



ORGANISATIONAL  
DEVELOPMENT



University Hospitals  
Bristol and Weston  
NHS Foundation Trust

# Workplace Wellbeing Biannual Report

April-September 2022

Report authors:

Mike Sheppard, Corporate Workplace Wellbeing Lead

Claire Haley, Corporate Workplace Wellbeing Manager

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Please use the tabs along  
the top to navigate  
through this report

# Report Governance

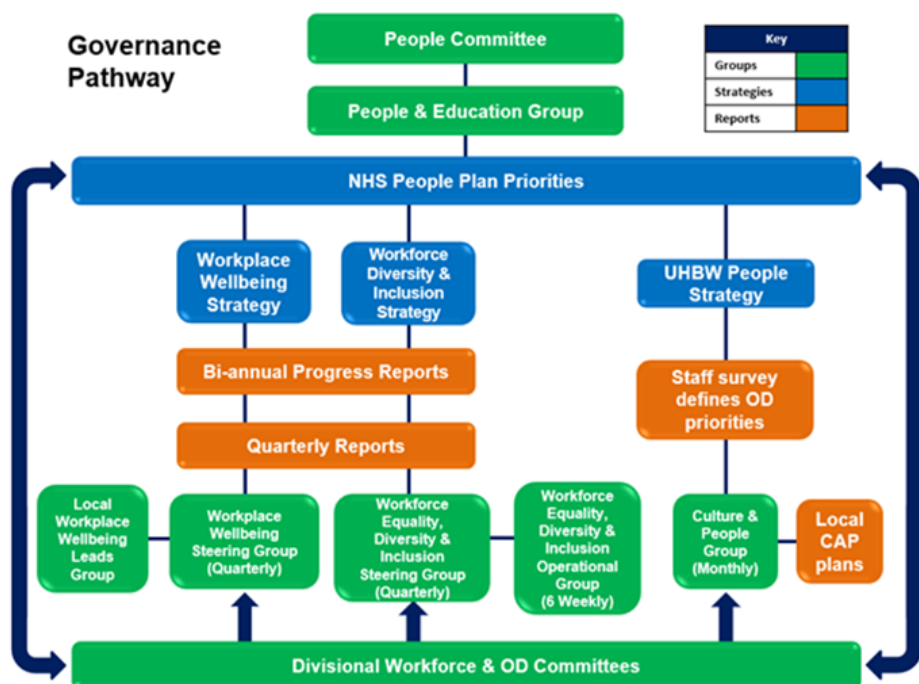
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In this section:

- Report sign-off pathway
- Supporting Strategies
- Glossary of terms
- Risk and Assurance

# Report sign-off pathway and glossary

Sign-off pathway for the Workplace Wellbeing Biannual report			
1	Feedback	Workplace Wellbeing Steering Group	28.09.22
2	Assurance	People Education Group	19.10.22
3	Assurance	People Committee	24.11.22



Glossary of terms	
WOLG	Wellbeing Operational Leads Group
WWSG	Workplace Wellbeing Steering Group
HTSN	Healthier Together Support Network
BNSSG	Bristol, North Somerset And South Gloucestershire (health and care system with Healthier Together as the Integrated Care Board)

# Supporting Strategies

## NHS People Plan 2020-21



National workforce strategy comprising 'Our People Promise' which outlines behaviours and actions that colleagues can expect from NHS leaders and colleagues, to improve the experience of working in the NHS for everyone.

## UHBW Workplace Wellbeing Strategic Framework 2020-25



The Workplace Wellbeing Strategic Framework brings together best practice, research and insights for psychological wellbeing, physical wellbeing and healthy lifestyles. Framework delivery is achieved via a multidisciplinary approach to the setting and achievement of annual strategic action plans.

## UHBW People Strategy 2022-25



New People strategy places colleague experience at the heart of all internal programmes to ensure UHBW becomes a great place to work. The People Strategy comprises four pillars aligned to the NHS People Promise with defined annual milestones.

## UHBW Workplace Wellbeing Bi-annual Report



The bi-annual wellbeing report ensures the Trust implements sound assurance, delivery and governance processes aligned to the 5-year workplace wellbeing strategic framework 2020-2025 and People Strategy 2022-2025, underpinned by a robust reporting and evaluation model.

## Risk and assurance

A corporate risk underpinned by the Trust Workplace Wellbeing Strategic Framework 2020-25 and annual corporate action plans is **Risk 793: the risk that staff experience work related stress.**

Risk 793 is handled by the Corporate Workplace Wellbeing team who plan, implement and report mitigating activity and quarterly updates via the Datix risk management system.

The Trust **Workplace Wellbeing Steering Group** establishes and effectively implements systems and/or processes including improved mitigation and governance of Risk 793.

Workplace wellbeing also has a clear impact on retention of colleagues: Datix Risk 2694

In addition the past 6 months have identified the following specific new risk:

Funding for the Healthier Together Support Network has not been confirmed for 2023-24; meaning there could be an impact on the wellbeing offer available to UHBW colleagues, specifically around additional wait times for colleagues accessing 1:1 trauma-focussed therapy.

The provision of the Workplace Wellbeing Biannual Report further supports mitigation activity through transparency and accountability of a **series of work programmes** delivered by a range of stakeholders. These are performed at local level (Divisional and Corporate), system level (BNSSG), regional level (Southwest) and national level.

Risk mitigation information is available upon request to the Corporate Workplace Wellbeing team:

[wellbeing@uhbw.nhs.uk](mailto:wellbeing@uhbw.nhs.uk)

# Key successes

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In this section:

- Key successes to mitigate Risk 793 over the past six months aligned to the four pillars of the Trust People Strategy 2022-25



*Recruit, retain  
and encourage  
colleagues.*

### **Capital investment for physical wellbeing projects**

Significant internal investment has been awarded to support a number physical workplace wellbeing improvements across our multi-site. A project is underway to create a new multipurpose workplace wellbeing Hub on the Weston General Hospital site to offer a space to decompress and access resource via a one-stop-shop; refurbishment of a central undercover cycle centre on the Bristol precinct and; development of green spaces to promote personal and social wellbeing.

### **Review of Divisional Wellbeing Lead role**

A charitable funded business case has been finalised with Divisional leads to introduce the role of Divisional Workplace Wellbeing Lead within 6 Divisions without formal workplace wellbeing resource as part of an 18-month pilot. If successful, this provision will be implemented in Q4.

### **Review of Workplace Wellbeing Advocate role**

The network of 490 Advocates will benefit from a new peer support training model being planned with subject matter experts within Psychological Health Services. This offer will coincide with a refresh of advocate support and networking arrangements.



*Making use of skills and experiences.*

## Psychological Wellbeing Services Review

A comprehensive review of psychological workplace wellbeing services is enabling a series of improvement measures to mitigate risk 793: risk that staff experience work related stress.

Stakeholder workshops were held in April and August to inform and guide improvement work to:

- widen access to services and support,
- enhance connectivity between services,
- ensure effectiveness at the point of need,
- enhance identification of ‘hotspots’.

Pages 11-14 further illustrate the work being undertaken as part of this review.

## Psychological Wellbeing Leaders Connected Group

One action intended to enhance connectivity between services and enhance identification of ‘hotspots’ was to form a new group comprising heads of psychological wellbeing services. The group meet on a six-weekly basis to share intelligence and take preventative or responsive action where required and to drive the improvements from the review.





*Quality health  
and wellbeing  
support for  
everyone.*

### **Uptake of workplace wellbeing offer at UHBW**

Almost 3,300 UHBW colleagues accessed elements of the Workplace Wellbeing offer within the past 6 months.

### **Suicide prevention and postvention**

A task and finish group is developing a campaign to increase awareness and available resources to support individuals, managers and teams. The Trust has signed up to be a member organisation of Zero Suicide Alliance, and hosts its 20 minute 'Suicide awareness' eLearning on Kallidus. A postvention process is being explored to ensure access to robust guidance in the tragic event of a death of a colleague.

### **Menopause 1:1 check-ins**

Onsite workplace health checks delivered via Occupational Health were expanded in May to also offer confidential, 1:1 check-in's to colleagues experiencing menopause. This provision was launched at the May menopause conference.

### **Men's Health MOT's**

A Men's Health MOT, delivered as an additional arm of the health check service, launched in August. Response and uptake has been overwhelmingly positive.



*A particular focus on tackling discrimination.*

## Annual Workplace Wellbeing Survey

For the second year, a Trust-wide survey has been launched to invite all colleagues to provide feedback on their own wellbeing, and the wellbeing support available. The survey was open for the whole of September and received 540 responses, the results are presented in the 'Spotlight on' section of this report.

## Support of staff networks – Men's Network

Following successful implementation of a Women's staff network in Q1, interest has been sought from colleagues wishing to form a new men's staff network. The forum launched in September and is intended to provide a supportive and positive environment for male colleagues to talk in a psychologically safe space, about what matters to them.

## Inclusive workplace and system-wide mental health support

NHS England and Improvement fund a mental health hub for the health and care workforce within the BNSSG system, called, Healthier Together Support Network. This provision fills a gap in Trust provision by offering a trauma support service for managers and colleagues experiencing a traumatic event in the workplace. The network is also proactive in targeting marginalised groups to improve health inequality.

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In this section:

- Background of the Psychological Workplace Wellbeing Services review and overview of sub-projects.
- Wellbeing survey results and analysis.

# Spotlight on

1. Psychological Workplace Wellbeing Services Review
2. Wellbeing survey

# Background of Psychological Workplace Wellbeing Review

A corporate objective of the Workplace Wellbeing Strategic Framework 2000-2025, year 3 action plan is to **'Promote a culture of wellbeing; utilising the holistic Trust wellbeing offer to encourage self-care and access to timely evidence-based support'**.

A Psychological Workplace Wellbeing Review is in-train from Q1-Q3 supports achievement of this objective by facilitating effective, ongoing partnerships across services that contribute to the prevention and management of work-related stress with a specific focus on the following four themes:

- 1. Early identification and access of workplace wellbeing support.**
- 2. Effectiveness at the point of need.**
- 3. Connectivity across providers of psychological services.**
- 4. Identifying and sharing hotspots and emerging themes.**

Two stakeholder engagement events were facilitated in April and August 2022 to develop a collaborative approach to achieve project deliverables. The model overleaf illustrates this approach. The project plan is available from the wellbeing team: [wellbeing@uhbw.nhs.uk](mailto:wellbeing@uhbw.nhs.uk)

# Overview of Psychological Wellbeing Services review

From the four themes identified, multiple projects have emerged as outlined in the diagram below.

This model depicts 4 key focus points identified within the Psychological Wellbeing Services Review within Q2-Q4: **Access, Effectiveness at point of need, Connectivity and Hotspots** - with sub-projects in progress to implement positive change and implementation of a one-stop-shop model to improve equitable and timely take-up of the Trust holistic workplace wellbeing offer.



This work programme supports delivery of the Workplace Wellbeing Strategic Framework 2020-2025 year 3 action plan.

# Timeline and update on Psychological Wellbeing Services review

Area	Project	Timeline	BRAG		
Access	<b>Establishment of Wellbeing Hubs</b> Capital investment £396k for Hub at Weston- launch Apr 2023. Project group currently at design stage of planning. Bristol provision being explored.	Q2-Q3			
	<b>Workplace Wellbeing Advocate Network and role review</b> Review rescheduled for Q3-Q4 to ensure maximum engagement with 490+ Advocates. Consultation commenced with Divisional Leads.	Q2-Q3			
	<b>Divisional Workplace Wellbeing Lead role review and implementation of new model</b> Business case shared with stakeholders for approval and onwards submission to charity for funding of new 3 divisional wellbeing leads – 18 month pilot.	Q2-Q3			
Effectiveness at point of need	<b>Suicide prevention and postvention resource development and awareness campaign</b> Task and finish group identified to plan awareness campaign and postvention process/resource in Q3. Zero Suicide Alliance eLearning live for all on Kallidus.	Q2-Q4			
	<b>Leadership and Manager Development programme</b> Wellbeing Team linking with Education Team in their development and communication of new programme, phased roll-out from Q2.	Q2-Q4			
	<b>Peer Support model: introduction of in-team reflective supervision</b> Successful pilot completed within Medicine to trial restorative supervision (Q2). Next phase of bespoke training to be piloted by Psychology Team in Q4.	Q2-Q4			
	<b>Workplace Wellbeing asset audit</b> Stocktake of all corporate wellbeing resources completed in Q2. Comms Team supporting design. Next phase to review and refresh resources in Q3-Q4.	Q2-Q4			
Connectivity	<b>Biannual workplace wellbeing report</b> New format agreed in alignment to the UHBW People Strategy and to ensure consistency across Organisational Development reporting formats.	Q2 & Q3			
	<b>Stakeholder engagement and workshops - April and August 2022</b> Half-day engagement events with multi-disciplinary colleagues to identify gaps and co-design all aspects of this review and resultant projects.	Q2 & Q3			
Connectivity/ Hotspots	<b>Psychological Wellbeing Leaders Connected Group – 6 weekly</b> New group established with Heads of Wellbeing Services, to share intelligence to support identification of hotspots and inform responsive improvements.	6 weekly			
Hotspots	<b>Annual UHBW Workplace Wellbeing Survey – September 2022.</b> Co-designed with multi-disciplinary colleagues to identify wellbeing of UHBW colleagues, and to inform positive change and ensure awareness of the offer.	Q2			
	<b>NHS Annual Staff Survey - October-November 2022.</b> Survey aligned to NHS People Promise which comprises a series of workplace wellbeing related questions. Results available March 2023.	Q3			
		<b>B</b>	<b>R</b>	<b>A</b>	<b>G</b>
		On Plan	Not Achieved	Risks Slippage	Completed

## Wellbeing survey results

The annual Trust-wide Wellbeing survey was conducted in September 2022 to provide all colleagues with an opportunity to share thoughts and opinions about workplace wellbeing, and to give an indication of the current state of wellbeing within the workforce. Results from the survey will be used to help inform strategic objectives and related activity in 2022/23.

The survey was designed by colleagues within Organisational Development (Workplace Wellbeing), Psychological Health Services, and Career Support and Mentor for Junior Doctors. It consists of 29 questions focussing on:

- Connectivity, service awareness, usage and satisfaction.
- Barriers to accessing support, with two established measures including (Short Warwick Edinburgh Mental Wellbeing Survey, and the Copenhagen Burnout Survey – Workplace).

A number of questions were maintained from the inaugural 2021 survey to permit trend data.

**Response Rate:** 540 UHBW colleagues completed the survey (254 less than in 2021); predominantly white (77%), and female (74%). The majority of feedback came from three staff groups as follows:

Administration: 29%

Doctors: 25%

Nurses: 21%

131 of respondents have accessed elements of the Trust workplace wellbeing offer.

## Significant findings from the UHBW wellbeing survey

- **Staff wellbeing:** Results from the 'Short Warwick Edinburgh Mental Wellbeing Survey' indicate improved wellbeing when compared to respondents from 2021, suggesting the wellbeing of respondents is more positive than last year.
- **Staff burnout:** Results from the 'Copenhagen Burnout Inventory' indicate a slight improvement when compared to respondents from 2021, suggesting that less staff are experiencing feelings of burnout than last year.
- **Main factors having a negative effect on wellbeing:** workload and physical demands of the job, emotional demands of the job, amount of control over work, rest areas and physical environments of work, (all of which were also the highest reported reasons in the 2021 survey, though scores suggest an increased negative impact from these reasons in 2022). Additionally, the new category of physical and mental health scored highly.
- **Main barriers to accessing support for those who identified they wanted to:** not enough time in work, not enough time outside of work, not believing the support would help, worries about confidentiality.
- **Satisfaction with the wellbeing offer:** all listed elements of the corporate wellbeing offer scored higher for 'satisfied' than 'unsatisfied'.
- **Connectedness with Senior Leadership Team:** 22% reported feeling connected; a slight increase by 3% from 2021's score (18%). 74% attributed importance to this connectivity; an 18% increase from 2021's score (56%).
- **Connectedness with team:** 79% reported feeling connected, a significant positive increase of 31% from 2021's score (48%). 97% attributed importance to this connectivity; a 15% increase from 2021's score (82%).
- **Manager supportiveness:** 70% feel their manager is supportive; a 4% increase from 2021's score (66%).
- **Manager confidence in supporting wellbeing:** 81% said they felt confident; a 7% increase from 2021's score (74%).
- **Sense of hope:** One of the new questions for this year's survey; colleagues were asked to state how much they agreed with the statement: 'I feel hopeful that the organisation understands the challenges I face and is actively working towards building a culture and environment that prioritises staff wellbeing.' 48% agreed with the statement, whilst 33% disagreed.

### Overall the results that can be compared to the 2021 Wellbeing Survey indicate improvements in almost all areas.

The NHS Annual Staff Survey will run through October and will add additional insight when combined with the above findings. All results will be used to inform the workplace wellbeing strategic objectives in 2023/24



# Exceptions against action plan

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In this section:

- Exceptions are presented against the strategic action plan for Q1 and Q2.
- Glossary of KPIs located on slide 37.

### Workplace Wellbeing Strategic Action Plan Q1-Q2 by exception

The Workplace Wellbeing Strategic Action Plan 2023/23 is presented in full in the Appendix. This comprises Q1-Q2 progress against 8 corporate objectives and 31 milestones. Of these, 8 milestones have been identified by the Workplace Wellbeing Steering Group as experienced slippage or risk to achievement – it is anticipated these gaps will be closed in Quarter 3.

No	People Strategy Theme	Strategy Objective	Key Milestones	Q2 update (Jul - Sept 2022)	BRAG
2	INCLUSION AND BELONGING: Eliminate Violence and Aggression, bullying and harassment from our colleague's working lives.	Foster a supportive culture where colleagues feel able to raise concerns and access support.	<p><b>There are 2 milestones supporting this Objective.</b>  <b>Both currently risk slippage:</b>                      Establish a task and finish group to implement an integrated approach to tackling bullying and harassment and promoting positive working cultures. A plan in place by end of Q1.</p>	<p>The 5D review has been completed and a stakeholder event is taking place on Tuesday 4th October, this event will help to inform next steps and encourage the cross stakeholder engagement required to implement and embed a new approach to resolution. We are currently experiencing resource challenges with our supplier and this has led to slippage in some of our expected timeframes for the programme, we are hopeful of resolving this by the end of October.</p>	Yellow
			<p>A quarterly update will be provided for each quarter of 2022/23.</p>	<p>As above update.</p>	
4	NEW WAYS OF WORKING: Develop an outstanding employment experience which meets colleagues' aspirations of their work.	Ensure there are robust divisional plans in place to enable the effective delivery of the strategy at a local level and to ensure local solutions are embedded in response to the staff survey.	<p><b>There are 3 milestones supporting this Objective.</b>  <b>2 are on track and 1 risks slippage:</b>                      Conduct a full review of the wellbeing advocate role to identify capacity and capability and implement a robust advocate network enabling effective local solutions to be embedded by end of Q2.</p>	<p>Plan to incorporate co-ordination of Advocate network into Divisional Wellbeing Lead role (awaiting charity funding application 10/10/22 and outcome).</p>	Yellow
5	GROWING FOR THE FUTURE: Promote a culture of health and wellbeing.	Align wellbeing work with national governance and policies to ensure that all UHBW solutions are aligned to best practice.	<p><b>There are 6 milestones supporting this Objective.</b>  <b>5 are on track and 1 risks slippage:</b>                      Conduct a benchmarking exercise with AUKUH and other partners to share learning and develop existing milestones by end of Q2</p>	<p>This objective has slipped and will be completed by Quarter 3.</p>	Yellow
7	LOOKING AFTER OUR PEOPLE: Provide a safe working environment.	Ensure workplace support is available to maintain good musculoskeletal (MSK) health and to manage conditions in the workplace.	<p><b>There are 5 milestones supporting this Objective.</b>  <b>1 is on track and 4 risk slippage:</b>                      Establish a working group to conduct quarterly reviews on current Trust sickness absence data for S11 and S12 to identify "hot spot" areas consisting of MSK OH staff member, Divisional HR reps and Trust MH Lead.</p>	<p>Initial data set for psychological sickness absence agreed. APOHS will contribute to develop this when their new health management system goes live.</p>	Yellow
			<p>Ensure a clear / visible referral process for managers and staff who suffer with an MSK; this is in relation to MH team and OH relationship being stronger and no overlap in staff referrals by Q2.</p>	<p>Process is under review, APOHS have recruited new staff members once in post we will be able to implement a new pathway.                      Manual Handling and Ergonomics Advisor now attending OH nurses meetings on regular basis.</p>	
			<p>Promote and support physical activity events which are run Nationwide, for example Back Care week, using Manual Handling Link Practitioners and Wellbeing Champions by the end of Q2.</p>	<p>Work not progressing; a revised plan will be presented at the next steering group</p>	Yellow
			<p>Create an evaluation process to evaluate support offered to staff, who is accessing which service from which department by Q2.</p>	<p>Likely to slip until 2023, a revised plan will be presented at the next steering group</p>	Red

B	R	A	G
On Plan	Not Achieved	Risks Slippage	Completed

# Divisional highlights

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In this section:

- Each Division has provided:
  - progress in past six months
  - current priorities
  - action plan going forward

# Diagnostics and Therapies

## Progress in the last six months

### Things we feel proud to have done or made progress on in the past six months:

1. Refurbishment of staff rest areas and new/additional equipment.
2. Distribution of Winter Wellbeing gifts along with a Divisional raffle of gifts from external organisations.
3. Inclusion of wellbeing sessions in staff team away days

## Current priorities

### Priority areas we are currently working on for the next six months:

1. Support the Corporate Wellbeing Leads with the development and implementation of proposal for all Divisions to have a Wellbeing Lead.
2. All Service areas to develop individual Culture & People plans to include Health & Wellbeing.
3. Re-establish Divisional Wellbeing Advocate group to share ideas and experiences.

## Our action plan going forward

### Ways we will embed wellbeing into everything we do as a leadership team

1. Member of Senior Leadership Team to chair Divisional Wellbeing Group to ensure ideas and initiatives to support health and wellbeing are listened to.
2. All Diagnostics & Therapies managers to have an objective to support the wellbeing of their staff.
3. To have regular Divisional Schwartz Rounds throughout the year – next is planned for 9th November.



# Estates and Facilities

## Progress in the last six months

### Things we feel proud to have done or made progress on in the past six months:

1. We have recruited advocates on each of the hospital sites where Estates and Facilities staff work.
2. We invited Wellbeing Advocates to attend an Advocate support meeting and plan to hold these on a quarterly basis.
3. There was a positive response across the Division to the Men's Health events.

## Current priorities

### Priority areas we are currently working on for the next six months:

1. Publicise and support all Estates & Facilities staff to attend the vaccinations clinics for Flu and Covid and increase uptake.
2. Work with Trust and the corporate Wellbeing Team to support staff with impact of Cost of Living and Clean Air Zone.
3. Encourage and support managers to complete work-related stress checklists for their areas.
4. Continue to provide face-to-face manual handling training within the Division; work with manual handling Trainers to identify any further support required to improve compliance and reduce the risk of musculoskeletal work-related absence.

## Our action plan going forward

### Ways we will embed wellbeing into everything we do as a leadership team

1. Health and wellbeing and Psychological safety will form key components of our new Estates & Facilities Organisational Development strategy due to be launched in October.
2. We will continue to promote staff wellbeing at all engagement events and communication opportunities including walkabouts; team huddles and 'You said – We did' feedback sessions.
3. Using the new communication screens in facilities rest areas across the trust we will be able to relay more real time information to staff.



# Medicine

## Progress in the last six months

### Three things we feel proud to have done or made progress on in the past six months:

1. Pilot project to provide restorative clinical supervision to newly qualified nurses complete.
2. Exit interview project in train to continue into Q3-4.
3. Regularly join the divisional violence and aggression and Equality Diversity & Inclusion meeting. Regular slot at the senior nurse and sisters meeting in the Division.

## Current priorities

### Three priority areas we are currently working on for the next six months:

1. Support the newly qualified nurses by continuing to raise the profile of the Preceptorship programme and have focus on it divisionally.
2. Re-launch of divisional wellbeing and staff experience group to include representation all MDT.
3. Launch new Greatix system within the Division to capture positive staff feedback.

## Our action plan going forward

### Three ways we will embed wellbeing into everything we do as a leadership team

1. Continue to work closely with the Trust Psychological Health Service to ensure interventions and support is provided to individuals and teams when needed.
2. Establish and regularly hold a divisional wellbeing and staff experience meeting.
3. Continue to promote staff wellbeing, increase areas using huddles, continue regular safety brief message to divisional teams, regularly speaking directly with staff on wards, at study days or at meetings.



# Specialised Services

## Progress in the last six months

### Things we feel proud to have done or made progress on in the past six months:

1. Improvement of staff rest areas on Wards C705, C708, C805 and Cath lab in Bristol Heart Institute (BHI) and Aves Kilby Room and Conservatory on Level 8 of Bristol Haematology and Oncology Centre (BHOC).
2. Ongoing provision of Division specific comprehensive psychological support offer (in addition to Trust wide offer) for staff in BHOC and BHI, including an extended offer of Supervision sessions for medics within Specialised Services .
3. Meet and Greet Tea and Cake event in August 2022 for Newly Qualified Registered Nurses who are due to join. Newly Qualified Registered Nurses given the opportunity to meet their ward sister, matron and Divisional Head of Nursing and have a tour of ward area.

## Current priorities

### Priority areas we are currently working on for the next six months:

1. Focus on support of new staff joining the division, in particular Newly Qualified Registered Nurses and Internationally Educated Nurses to support nurse retention.
2. Focus on GREATix following the closing of the Happy App where will this sit, interim plan (tbc) - 410 nominations to date.
3. Ensuring that we have workplace wellbeing advocates represented in each department of Specialised Services and this network is utilised effectively. An ongoing recruitment drive has increased advocate numbers from 31 in March 2021 to 86 to September 2022 (177% increase in 18 months).

## Our action plan going forward

### Ways we will embed wellbeing into everything we do as a leadership team

1. Create active communication pathways with Divisional workplace wellbeing advocates and ensuring there is wellbeing advocate representation in every dept within Specialised Services.
2. Monthly management walk arounds division wide to gather constructive feedback and themes and promote a positive culture to support staff wellbeing.
3. Continued Psychological Health Service support service for all staff (including medics) within Specialised Services (in addition to Trust wide Psychological Health Service offer).



# Surgery

## Progress in the last six months

### Things we feel proud to have done or made progress on in the past six months:

1. Completed works on Eye Hospital garden for staff rest area.
2. Increased divisional use of Greatix (prior to termination of the Happy App platform last month).
3. We continue to signpost to Trust resources; workplace wellbeing always features on the agenda of Divisional Workforce Committee meetings, and information cascaded to managers to be able to effectively signpost to staff and respond to areas of concern.

## Current priorities

### Priority areas we are currently working on for the next six months:

1. Establish wellbeing action group, to address issues identified within the division.
2. Increase the number of divisional wellbeing advocates and engage them directly.
3. Focus on financial wellbeing; survey our colleagues regarding their perceptions of their own financial wellbeing, and explore opportunities to support accordingly.

## Our action plan going forward

### Ways we will embed wellbeing into everything we do as a leadership team

1. Await the outcome of a business case for charitable funding for a Divisional Workplace Wellbeing Lead to mobilise and evaluate Divisional workplace wellbeing objectives and actions identified in the Surgery Workforce Action Plan 2022-2023.





# Trust Services

## Progress in the last six months

### Things we feel proud to have done or made progress in the past six months:

1. We held an Advocate networking event which brought all the Divisional advocates together to share ideas and to give each other support.
2. We were successful in our bid to update the Trust's cycle centre as part of the Staff Wellbeing project, led by Andy Headdon.
3. Wellbeing Advocates are carrying out local initiatives such as purchasing a reading list to support retired colleagues; delivering a Mindfulness book to most staff rest areas; providing an evidence synthesis around Menopause and arranging reading groups for 'Health Information Week', and specific reading groups for medical students.

## Current priorities

### Priority areas we are currently working on for the next six months:

1. Wellbeing Advocates have identified that more support is needed for staff working from home and with work-life balance.
2. Great promotion of the Trust's Employee Assistance Programme (Care first) and all the services available. Advocates have also advised that promotional activity should not all be electronic as this does not reach everyone.
3. Working with the Trust, we will support staff where possible with information and resources in relation to the Cost of Living and Clean Air Zone.

## Our action plan going forward

### Ways we will embed wellbeing into everything we do as a leadership team

1. Wellbeing is a standing item on the Trust Services Workforce and Organisational Development group.
2. We will encourage managers to complete the wellbeing training available on Kallidus.
3. Await the outcome of a business case for charitable funding for a Divisional Workplace Wellbeing Lead to mobilise and evaluate Divisional workplace wellbeing objectives and actions identified in the Workforce Action Plan 2022-2023.



# Weston

## Progress in the last six months

### Things we feel proud to have done or made progress on in the past six months:

1. Continue to promote wellbeing resources and support available including Psychological Health Services and the workplace wellbeing checks.
2. Communicated a 'you said we did' poster outlining the wellbeing support which has been available.
3. Rest rooms have been improved so that staff have better facilities when taking a break.

## Current priorities

### Priority areas we are currently working on for the next six months:

1. Focussing on supporting our new nurses, ensuring that they are effectively supported through their induction to post.
2. Ensuring medical staff are reporting sickness absence and are supported in the same way that our Agenda for change staff are under the Supporting Attendance policy.
3. Developing a Wellbeing Hub on the Weston site and considering the wellbeing initiatives which could be offered in that space.

## Our action plan going forward

### Ways we will embed wellbeing into everything we do as a leadership team

1. Await the outcome of a business case for charitable funding for a Divisional Workplace Wellbeing Lead to mobilise and evaluate Divisional workplace wellbeing objectives and actions identified in the Workforce Action Plan 2022-2023.



# Women's and Children's

## Progress in the last six months

### Things we feel proud to have done or made progress on in the past six months:

1. Rest areas renovated and completed – now being used.
2. Wellbeing Advocate list continues to be regularly analysed and updated, with particular attention to participation of medical staff within our Division.
3. All male staff within the Division emailed regarding the Men's Health MOT - good uptake and feedback regarding the Men's Health checks.

## Current priorities

### Priority areas we are currently working on for the next six months:

1. To review staff survey results and heat maps to identify target areas and target information to managers and Wellbeing Advocates.
2. To promote the Trust vaccination programme and ensure all staff are aware of Covid and Flu boosters.
3. Seeking opinions on Happy App (as this is due to cease from 31st October) and how to fill this engagement gap.

## Our action plan going forward

### Ways we will embed wellbeing into everything we do as a leadership team

1. To work with the Arts Programme Team to improve staff environment.
2. To promote the Trust financial wellbeing initiatives to all staff groups and ensure staff are supported to access relevant support.



# Action plan for next six months

October 2022-March 2023

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In this section:

- This will be populated in the October 2022-March 2023 biannual report.

The action plan for the next 6 months is unchanged from the Q1 - Q2 plan featured in the appendix.

The Strategic Workplace Wellbeing action plan 2023-2024 will be included in the Bi-annual Report: October 2022 – March 2023.

# Appendix: Progress against the Q1 and Q2 action plan

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In this Appendix:

- The strategic action plan is presented in full comprising Q1 and Q2 progress updates against 8 objectives.
- Glossary of KPIs located on slide 37.

PEOPLE STRATEGY THEME: LOOKING AFTER OUR PEOPLE							
Objective: Promote a culture of health and wellbeing							
KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Progress in the past 6 months	BRAG
WSS10b, WSS10c, WSS 11a, WSS11b, WSS11c, WSS 11d, WSS11e, WS S12a, WSS12b, WSS12c, WSS12d, WSS12e, WS S12f, WSS12g WPP 1, WPP2, WPP3 WPP4 WSF1, WSF2, WSF3, WSF4, WSF5, WSF6, WSF7, WSF8 WSF9, WSF10, PS1	1	<b>Promote a culture of wellbeing; utilising the holistic Trust wellbeing offer to encourage self-care and access to timely evidence-based support.</b>	By the end of Q1 all key corporate stakeholders will meet to agree and mobilise the plan for wellbeing for 2022/23.	Corporate Wellbeing Leads	Corporate Wellbeing Leads/ Nurse Wellbeing Leads/Corporate leads	<ul style="list-style-type: none"> <li>Workplace Wellbeing biannual report to be submitted to Steering Group on 28/09/22 and PEG on 19/10/22 and published on the Trust website once approved at People Committee.</li> </ul>	On Plan
			Implement the agreed plan for 2022/23 in quarter 2 with key stakeholders ensuring there is robust governance for review and evaluation on an ongoing basis to inform pro-active intervention and year end evaluation.	Corporate Wellbeing Leads	Corporate Wellbeing Leads/ Nurse Wellbeing Leads/corporate leads	<ul style="list-style-type: none"> <li>Psychological wellbeing services review on track as per project plan and continuing into Q3.</li> <li>Two workshops facilitated (April &amp; August) to review the Psychological Wellbeing Services available at UHBW; resulting in an agreed action plan to address: connectivity, access, effectiveness at point of need, hotspots.</li> </ul>	Not Achieved
			Evaluate the wellbeing offer for 2022/23 by end of Q4.	Corporate Wellbeing Leads	Corporate Wellbeing Leads/ Nurse Wellbeing Leads/Corporate leads	<ul style="list-style-type: none"> <li>A Trust-wide annual Wellbeing Survey was launched in September; with results being collated and circulated to stakeholders in October.</li> <li>A 'Psychological Wellbeing Leaders Connected Group' has been established to promote sharing of data to inform hotspots and responsive action.</li> <li>Poor uptake of workplace wellbeing survey compared to last year</li> </ul>	Risks Slippage
			In order to promote a holistic approach to wellbeing, we will conduct a full review in partnership into the nurse wellbeing lead role by the end of Q2.	Corporate Wellbeing Lead	Corporate Wellbeing Lead /HRBP's/Head of Nursing/ Nursing Wellbeing leads	<ul style="list-style-type: none"> <li>Project plan on track. Business Case drafted and will be submitted to the Charity on 10<sup>th</sup> October.</li> </ul>	Completed
			Implement the new model for wellbeing nurses as a result of the partnership review by the end of Q3.	Corporate Wellbeing Lead	Corporate Wellbeing Lead /HRBP's/Head of Nursing/ Nursing Wellbeing leads	<ul style="list-style-type: none"> <li>Awaiting outcome of Charitable funding</li> </ul>	Completed

<b>B</b>	<b>R</b>	<b>A</b>	<b>G</b>
On Plan	Not Achieved	Risks Slippage	Completed

## PEOPLE STRATEGY THEME: INCLUSION AND BELONGING

Objective: Eliminate Violence and Aggression, bullying and harassment from our colleague's working lives

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Progress in the past 6 months	BRAG
WSS11a, BSS13a, BSS13b, BSS13c, BSS13d, BSS14a, BSS14b, BSS14c, BSS14d BPP1 BPP2, PS1, PS2	2	Foster a supportive culture where colleagues feel able to raise concerns and access support.	Establish a task and finish group to implement an integrated approach to tackling bullying and harassment and promoting positive working cultures. A plan in place by end of Q1.	Associate Director Organisational Development and Wellbeing	Director of People Head of HR Services FTSU Guardian Corporate Wellbeing Leads, EDI Lead and FTSU summit members	The 5D review has been completed and a stakeholder event is taking place on Tuesday 4 <sup>th</sup> October, this event will help to inform next steps and encourage the cross stakeholder engagement required to implement and embed a new approach to resolution. We are currently experiencing resource challenges with our supplier and this has led to slippage in some of our expected timeframes for the programme, we are hopeful of resolving this by the end of October.	
			A quarterly update will be provided for each quarter of 2022/23.	Associate Director Organisational Development and Wellbeing and Head of Human Resources Services	Director of People Head of HR Services FTSU Guardian	As above update	

## PEOPLE STRATEGY THEME: NEW WAYS OF WORKING

Objective: Promote a culture of health and wellbeing

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Progress in the past 6 months	BRAG
WSS11a, WSS11b, WPP3, WPP4, WSF1, PS4	3	Develop an effective communication plan for sharing and promoting use of wellbeing resources and initiatives across the Trust.	Ensure the intranet communication pages reflect our commitment to change and a quarterly 'spot light on' is introduced by end of Q2.	Corporate Wellbeing Leads	Corporate Wellbeing Leads	<ul style="list-style-type: none"> <li>Annual wellbeing communication plan completed.</li> <li>Asset stock-take completed of all wellbeing resources.</li> <li>Communications Team supporting refresh of templates across all resources.</li> <li>Plan to migrate intranet contact (Weston and Bristol) to SharePoint early Q3 to ensure colleague can access information from any internet device, 24/7.</li> </ul>	
			Celebrate the achievements within the bi-annual report and share this with all networks as well as ensuring this is available on both the intranet and Internet as of Q1.	Corporate Wellbeing Leads	Corporate Wellbeing Leads/ Divisional Wellbeing Leads/Corporate Leads	<ul style="list-style-type: none"> <li>Workplace Wellbeing biannual report to be submitted to Steering Group on 28/09/22 and PEG on 19/10/22 and published on the Trust website once approved by people committee</li> </ul>	
			Develop a programme of Wellbeing events ensuring a link to our Values and behaviours and a robust communication plan which can be reported on each quarter with effect from Q1.	Corporate Wellbeing Leads	Corporate Wellbeing Leads/ Divisional Wellbeing Leads/Corporate Leads	<ul style="list-style-type: none"> <li>2nd menopause conference planned 18/10/22.</li> <li>Support of Administration recruitment drive event.</li> </ul>	
			Strengthen the role of the Wellbeing Steering group to facilitate divisional and corporate leads to drive their local initiatives enabling the mobilisation of the strategy objectives and reported through the bi-annual report as of Q1.	Corporate Wellbeing Leads	Corporate Wellbeing Leads/ Divisional Wellbeing Leads/Corporate Leads	<ul style="list-style-type: none"> <li>Workplace Wellbeing Steering Group revised ToR Q1.</li> <li>New Workplace Wellbeing Initiative Proposal form and process introduced Q1. For governance via steering group.</li> </ul>	



PEOPLE STRATEGY THEME: NEW WAYS OF WORKING

Objective: Develop an outstanding employment experience which meets colleagues' aspirations of their work

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Progress in the past 6 months	BRAG
WSS11a, WSS11b, WPP2, WPP4, WPP5, WSF6, WSF7, PS1, PS2, PS4	4	Ensure there are robust divisional plans in place to enable the effective delivery of the strategy at a local level and to ensure local solutions are embedded in response to the staff survey.	Use the staff survey findings to develop a meaningful plan to be monitored at the Wellbeing steering group on a quarterly basis as of Q3 (plan in place by end of Q2).	Divisional Wellbeing Leads	Corporate Wellbeing Leads	<ul style="list-style-type: none"> <li>Wellbeing KPI's reviewed Q1, now aligned to NHS Staff Survey/People Promise/Thriving at Work.</li> <li>A further review completed to align to new people strategy</li> <li>Divisional Culture and People plans finalised by respective governance Q1.</li> </ul>	Green
			Conduct a full review of the wellbeing advocate role to identify capacity and capability and implement a robust advocate network enabling effective local solutions to be embedded by end of Q2.	Corporate Wellbeing Leads	Corporate Wellbeing Leads/ Divisional Wellbeing Leads/Wellbeing Advocates	<ul style="list-style-type: none"> <li>Plan to incorporate co-ordination of Advocate network into Divisional Wellbeing Lead role (awaiting charity funding application 10/10/22 and outcome).</li> </ul>	Yellow
			Evaluate the wellbeing advocate network by end of Q4.	Corporate Wellbeing Leads	Corporate Wellbeing Leads/ Divisional Wellbeing Leads/Wellbeing Advocates	<ul style="list-style-type: none"> <li>Progress as above.</li> </ul>	Blue

<b>B</b>	<b>R</b>	<b>A</b>	<b>G</b>
On Plan	Not Achieved	Risks Slippage	Completed

PEOPLE STRATEGY THEME: GROWING FOR THE FUTURE

Objective: Promote a culture of health and wellbeing

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Progress in the past 6 months	BRAG
WSS11a, LSS9d, WPP4, WPP5, DSS3, WSF6, WSF7, PS3	5	<b>Align wellbeing work with national governance and policies to ensure that all UHBW solutions are aligned to best practice.</b>	The Trust to actively play a leading role in contributing and learning from Wellbeing strategies, activities and policies in partnership locally, regionally and nationally for the benefit of our staff and patients update each quarter	Corporate Wellbeing Leads	Corporate Wellbeing Leads/ Divisional Wellbeing Leads	<ul style="list-style-type: none"> <li>Wellbeing team on HTSN steering group, comprising health and care system partners.</li> <li>Close working relationship established with HTSN to support development of local, regional and national strategies e.g. suicide prevention toolkit.</li> <li>Wellbeing team attends regional and national NHSE/I forums and community of practice events.</li> <li>NHSE invitation to Workplace Wellbeing team to provide case study and attendance at masterclass to showcase UHBW menopause support in Q3</li> </ul>	Green
			Lead the BNSSG wellbeing solution ensuring the internal offer is aligned with development of the system-wide Healthier Together Support Network (HTSN).	Business Manager Occupational Health	Corporate Wellbeing Leads/ Divisional Wellbeing Leads/HTSN	<ul style="list-style-type: none"> <li>SBAR produced in relation to sustainable funding for the HTSN service. Information shared with heads of finance awaiting a potential solution to support the programme short and long term. Liaising with national partners to progress this</li> </ul>	Blue
			Conduct a benchmarking exercise with AUKUH and other partners to share learning and develop existing milestones by end of Q2	Corporate Wellbeing Leads	Corporate Wellbeing Leads/ Divisional Wellbeing Leads	<ul style="list-style-type: none"> <li>This objective has slipped and will be completed by Quarter 3.</li> </ul>	Yellow
			Work with the ICB to develop the Health and Wellbeing offer to ensure all employees are supported in the workplace. To be completed by July 2022.	Business Manager Occupational Health	Corporate Wellbeing Leads/ Divisional Wellbeing Leads/HTSN	<ul style="list-style-type: none"> <li>Scheduled to provide an update to the People Board on the 18th Oct.</li> <li>Working with providers to complete the health and wellbeing diagnostic tool – this will map current provision and identify gaps which will inform future health and wellbeing strategies.</li> </ul>	Blue
			Continue to promote the HTSN programme to employees across the System and to feedback quarterly into the wellbeing steering group meeting.	Business Manager Occupational Health/Clinical Lead HTSN	Corporate Wellbeing Leads/ Divisional Wellbeing Leads/HTSN	<ul style="list-style-type: none"> <li>Website is in the process of being updated this will be launched in October 2022</li> </ul>	Blue
			Work across the system to finely tune the psychological offer ensuring a smooth pathway to appropriate services.	Business Manager Occupational Health/Clinical Lead HTSN	Corporate Wellbeing Leads/ Divisional Wellbeing Leads/HTSN	<ul style="list-style-type: none"> <li>Psychological offer reviewed and updated to ensure it meets the needs of the system and the national requirements.</li> </ul>	Blue

<b>B</b>	<b>R</b>	<b>A</b>	<b>G</b>
On Plan	Not Achieved	Risks Slippage	Completed

## PEOPLE STRATEGY THEME: LOOKING AFTER OUR PEOPLE

Objective: Develop an outstanding employment experience which meets colleagues' aspirations of their work

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Progress in the past 6 months	BRAG
WSS11a, LSS9d, WPP2, WPP3, WPP4, WPP5, BPP1, BPP2, BSS14b, WSF1, WSF2, WSF3, WSF4, WSF5, WSF6, WSF7, WSF9, PS1, PS3, PS4	6	<b>Further develop the Trust training package to ensure line managers are equipped to support the wellbeing of colleagues, and this is robustly evaluated to inform future solutions</b>	Develop e-Learning resource to support line managers to support the wellbeing agenda by Q2.	Education digital lead	Head of Education Corporate Wellbeing Lead	<ul style="list-style-type: none"> <li>Four eLearning modules have been developed for managers, covering recommending appropriate support, having wellbeing conversations, identifying issues and creating healthy workspaces. Further updates require content from OD.</li> <li>The corporate education team are finalising course catalogues within Kallidus Learn, which will include a Wellbeing offer.</li> </ul>	
			Facilitate a portfolio of resources accessible via the Trust learning management system for line managers. Initial provision of resource to be developed by Q2.	Corporate education lead	Head of Education	<ul style="list-style-type: none"> <li>People Committee approved the leadership and Management Development offer, which will go live end of October 2022</li> </ul>	
			Integrate wellbeing into a revised Trust leadership and management, and coaching training model by Q2.	Leadership & management team	Head of Education	<ul style="list-style-type: none"> <li>Subject to the two actions below</li> </ul>	
			Establish an Education working group by the end of Q1.	Associate Director of Education	Head of Education	<ul style="list-style-type: none"> <li>The Leadership and management steering group had its first meeting on 29th June 2022 and is now meeting regularly.</li> </ul>	
			Vision for leader and manager training to be presented by Associate Director of Education to SLT and People Committee in March. Q1/2.	Associate Director of Education	Senior Leadership Team and People Committee	<ul style="list-style-type: none"> <li>People Committee approved the leadership and Management Development offer, which will go live end of October 2022</li> </ul>	

B	R	A	G
On Plan	Not Achieved	Risks Slippage	Completed

PEOPLE STRATEGY THEME: LOOKING AFTER OUR PEOPLE

Objective: Provide a safe working environment

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Progress in the past 6 months	BRAG
WSS11a, WSF11b, WSF11d, LSS9d, WPP2, WPP4, ESS17a, ESS28b, WSF4, WSG6, PS1	7	<b>Ensure workplace support is available to maintain good musculoskeletal (MSK) health and to manage conditions in the workplace.</b>	Establish a working group to conduct quarterly reviews on current Trust sickness absence data for S11 and S12 to identify "hot spot" areas consisting of MSK OH staff member, Divisional HR reps and Trust MH Lead.	Manual Handling and Ergonomics Advisor and Business Manager Occupational Health	Corporate Wellbeing Leads/ Divisional Wellbeing Leads	<ul style="list-style-type: none"> <li>Initial data set for psychological sickness absence agreed. APOHS will contribute to develop this when their new health management system goes live.</li> </ul>	Yellow
			Ensure a clear / visible referral process for managers and staff who suffer with an MSK; this is in relation to MH team and OH relationship being stronger and no overlap in staff referrals by Q2.	Manual Handling and Ergonomics Advisor and Business Manager Occupational Health	Corporate Wellbeing Leads/ Divisional Wellbeing Leads	<ul style="list-style-type: none"> <li>Process is under review, APOHS have recruited new staff members once in post we will be able to implement a new pathway.</li> <li>Manual Handling and Ergonomics Advisor now attending OH nurses meetings on regular basis.</li> </ul>	Yellow
			Promote and support physical activity events which are run Nationwide, for example Back Care week, using Manual Handling Link Practitioners and Wellbeing Champions by the end of Q2.	Manual Handling and Ergonomics Advisor	Corporate Wellbeing Leads/ Divisional Wellbeing Leads	<ul style="list-style-type: none"> <li>Work not progressing; a revised plan will be presented at the next steering group</li> </ul>	Yellow
			Create an evaluation process to evaluate support offered to staff, who is accessing which service from which department by Q2.	Manual Handling and Ergonomics Advisor	Corporate Wellbeing Leads/ Divisional Wellbeing Leads	<ul style="list-style-type: none"> <li>Likely to slip until 2023, a revised plan will be presented at the next steering group</li> </ul>	Red
			Support staff working from home by promotion of the DSE virtual home workstation check-ups by the end of Q1.	Manual Handling and Ergonomics Advisor	Corporate Wellbeing Leads	<ul style="list-style-type: none"> <li>Working from home task and finish group set up</li> <li>Covid working from home guidance is in progress and can be shared in draft format at the next WSG.</li> </ul>	Blue

PEOPLE STRATEGY THEME: GROWING FOR THE FUTURE

Objective: Develop an outstanding employment experience which meets colleagues' aspirations of their work

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Progress in the past 6 months	BRAG
WSS11a, WPP2, WPP5, LSS9d, WSF4, WSF5, PS3	8	<b>Support the development of a capital proposal utilising the restoration allocation for a wellbeing hub and staff rest areas to ensure staff are supported in their working environments.</b>	A Project Team has been introduced and includes membership from the corporate team to define a programme of new Wellbeing schemes to be funded through the Strategic Capital allocation. Monthly reports to the Trust Services Project Board will be used to update the Wellbeing steering group on a quarterly basis.	Director of Estates and Facilities	Associate Director Organisational Development and Wellbeing	<ul style="list-style-type: none"> <li>Funding approved and design phase commenced. Wellbeing Lead joined Capital Project Group and Weston Wellbeing Hub task and finish group to support development from corporate wellbeing perspective.</li> </ul>	Blue

B	R	A	G
On Plan	Not Achieved	Risks Slippage	Completed

# Glossary of Workplace Wellbeing Key Performance Indicators

KPI	Wellbeing Measure
<b>STAFF SURVEY</b>	
WSS10b	Don't work any additional paid hours per week for this organisation, over and above contracted hours
WSS10c	Don't work any additional unpaid hours per week for this organisation, over and above contracted hours
WSS11a	Organisation takes positive action on health and well-being
WSS11b	In last 12 months, have not experienced musculoskeletal (MSK) problems as a result of work activities
WSS11c	In last 12 months, have not felt unwell due to work related stress
WSS11d	In last 3 months, have not come to work when not feeling well enough to perform duties
WSS11e	Not felt pressure from manager to come to work when not feeling well enough
WSS12a	Never/rarely find work emotionally exhausting
WSS12b	Never/rarely feel burnt out because of work
WSS12c	Never/rarely frustrated by work
WSS12d	Never/rarely exhausted by the thought of another day/shift at work
WSS12e	Never/rarely worn out at the end of work
WSS12f	Never/rarely feel every working hour is tiring
WSS12g	Never/rarely lack energy for family and friends
<b>NHS PEOPLE PLAN</b>	
WPP1	Appoint a wellbeing guardian.
WPP2	Ensure that staff has safe rest spaces to manage and process the physical and psychological demands of the work.
WPP3	Ensure that all staff have access to psychological support
WPP4	Ensure that workplaces offer opportunities to be physically active and that staff are able to access physical activity throughout their working day.
WPP5	Make sure line managers and teams actively encourage wellbeing to decrease work-related stress and burnout
<b>UHBW PEOPLE STRATEGY</b>	
PS1	Looking after our people
PS2	Inclusion and belonging
PS3	Growing our future
PS4	New ways of working