes links between staff health and wellbeing and three dimensions of service quality: patient safety, patient experience and the effectiveness of patient care [3].

Michael West and others also demonstrate links between staff wellbeing and engagement with increased morale, loyalty, innovation and productivity, along with delivering better patient experience, improved patient outcomes and reduced mortality [23]. Maben et al [10] conclude that

“Individual staff wellbeing is an antecedent rather than a consequence of patient care performance; seeking systematically to enhance staff wellbeing is not only important in its own right but also for the quality of patient experiences.”

This strategy affirms our commitment as a Board to dedicate time, energy and resources to creating a healthier and happier culture for our staff – one that proactively promotes staff wellbeing, positions NHS Lothian as an employer of choice that attracts the best talent, and reduces the risks of poor health and burnout. This commitment by NHS Lothian is borne out of the moral case (caring for our people), the tragic case (colleague suicide), the business case (cost of turnover and lower quality of care) and the regulatory case (external scrutiny) [20].

This endeavour is shared by The Edinburgh and Lothians Health Foundation (ELHF) who believe that staff wellbeing is critical for improving the health and care of all patients, our beneficiaries.

We know that pre-pandemic, the NHS was already in the midst of a workforce crisis with high levels of burnout and stress, high staff vacancies and high staff turnover [1]. At NHS Lothian, mental ill health has been the biggest cause of long-term sickness

absence over the past four years, with rates growing year on year. In the Everyone Matters pulse survey report 2020, 35% of staff reported feeling highly anxious - we would expect this number to be higher one year on.

It is going to take a long time for the pressures on our staff to ease, and there is substantial evidence of the prolonged psychological impact on events such as pandemics [19]. When reflecting on choice for the ‘new normal,’ Don Berwick [2], an international visiting fellow at The King's Fund, wrote:

“Without a physically and psychologically safe and healthy workforce, excellent health care is not possible.”

There has never been a more important time to look after our people. Money spent on staff wellbeing is not a cost, it is an investment. Developing our culture where the wellbeing of our staff matters will help drive our success as an organisation - good work and good health go hand in hand.

“It is the experience of healthcare staff that shapes patient experiences of care for good or ill, not the other way round” [9].



vision, values
and aims.

Vision, values and aims

At NHS Lothian, we have a clear and ambitious Work Well vision that has our 26,000 colleagues at its heart.

Our vision

Our vision is to build a healthier future for our staff, our patients and our communities.

We will have a culture and a workplace where the health and happiness of our staff underpins everything we do. Each and every member of NHS Lothian will feel that their wellbeing is important and see this commitment reflected in day to day working practices. Our vision is of a thriving environment that provides the best possible care for our patients and the communities we serve, one that inspires a healthier future for all.



Our values

Our values reflect what matters to the staff of NHS Lothian. These have been endorsed by the Board and NHS Scotland and they support our vision of a healthier future for all.

Care and Compassion

- We will demonstrate our compassion and caring through our action and words
- We will take time to ensure each person feels listened to, secure, understood and is treated compassionately
- We will be visible, approachable and contribute to creating a calm and friendly atmosphere
- We will provide a safe and caring setting for patients and staff, and an efficient, effective and seamless care experience
- We will meet people's needs for information and involvement in all care, treatment and support decisions

Dignity and Respect

- We will be polite and courteous in our communications and actions
- We will demonstrate respect for dignity, choice, privacy and confidentiality
- We will recognise and value uniqueness and diversity
- We will be sincere, honest and constructive in giving, and open to receiving, feedback
- We maintain a professional attitude and appearance.

Quality

- We will demonstrate a commitment to doing our best
- We will encourage and explore ideas for improvement and innovation
- We will seek out opportunities to enhance our skills and expertise
- We will work together to achieve high quality services
- We will use our knowledge and enthusiasm to implement positive change and overcome challenges

Teamwork

- We will understand and value each other's role and contribution
- We will be fair, thoughtful, welcoming and kind to colleagues
- We will offer support, advice and encouragement to others
- We will maximise each other's potential and contribution through shared learning and development
- We will recognise, share and celebrate our successes, big and small

Openness, Honesty and Responsibility

- We will build trust by displaying transparency and doing what we say we will do
- We will commit to doing what is right - even when challenged
- We will welcome feedback as a means of informing improvements
- We will use our resources and each other's time efficiently and wisely
- We will maintain and enhance public confidence in our service
- We will be a positive role model



Our aims

Our aims of Work Well have been collectively created through asking our staff what great looks like. These aims will be our high-level indicators of a successful strategy.

- Work Well supports the continuous improvement of a healthy working environment, staff engagement and wellbeing, and patient care.
- Work Well is a vehicle and an enabler to increase collaboration, innovation, trust and connectedness between teams and individuals.
- Work Well is embedded and experienced as a core domain within our Staff Engagement and Experience Framework.
- Work Well is informed, shaped and led by our people; there is ownership at all levels.
- Work Well sets the bar and is considered exemplary by other NHS boards and organisations.
- NHS Lothian has the reputation of being a great place to work, one that attracts and retains the best staff.

“All NHS organisations should provide staff health and well-being services that are centred on prevention (of both work-related and lifestyle-influenced ill-health), are fully aligned with wider public health policies and initiatives and are seen as a real and tangible benefit of working in the NHS” [12].



What wellbeing means to us

What wellbeing means to us?

Wellbeing is a complex, nuanced and subjective concept. With definitions tending to reflect the school of thought they emerge from, it can be hard to find uniform agreement.

However, we consider it important to clarify wellbeing in a way that NHS Lothian staff can relate to. We asked staff what wellbeing means to them, how it feels and how it manifests itself. We explored factors, both short and long-term, that impact physical and mental wellbeing.



How does wellbeing underpin a great day at work?

A great day at NHS Lothian starts when staff feel inspired and motivated about the work they do and have a clear sense of purpose and identity with their role. They are capable, developed and trusted to carry out their tasks, know how to manage their energy and feel equipped with the resources to meet any challenges with clarity and balance. They can ask for support and when they do, they are met with compassion and understanding. A sense of camaraderie and support at all levels means they feel psychologically safe and able to be themselves. Leaving work, they feel fulfilled, can let go of the events of the day and switch on to a life away from work.

Healthy
Happy
trust
Productive
belonging
Purpose
Autonomy
achievement
Significance
security
Inspired
supported
Developed
Respected
fulfilled
recognition
teamwork
Compassion
inclusive
Connection
competence

Our Work Well pillars

Whether staff are at home or at work, they can utilise toolkits of the four pillars within the NHS Lothian Work Well strategy, which provide practical ways to maintain and regain balance in all areas of their lives. The four pillars are: healthy body, balanced mind, positive choices and caring culture.



A holistic approach to staying active, healthy and energised!



Prioritising the mental wellbeing of ourselves and each other!



Supporting healthy lifestyle choices that are right for you!



Putting our staff and values at the heart of what we do!

As Donald M Berwick, MD says in the IHI Framework for Improving Joy in Work [17]:

“It has long seemed a paradox to me that depletion of joy in work can pervade as noble and meaningful an enterprise as health care. What we in the healing professions get to do every day touches the highest aspirations of a compassionate civilization. We have chosen a calling that invites people who are worried and suffering to share their stories and allow us to help. If any work ought to give spiritual satisfaction to the workers, this is it. “Joy,” not “burnout,” ought to rule the day”

Guiding principles

In our commitment to improve staff wellbeing at NHS Lothian, we have created ten guiding principles that will support the long-term sustainability of Work Well as set out in this strategy.

1. Greater wellbeing equity

All staff will have access to high-quality and clearly signposted wellbeing services and support regardless of occupation or working patterns.

2. Expand choice and flexibility

Our diverse workforce has different needs and preferences. This will be reflected in the varied programme, services and support available, enabling staff to choose what they need and when they need it.

3. Champion proactive interventions

Central to Work Well is the importance of prevention and early intervention as a way of positively and proactively supporting the wellbeing of staff.

4. Work Well is an enabling strategy

Work Well supports an inclusive approach to driving wellbeing improvements and innovation through local 'tests of change'. This will enable teams to introduce discreet and bespoke service changes in their own complex environments or staff groups and will enable multi-disciplinary teams to work towards a common goal.

5. Leaders and managers have a central role

Work Well encourages staff in positions of responsibility to make it part of their job to create the conditions which empower staff to manage their own wellbeing. They have the competencies, skills, confidence and commitment to take charge and take care.

6. Good mental wellbeing is paramount

NHS Lothian takes the mental wellbeing of our staff seriously. Effective line management, early intervention, a culture of openness and psychological safety, and tailored support are all essential components.

7. Staff are empowered

Staff have the permission, resources and tools to prioritise and support their wellbeing and feel comfortable letting a senior staff member know if they feel any aspect of their wellbeing is at risk.

8. Local enablement and adaptability

Work Well provides a whole-systems approach to wellbeing. This includes a community of Work Well Leads and Champions that are encouraged and supported to take ownership at a local level to meet the needs of specific staff and teams.

9. Staff wellbeing is a partnership

As well as the Board's commitment to champion and prioritise staff wellbeing, individuals take responsibility for their own health; it is a two-way partnership with dual ownership and accountability.

10. Continuous improvement in wellbeing

Through the disciplined evaluation of impact, we will take an evidence-based approach to ensure that Work Well is a programme that evolves and constantly meets the needs of our people.

"It may take some time for staff to realise the impact of the COVID-19 crisis on their mental wellbeing. It is therefore, essential that the support put in place by the NHS for staff working through this time is sustainable and adequately resourced. A long-term strategy for protecting and maintaining the physical, mental, and emotional wellbeing of the workforce must be a top priority for the NHS" [4].

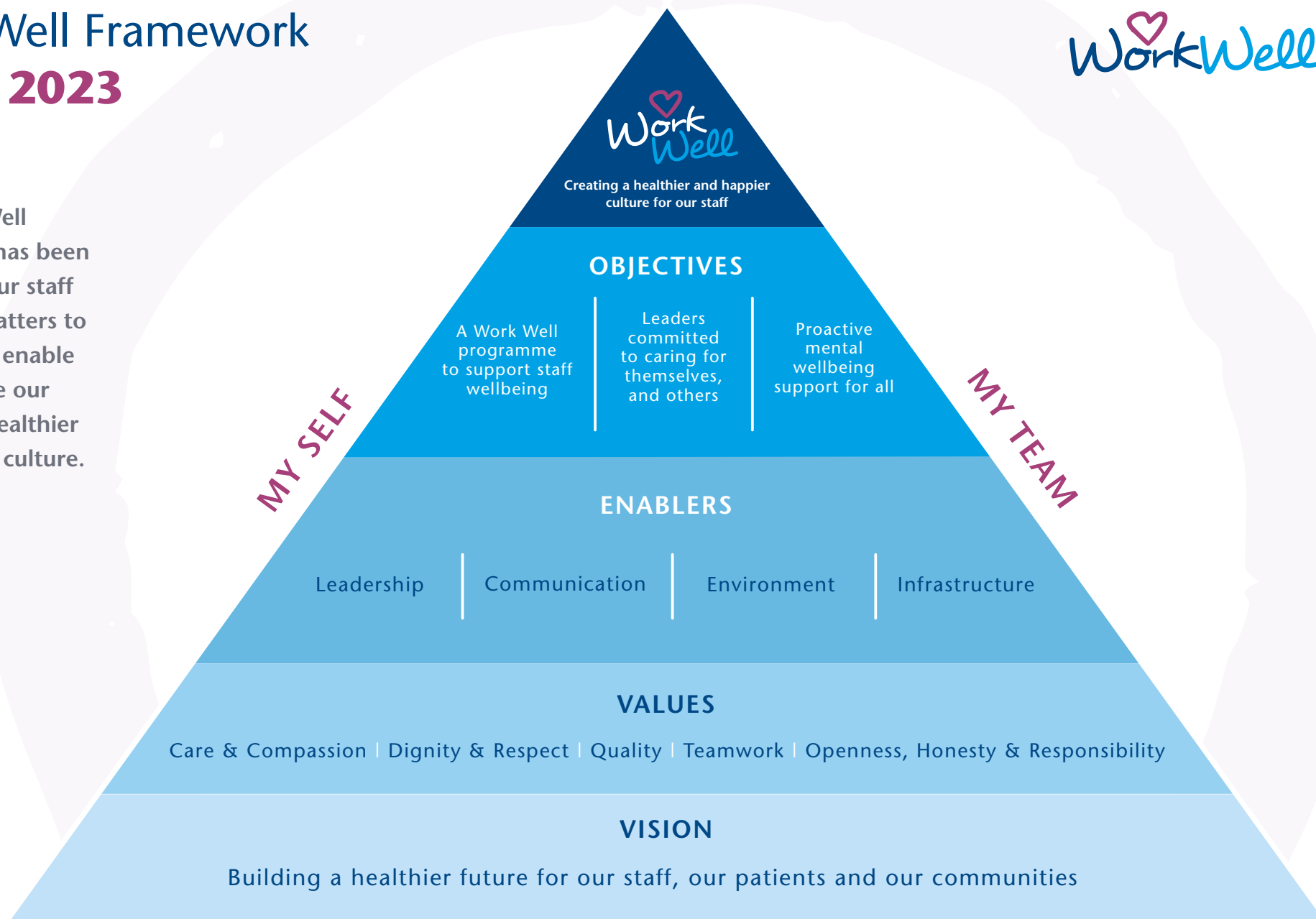
"The Scottish Government mental health strategy 2017-2027 has set the target of achieving parity between physical and mental health over a 10 year period" [22].

Work Well framework.

Work Well Framework 2021 - 2023



This Work Well Framework has been shaped by our staff and what matters to them. It will enable us to achieve our vision of a healthier and happier culture.



OUR ORGANISATION

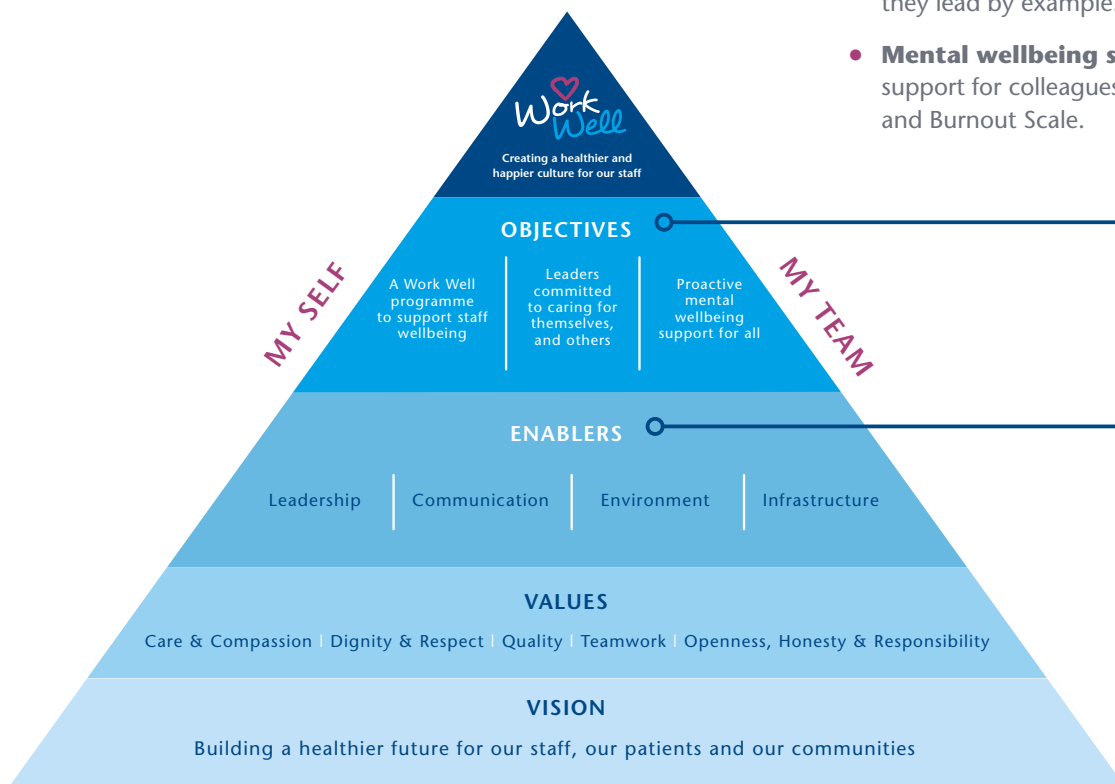
Work Well Framework 2021 - 2023



OBJECTIVES:

Over the course of the next three years, we will set out to achieve the following objectives:

- **Work Well programme:** A wide range of initiatives and support to enable and empower our colleagues to understand and invest in their wellbeing.
- **Leaders and managers:** Training and support to equip our leaders and managers with the competencies to create a culture of wellbeing where they lead by example.
- **Mental wellbeing support:** Positive and proactive psychological support for colleagues wherever they are on the NHS Lothian Wellbeing and Burnout Scale.



OUR ORGANISATION

ENABLERS:

These are our enablers for improving and sustaining staff wellbeing and supporting our objectives for 2021-2023:

- **Leadership:** Train our leaders to become catalysts for change in staff wellbeing.
- **Communication:** Clear and inspiring communication to simplify access and drive engagement.
- **Environment:** Continuously seek to improve the foundations and facilities that shape our everyday working environments.
- **Infrastructure:** Ensure that the necessary people, governance, systems and processes are in place to enable the fulfilment of this strategy.

Our Enablers

These are our essential leadership, structural, and cultural foundations for improving and sustaining staff wellbeing. They require a whole systems approach and staff are engaged at all levels as co-creators and stakeholders. Working on the enablers will unlock organisational support and potential to improve quality as we embark on this multi year journey to improve staff wellbeing.

ENABLERS



Leadership

- Effective leadership & line management
- Organisation wide plan
- Skills, support, accountability



Communication

- Clear and consistent branding
- Multi channel communication
- Simple, open, honest, engaging and inclusive communications



Environment

- Hydration
- Nutrition
- Rest
- Safety
- Workplace Facilities



Infrastructure

- People
- Governance
- Processes
- Digitally Enabled
- Data Focused
- Continuous feedback

Our Enablers - Leadership

Train our leaders to become catalysts for change in staff wellbeing.

HOW

- Staff wellbeing is a board level priority and Corporate Management Team objective.
- There is a named Corporate Director for wellbeing.
- A Board Wellbeing Champion is in place to represent NHS Lothian nationally and to drive forward and oversee the Work Well strategy.
- A dedicated Work Well Specialist Lead is appointed to oversee the operational day to day delivery.
- Work Well objectives and enablers are turned into operational and local delivery plans.
- Active role modelling of our values and healthy behaviours from our leaders to set the culture for wellbeing across the organisation.



MEASURES

- Work Well Specialist Lead is appointed and sustained.
- Staff wellbeing is included in NHS Lothian annual report.
- Staff wellbeing is included in the wider workforce strategy.
- Annual feature that spotlights Work Well progress and is shared with colleagues (patients and our communities)
- Examples of leaders championing staff wellbeing, visibly taking part, sharing personal stories and leading by example.
- Progress against objectives related to staff wellbeing.

Why it matters to us

“There is a proven link between good people management practices in the NHS and increased staff engagement, reduced sickness absence and improved patient satisfaction” [16].

We are listening:

- Staff welcome increased visibility and engagement of senior and executive levels.
- Staff would like improved two-way communication with their managers and clearer communication to support them in their roles.
- Staff would like more support and permission to attend Work Well initiatives and to prioritise self-care.
- Staff want leaders that are open, compassionate, supportive, able to listen and show interest in their work, particularly around health and wellbeing.
- Staff want managers who can lead collaboratively, empower and provide more autonomy to their people.
- Staff would like to see leaders role modelling the NHS Lothian values
- Staff would like to see more wellbeing-focused discussion included in check in's, huddles, annual appraisals.



Leadership



Communication



Environment



Infrastructure

Our Enablers - Communication

Clear and inspiring communication to simplify access and drive engagement.

HOW

- All Work Well related initiatives should include Work Well branding for easy identification.
- Form plan to utilise and communicate new branding and work with Work Well Leads to deliver key actions.
- Signposting to all Work Well support to go on NHS Lothian external facing site (to provide access for colleagues without an NHS Lothian email).
- Work Well to have a monthly banner on the home page of staff intranet with hyperlink.
- Different communication mediums are required to cater for varying levels of literacy, digital inclusion and health literacy.



MEASURES

- No. of Work Well-related initiatives.
- Estimated reach of Work Well initiatives and interventions in-person and online.
- Estimated reach of Work Well initiatives and support through digital access - website, intranet, Facebook, Vimeo, Teams pages.
- General awareness of Work Well and support that is available (survey).
- Level of awareness and uptake of staff wellbeing among 'harder to reach' groups.

Why it matters to us:

“Staff who are aware of health and wellbeing support are more likely to use it. This will help improve staff health and wellbeing outcomes. Actively engaging staff in the design and delivery of health and wellbeing support will also improve its quality and effectiveness.” [11].

We are listening:

- Staff would like to see more of “you asked, we did” to provide visibility of measures taken from surveys and to ensure feedback loop is closed.
- Staff would like to be kept informed and updated about new initiatives, as well as organisational frameworks, decisions and changes.
- Staff would like to see improved communication between departments.
- Staff identified examples of positive ‘top down’ communication such as speed-reads, huddles, and bulletins, singling out speed-reads for being most effective.
- Staff would like clearer, more timely and honest communication.
- Staff would like more inclusive communication channels that reach all groups, regardless of location or access to the NHS Lothian network.
- Staff aspire to have an NHS Lothian app for all staff communication that colleagues without an email address or computer can access.



Leadership



Communication



Environment



Infrastructure

Our Enablers - Environment

Continuously seek to improve the foundations and facilities that shape our everyday working environments.

HOW

- Coordinated effort with estates team, site leads and Work Well Leads to explore areas for improvement in provision and staff facilities. Conduct site walk arounds and make the case for investment.
- Ensure staff across all sites have access to drinking water and nutritious food options, including staff working night shifts.
- Ensure good signage and communication is visible to promote active lifestyles (e.g., encourage staff to take the stairs and stay hydrated).
- Create a culture that supports and educates staff in taking rest breaks and promotes safe travel home.
- Provide information and support on improving sleep and managing nightshifts.
- Provide best practice information for those working from home and those seeking to improve work-life boundaries.



MEASURES

- No. of 'value add' local and ELHF funded initiatives to improve current working environments or conditions.
- No. of staff wellbeing spaces.
- Staff satisfaction with facilities (survey).
- No. of catering providers that include nutritional standards.

Why it matters to us:

"It has long been established that if people are happy at work, they perform better. Providing working conditions that create a positive working environment and equally encourages staff to have a healthy work life balance reduces the risk of accidents or injury and improves patient experience and safety." [14].

We are listening:

- Staff want designated spaces away from the public and patients to rest, relax, unwind, reflect and connect with colleagues on a social level.
- Staff want access to out-of-hour hot food options and healthier menu choices at canteens or cafeterias.
- Staff want better access and signposting to drinking water, particularly in clinical areas.
- Staff would like to see a change in culture where rest breaks are encouraged and supported at all levels.
- Staff would like improved facilities ranging from staff rest areas to locker and changing rooms and somewhere they can warm food if they've brought it in from home.

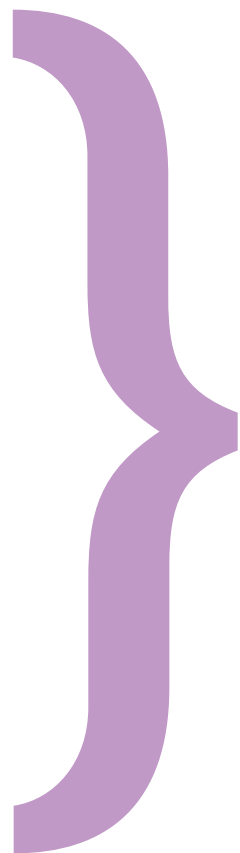


Our Enablers - Infrastructure

Ensure that the necessary people, governance, systems and processes are in place to enable the fulfilment of this strategy.

HOW

- Dedicated Team's page for Work Well Leads to build community and share resources.
- Identified staff resource for wellbeing on all sites.
- Clear lines of governance and escalation are known to all staff.
- Map out existing wellbeing-related services and support, join up the dots, promote to all staff.
- Communicate and promote ELHF funding and application process.
- Improve process and navigation for staff wellbeing purchases within NHS Lothian procurement.
- Measure the impact and success from each grant provided.
- Work Well initiatives (where possible) should be live streamed and recorded for staff via Vimeo or other NHS Lothian digital channels enabling access for all staff, when they need it.



MEASURES

- No. of Work Well-related ELHF grants approved.
- No. of Work Well Leads, and breadth of staff groups these represent.
- No. of Work Well Champions.
- No. of case studies promoting local success stories.
- Post initiative survey impact.
- Staff feedback and testimonials.
- Staff satisfaction with accessibility to initiatives.

Why it matters to us:

“A single organisation-wide plan will ensure that workforce health and wellbeing is delivered efficiently, integrated into key areas of the organisation and makes the best use of available resources.” [11].

We are listening:

- Staff expressed a strong disconnect between the different services and support available and staff groups and individuals linked to wellbeing. They would like to see these better mapped out and joined up, including improved clarification of terminology.
- There is a lack of consistency in approach and branding for local wellbeing initiatives.
- The majority of sites don't have dedicated Work Well Leads, resource or budget, leading to a lack of equity and a different experience across sites.
- Work Well Leads require more support in terms of a wider wellbeing strategy to feed into.
- Securing funding is a difficult and challenging process which has been a barrier to local initiatives taking place.
- The Work Well Leads require guidance and support around creating a business case and measuring the impact of initiatives.
- Some staff groups that work closely with NHS Lothian feel excluded from staff wellbeing initiatives. Where there is no limit on the number of participants that can attend, they would like the option to take part.



Our Objectives

Our strategy has three carefully defined and comprehensive objectives at its core that will guide and drive our work over the next three years. These objectives encompass what are setting out to achieve and are underpinned by a clear set of deliverables, with a pathway for measuring success and impact.

OBJECTIVES



Work Well Programme

A wide range of initiatives and support to enable and empower our colleagues to understand and invest in their wellbeing.

- Protection
- Prevention
- Promotion
- Whole person approach
- Lifestyle support initiatives
- Self care



Leaders and Managers

Training and support to equip our leaders and managers with the competencies to create a culture of wellbeing where they lead by example.

- Talent management and succession planning to support managers and leaders at all levels
- Manager induction, review and support
- Role modelling and mentorship
- Mental health literacy
- Compassionate leadership



Mental Wellbeing Support

Positive and proactive psychological support for colleagues wherever they are on the NHS Lothian Wellbeing and Burnout Scale.

- Proactive promotion
- Early intervention
- Time and space for reflection
- Mental health literacy
- Burnout prevention
- Care and treatment
- Clear signposting

Our Objectives - Work Well programme

A wide range of initiatives and support to enable and empower our colleagues to understand and invest in their wellbeing.

HOW

- A yearly programme of initiatives is established in line with the four Work Well pillars, ward to board feedback, and aligning with relevant public health campaigns.
- The programme is promoted widely and regularly through a number of communication channels.
- The programme is available to all staff groups where possible online as well as in person.
- Regular meetings with the Work Well Leads to drive the integration of Work Well and to ensure two-way communication and support is in place.
- Establish a community of Work Well Champions through a clear role description. These champions will support the Work Well Leads and will become ambassadors for staff wellbeing across teams, sites and services.
- There is a clear and straight forward process for Work Well Leads to apply for funding.
- Wellbeing conversations are introduced into annual appraisals and throughout the year with Wellness Action Plans to support this.



MEASURES

- Staff feel the organisation cares about their wellbeing.
- Sickness absence data via monthly Workforce Reports.
- Staff reach and participation in Work Well initiatives.
- Equity of access to initiatives and support.
- iMatter survey results.
- Wellbeing and Burnout Scale results.
- No. of Work Well Leads.
- No. of Work Well Champions.
- No. of applications for funding for local initiatives.
- Post-initiative surveys to directly measure the impact of specific initiatives.
- No. of Wellness Actions Plans that have been downloaded.

Why it matters to us:

“Developing a brand identity for your health and wellbeing programme will help create cohesion and reinforce messaging across your activities.

An identity makes all the individual interventions recognisable under one health and wellbeing banner.” [13].

We are listening:

- Staff are interested in general health promotion such as healthy eating and sleep.
- Staff would like more on-site physical programmes and facilities to support attendance.
- Staff welcome initiatives that will reduce stress and prevent burnout.
- Staff would like improved flexibility of when they can attend Work Well initiatives, ensuring inclusive timings for those who may be working on night shift.
- Awareness of existing self-care resources is very low.
- Any wellbeing changes must be delivered as part of a systemic change in organisational culture.
- Work Well Leads require more organisational support and direction to fulfil their roles.
- There is a lack of consistency in approach and branding for local Work Well initiatives.
- The Staff Engagement and Experience Board Framework 2021-23 identifies ‘Work is a healthy place to be’ as a key workstream, highlighting the importance of supporting staff with their wellbeing and personal growth.



Our Objectives - Leaders & Managers

Training and support to equip our leaders and managers with the competencies to create a culture of wellbeing where they lead by example.

HOW

- Our leaders commit, engage and proactively support the creation of a healthier and happier culture for our staff.
- Our leaders prioritise their own wellbeing.
- Our leaders and managers give their staff permission to attend Work Well initiatives and to prioritise their wellbeing.
- Our leaders and managers understand the principles of compassionate leadership.
- Our leaders and managers are equipped with the competencies to lead well and lead for wellbeing.
- Training is provided to address any gaps or skills in knowledge or competencies.
- Leaders and managers are provided with data to better understand their teams and what is impacting their wellbeing.
- Wellbeing conversations are introduced as part of the appraisal process and throughout the year.



MEASURES

- No. of leaders and managers that have received training in compassionate leadership.
- No. of leaders and managers that have received training in psychological first aid or equivalent.
- Post training surveys to measure impact, effectiveness and manager confidence.
- Appraisal completion rates.
- Staff feel that their managers care about their wellbeing. (iMatter)

Why it matters to us:

“There is significant evidence that good leadership has a positive effect on organisational performance; at a time of great pressure in the NHS, leadership is critically important” [18].

“In healthcare, leadership is decisive in influencing the quality of care and the performance of hospitals. How staff are treated significantly influences care provision and organisational performance so understanding how leaders can help ensure staff are cared for, valued, supported and respected is important” [8].

We are listening:

- Staff would like to see increased engagement, visibility and communication from leaders, including more direct encounters where possible.
- Staff prefer a bottom-up and less hierarchical organisational structure and inclusive approach to decision making where it is appropriate.
- Staff want to see leaders and managers leading more authentically and compassionately and not afraid to show vulnerability.
- There is conflict between saying staff wellbeing is important and demanding workloads.
- Many staff feel that they do not have permission to prioritise their wellbeing or take part due to a lack of support from management.



Our Objectives - Mental wellbeing support

Positive and proactive psychological support for colleagues wherever they are on the NHS Lothian Wellbeing and Burnout Scale.

HOW

- NHS Lothian's culture does not stigmatise staff with mental ill health.
- Work Well provides staff with proactive initiatives to improve mental wellbeing and support self-management.
- Line managers are trained to spot the signs and signpost staff that are struggling, and also to prioritise their own mental wellbeing.
- Reflective practice is supported and encouraged (Peer Support, Schwartz Rounds, Wellbeing coaching).
- Clear and accessible signposting to mental wellbeing resources and support.
- Psychological First Aid training is available to managers and staff.
- Staff on the counselling waiting list are re-triaged and provide matched care to reduce waiting times.
- Promote a confidential, open access helpline for assessment, and triage according to help required or need.



MEASURES

- No. of staff referred and seen for treatment within 6 weeks of referral.
- No. of staff that have received Psychological First Aid.
- Number of staff who return to work or return to work with less restricted responsibilities.
- Staff absence rates due to mental ill health.
- iMatter survey results.
- Wellbeing and Burnout Scale results.
- Post training surveys to establish effectiveness and impact.

Why it matters to us:

"Mental health should be discussed openly with employees wherever possible and appropriate. This is not just about discussing mental health problems, but about creating an environment in which employees feel able to talk openly" [6].

At NHS Lothian mental ill health has been the leading cause of sickness absence for the last 5 years and is rising year on year.

We are listening:

- At NHS Lothian, mental ill health currently accounts for over a third of hours lost to sickness absence.
- Since March 2020, hours lost to mental ill health accounts for nearly three times the second most significant contributor.
- In September 2020, 35% of staff reported feeling highly anxious.
- The waiting time to access mental health services such as counselling is a minimum three month wait, which staff consider too long.
- Staff would like better signposting and access to self-care resources.
- Staff are interested in programmes to reduce stress and prevent burnout.
- Peer support has received positive feedback and staff would like to see this rolled out more widely.
- Staff have emphasised the importance of protected reflective time.



A large, stylized heart shape is the central focus of the page. It is rendered in a light purple or lavender color, with a slightly darker purple outline. The heart is positioned in the center of the page, overlapping the background. The background is a solid, medium purple color. The overall aesthetic is clean and modern, with a focus on the heart symbol.

*measuring
success.*

Measuring success

Evaluation, outcomes and learning are key foundations for progress; they are also important principles of the Work Well strategy and essential in ensuring ongoing impact and continuous improvement.

Our approach to evaluation will seek to answer two questions:

1. How effective is Work Well in impacting staff wellbeing?
2. What difference is Work Well making, how and for whom?

What we will measure:

Measuring Work Well will require both systems level and local level measures.

System level measures:

1. **iMatter:** This is our continuous improvement tool, which was designed in collaboration with staff in NHS Scotland to help individuals, teams and health Boards understand and improve staff experience i.e., the extent to which employees feel motivated, supported and cared for at work.
2. **Wellbeing and Burnout Scale:** This is an online survey which can be accessed by all staff via a simple QR code or email. Based on a validated tool, and adapted for NHS Lothian staff, it can be used periodically as a systems level temperature check of wellbeing across the organisation and also individually, within teams, sites or services.



The NHS Lothian Wellbeing and Burnout scale provides a Net Promotor Score as well as insight into enjoyment of work, autonomy and control, physical and psychological safety, meaning and purpose, and teamwork and camaraderie. By amalgamating multiple factors, one wellbeing and burnout score is derived that can be used as a baseline measure and to track changes in staff wellbeing over time.



Local level measures:

- 1. Process measures** - hold us accountable for the deliverables set out in this strategy and are reviewed periodically.
- 2. Pulse surveys** - can be run locally and within teams, to evaluate engagement and assess change.
- 3. Post initiative surveys** - can be used to assess the impact and effectiveness of specific Work Well and/or local initiatives.

Staff wellbeing will be monitored on a periodic basis by the NHS Lothian Staff Governance Committee. The Staff Engagement and Experience Programme Board will also receive regular progress updates from the Work Well Specialist Lead and any relevant participants that are leading on a particular initiative or programme of work.

Measuring the impact of Work Well on wellbeing is an enabler, not a barrier, to delivering the best possible support and care for our staff.

Each Work Well Lead will develop a rolling action plan to support their local sites and they will provide regular updates to the Work Well Specialist Lead and to each other as a means of sharing best practice, celebrating success stories and early wins, and building a community of actively engaged, supportive and committed peers.



Improving staff wellbeing over the next three years and beyond

Through a continuous improvement approach, we can implement, evolve and sustain a healthier and happier culture for our staff:

- Senior leaders will demonstrate their commitment to Work Well by supporting personal and organisational wellbeing through authentic and empathetic behaviours.
- The operational planning phase and implementation will be well thought out and not be rushed. Taking the time to develop a clear pathway for the Work Well strategy will be key to ensuring successful execution and organisation-wide adoption.
- Consistency in both brand and communication will generate a sense of pride, unity and connection with the Work Well programme.
- Story-telling that publicises and celebrates successes will bring the programme to life, making it real and attainable. This not only further engages staff, but will ensure that Work Well can become ‘an ambassador’ for Lothian Health across the community it serves.
- Taking small steps that have maximum impact and focussing on aspects that are making a positive difference will aid implementation, whilst evaluating the steps taken will ensure that progress and efforts are sustained.

Our Work Well strategy is not a quick fix. It is a long-term investment in our staff and our organisation’s health. The energy, commitment and dedication everyone brings to Work Well means we can fulfil and exceed the needs of our staff, patients and communities, and create a healthier future for all.

“A wealth of evidence shows that organisational performance is critically dependent on the health and wellbeing of the staff employed. While this applies in all sectors, including commercial, the implications are arguably most profound in health care given the potential impact of organisational performance on patients’ outcomes and experiences”

Sizmur, S., Raleigh, V. 2018. The risks to care quality and staff wellbeing of an NHS system under pressure. *The King’s Fund*.



A large, stylized heart graphic is centered on the page. It is composed of several overlapping, semi-transparent shapes in various shades of purple and magenta, creating a layered, organic effect. The heart is the central focus of the page.

*further
reading.*

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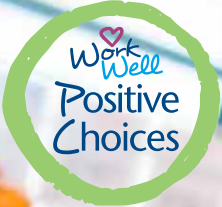
appendix.

The Work Well Identity



We have created an engaging and recognisable identify for Work Well, which gives it a cohesive look to roll out across all our communication channels and touchpoints. This identity is the result of inclusive consultation with our staff and has been developed to encompass and communicate our vision. Creating an engaging and inspiring identity will bolster its profile and visibility and give staff something concrete to embrace and feel proud of.







Work Well

Healthy
Body

Balanced
Mind

Positive
Choices

Caring
Culture

Building a healthier and
happier culture for our staff



Work Well

Building a healthier and
happier culture for our staff

