



ORGANISATIONAL
DEVELOPMENT

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report.

We are
**supportive
respectful
innovative
collaborative.
We are UHBW.**



University Hospitals
Bristol and Weston
NHS Foundation Trust

Workplace Wellbeing Biannual Report

April – September 2023

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Report Governance

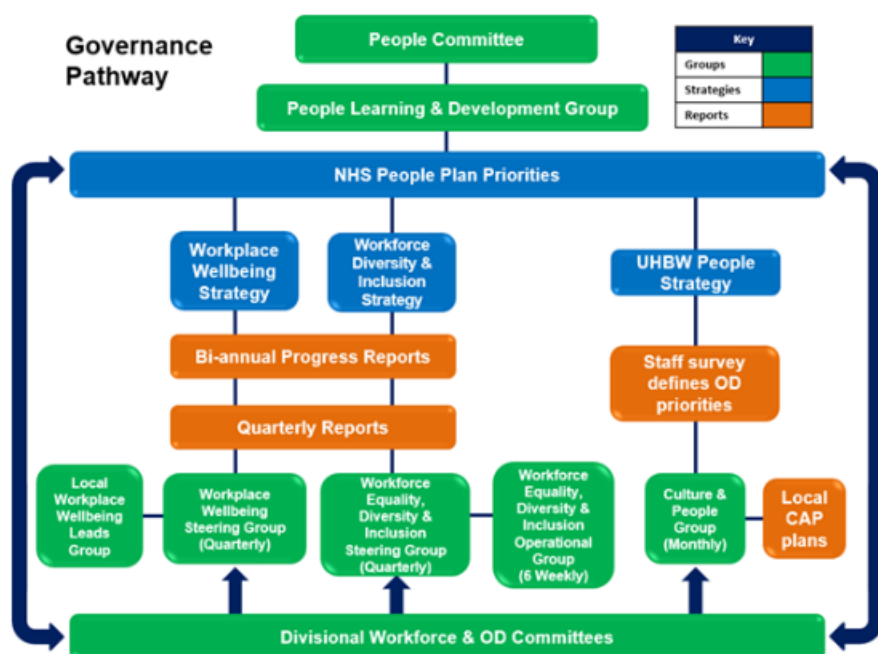
In this section:

- 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	13/10/23
2	Assurance	People Learning and Development Group	25/10/23
3	Assurance	People Committee	30/11/23

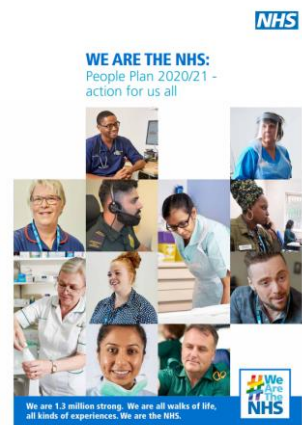


Glossary of terms

UHBW	University Hospitals Bristol and Weston NHS Foundation Trust
WOLG	Wellbeing Operational Leads Group
WWSG	Workplace Wellbeing Steering Group
BNSSG	Bristol, North Somerset And South Gloucestershire 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 plans.

UHBW People Strategy 2022-25



The People Strategy places colleague experience at the heart of all internal programmes to ensure UHBW is considered to be 'a great place to work'.

The People Strategy comprises four pillars aligned to the NHS People Promise with defined annual milestones to achieve.

UHBW Workplace Wellbeing Biannual Report



The workplace wellbeing biannual 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, reinforced by a robust reporting and evaluation model.

Risk assurance

Corporate Risk 793: risk that staff experience workplace stress

Risk 793 is underpinned by the Trust Workplace Wellbeing Strategic Framework and annual strategic plans. It is managed by the Corporate Workplace Wellbeing team who plan, implement and report mitigating activity to the People Committee via quarterly assurance reports.

The Workplace Wellbeing Steering Group oversee management of risk 793 quarterly to establish and implement internal controls and/or processes to address hotspots, improve mitigation and governance.

Risk 793 is linked to Divisional risks of a similar nature (workplace stress) for optimum mitigation and organisational consistency. It is also linked to corporate Risk 2694: risk that Trust is unable to retain members of the substantive workforce and Risk 422: risk that patients and staff experience violent and aggressive behaviour.

The Workplace Wellbeing strategic plan 2023-2024, milestone 6, enables further transparency and accountability of risk 793 through a series of work programmes (see page 31).

Risk description, controls, grading and mitigation action is available upon request to the Corporate Workplace Wellbeing team: wellbeing@uhbw.nhs.uk

Key successes

In this section:

- Key successes to mitigate Risk 793 over the past six months, aligned to the four pillars of the Trust People Strategy and annual wellbeing strategy plan.



Growing for the Future

*Recruit, retain
and encourage
colleagues.*

Launch of OPAS-G2 Occupational Health Management system (strategic milestone 5.3)

OPAS-G2 is a complete occupational health management system providing solutions for management referrals, health surveillance, vaccinations, immunisations and appointment self-booking. It was implemented by Avon Partnership Occupational Health Service (APOHS) in Q1 to enhance user experience, using data-led insights to improve workforce health and to deliver return on investment through positive pre-placement and on-boarding processes, more efficient management referrals and a greater level of insight into data in which to assist corporate and Divisional teams to identify workforce trends and hotspots proactively.

The next phase of OPAS-G2 implementation is to integrate with TRAC and interface with the Electronic Staff Record (ESR) to enhance applicant experience through connected data, automated communications and streamlining processes - thus creating efficiencies and engagement overall.

A collaborative approach with system partners has enabled a new reporting structure from Q3 to include key performance indicators; quality measures and satisfaction scores; volume and trend data and thematic data.

Launch of Workplace Wellbeing SharePoint website (strategic milestone 5.3)

In Q1 a Workplace Wellbeing SharePoint website was launched, acting as a single platform to access information on free and confidential services, interventions and resources at any time and from any internet device. It ensures continuity of provision inclusive to all colleagues at the point of need, preventing duplication of maintaining two intranet sites at Bristol and Weston which had limited accessibility

North Somerset Healthy Workplace Award (strategic milestone 3.4)

This voluntary award commenced in Q1 is a flexible framework enabling the Trust to capture existing work via self-assessment against current evidence-based best practice. It identifies areas of focus and quality improvement supported by practical ideas and networking opportunities to make positive changes in the workplace. To contribute to this scheme, the Trust will overview its workplace menopause programme at a Healthy Workplace event Q3 – delivered by the Public Health team within the local authority.



New ways of Working

*Making use of
skills and
experiences.*



*Quality health
and wellbeing
support for
everyone.*

24/7 Employee Assistance Programme commissioned (strategic milestone 6.2)

Following a commercial tender process between Q1-Q2, Health Assured were appointed as the Trust Employee Assistance Programme (EAP), giving colleagues 24/7 access to independent, professional and confidential support for personal or work-related issues that may adversely impact performance at work. The enhanced EAP is part of an inclusive corporate wellbeing programme that aims to reduce workplace stress, combat absenteeism, encourage positive mental health and foster a robust wellbeing culture.

The comprehensive EAP package comprises:

- ✓ Clinical based, proactive and interventional in-the-moment support and short-term counselling.
- ✓ Legal and financial advice and assistance.
- ✓ Help with common issues like smoking, managing weight and sleeping well.
- ✓ Guidance on nutrition, change management, menopause, resilience and other lifestyle factors.



*A particular
focus on tackling
discrimination*

Equality Delivery System 2022; Domain 2 - Workforce Health and Wellbeing (strategic objective 3)

The NHS Equality Delivery System (EDS) is a tool to review and improve performance for people with characteristics protected by the Equality Act 2010. A programme of work commenced in Q2 to overview EDS implementation and to grade the Trust and Integrated Care System (ICS) - collaborating with other provider organisations to ensure a consistent approach in addressing health inequalities. EDS is driven by data, evidence, engagement and insight and as such, the Trust and ICS are to submit a report to NHS England at the end of Q3 to evidence how our organisation/s meet or, are working towards 4 national outcomes;

2A: When at work, staff are provided with support to manage obesity, diabetes, asthma, COPD and mental health conditions

2B: When at work, staff are free from abuse, harassment, bullying and physical violence from any source

2C: Staff have access to independent support and advice when suffering from stress, abuse, bullying harassment and physical violence from any source

2D: Staff recommend the organisation as a place to work and receive treatment

In this section:

- Workplace Wellbeing Survey 2023 – snapshot findings (strategic milestone 3.7).
- Medical and Dental Peer Support and Coaching (strategic milestone 3.2).

Spotlight on

1. Workplace Wellbeing Survey 2023

1. Medical and Dental Peer Support and Coaching

UHBW Workplace Wellbeing Survey 2023

The Trusts 3rd workplace wellbeing survey conducted in June 2023 sought to take a pulse check on workplace experience, views and concerns via standardised measures, non-standardised questionnaire and thematic analysis of free text comments.

The survey was designed by the corporate Workplace Wellbeing team in collaboration with the Consultant Clinical Psychologist and Lead for staff support and Deputy Director for Medical and Dental Wellbeing and Career Support. Printed and digital surveys (using Microsoft Forms) comprised 20 questions that were actively promoted Trust wide to ascertain the context, challenges and needs across our diverse workforce.

Whilst this year saw the **highest response of 865** compared to 540 in 2022 and 794 in 2021, it is acknowledged this is a small sample of the workforce (6.8%).

Comparisons to 2022 wellbeing survey, NHS staff survey results, and other intelligence were also used to inform recommended improvements in line with the **“Looking after our people”** element of the [People strategy 2022-2025](#) and annual workplace wellbeing [strategy plan 2023-24](#).

Workplace Wellbeing at UHBW 2023: Tell us your views

The Trust is committed to providing you with a positive workplace experience where your health and wellbeing is of paramount importance.

This short anonymous survey provides an opportunity for you to tell us what you think about the tools and resources available, and to make recommendations on how we can shape the wellbeing offer.

This annual survey helps us, the Corporate Workplace Wellbeing team and our partners, to monitor the wellbeing offer and inform suggestions to the Trust board regarding workplace wellbeing.

If you have any questions or comments about the wellbeing offer at UHBW, please get in touch with the corporate workplace wellbeing team: wellbeing@uhbw.nhs.uk

UHBW Workplace Wellbeing Survey 2023: Snapshot findings

Manager supportiveness shows a significant year-on-year improvement, consistent with NHS staff survey results: 'Immediate manager takes a positive interest in my health and wellbeing' from 68.1% in 2021 to 70.4% in 2023 (Acute best score).

The survey showed a worsening position on mental health with a significant increase in **burnout** consistent with Psychological Health Service – staff support who report burnout, moral distress and anxiety / workplace stress as most prevalent issues seen in staff.

Overall, quantitative data and free text analysis highlight **4 key themes**, ordered below by number of mentions. These themes are consistent with former survey findings and current data captured by Psychological Health Service, Employee Assistance Programme and Occupational Health Service Counselling.

The full survey data set is available from the Workplace wellbeing team: wellbeing@uhbw.nhs.uk

1. Poor Mental Health Measures

- Burnout (96%)
- Workplace Stress
- Anxiety

2. Time to access offer – 74 mentions

time release issues during work /shift

3. Environment – 68 mentions

- Poor rest facilities/ temperature
- Limited local access to hot food & drink

4. Excessive Workload / Under Staffing – 37 mentions

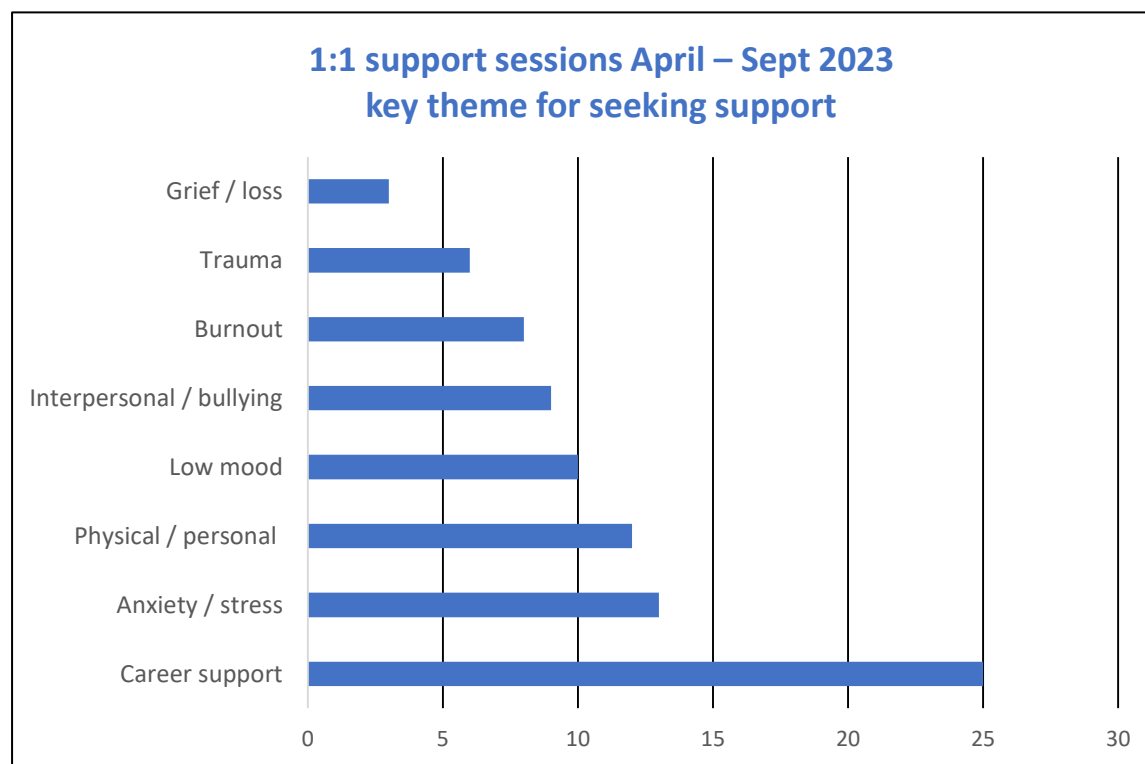
Medical and Dental Workforce: Peer Support and Coaching

The Post-Graduate Medical Education team comprise a number of peer support roles; Career Support and Mentors, Pastoral Lead (Weston) and Deputy Director for Medical Education (DDME) - Wellbeing for Doctors and Dentists and Consultant Support and Development.

These roles have supported initiatives in Q1 and Q2 to meet specific medical and dental workforce needs.

Support and Mentor Role

- Delivery of **1:1 support sessions** has remained high however, the complexity has increased with more doctors reporting burnout, anxiety, low mood and low self-confidence. Measurable actions are in train to support, address and mitigate negative experiences.
- Service user feedback is extremely positive:
 - 96% found service helpful/very helpful .
 - 96% would recommend service to others.
 - “Given permission to make a change I wanted to make but was too exhausted to make a proper decision about. Made me feel valued as an individual.”



Medical and Dental Workforce: Peer Support and Coaching



Consultant Support

Clinical leads have ongoing access to in-house coaching support. New Consultants are offered a Consultant Mentor and invited to a peer support group to foster connections and local networking.

Team Support

Team based activities include facilitated meetings, doctor group check-ins and team half-days delivered jointly with Trust Psychology Staff Support or Trust Education teams.

International Medical Graduates (IMG) Support

Collaboration between Medical Director and Resourcing teams – using survey data and insights to inform improvements to local recruitment processes and support through the appointment of an IMG lead to support career development.

Education

Topics covered at induction, on Foundation, Internal Medical Training and Specialty teaching programmes include managing stress, personal wellbeing, coaching and Neurolinguistic Programming.

Suicide Prevention, Management and Postvention

A project group formed to co-create local resources, processes and signposting to drive suicide prevention and support postvention activity and bereavement associated with suicide.

Exceptions against action plan 2023-2024

In this section:

- Exception updates on individual milestones.
- The strategic action plan is presented in full in Appendix.
- Glossary of KPIs are listed in the appendix.

Workplace Wellbeing Strategic Action Plan 2023-2024 - by exception

This shows the position at the end of Q2 of two milestones rated amber due to slippage in delivery and thus prioritised for completion in Q3. The full plan comprising 6 strategic objectives and 28 milestones is presented from page 25-33 with all other milestones completed or on track.

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

Strategic Objective	Key Milestone	Q1 Update (Apr - Jun 2023)	B R	Q2 Update (Jul - Sept 2023)	B R
Colleagues view the Trust as being committed to an integrated and collaborative approach to its workplace wellbeing programme adhering to a robust governance and reporting framework.	3.4 Support Division of Weston to gain accreditation of the North Somerset Healthy Workplaces Scheme and to apply evidence-based best practice across the entire organisation.	<ul style="list-style-type: none"> Self-assessment of UHBW wellbeing provision against North Somerset standards paused due to competing demands and changes to corporate wellbeing team - aim to complete and submit by end of Q1. North Somerset Healthy Workplace Collaborative meeting 30/06/23 opportunity to learn other employer approaches and network. 		<ul style="list-style-type: none"> Assessment partially completed. Wellbeing team to complete in Q3. 	

People Strategy Objective: Promote a culture of health and wellbeing

Strategic Objective	Key Milestone	Q1 Update (Apr - Jun 2023)	B R	Q2 Update (Jul - Sept 2023)	B R
Deliver proactive and responsive mitigation against corporate Datix risk 793: risk that staff experience work related stress with linkage to Divisional risks.	6.1 The risk score is reduced from 12 to 9 through effective, collaborative mitigation with heads of wellbeing services and Divisional leads to deliver a broad range of proactive and preventative interventions as reported bimonthly to People Committee and quarterly to Workplace Wellbeing Group.	<ul style="list-style-type: none"> Risk reduced to 9 in May however increased to 12 again in June as a result of high prevalence sickness and absence caused by stress/mental health related issues making UHBW one of the highest reported Trusts for S10 in the South West as observed by NHS 		<ul style="list-style-type: none"> Score remains 12 due to high level sickness absence and reports of burnout amongst wellbeing survey respondents. 	

Divisional highlights

In this section:

Divisions have provided:

- Progress in past six months.
- Current priorities and action plan going forward.

Diagnostics and Therapies

Progress in the last six months

Achievements against workplace wellbeing objectives in the Divisional Culture and People Plan since last update

Divisional monthly drop-in's introduced in Q1 for all colleagues entitled, 'Ask the D&T management team'.

A culture review within the Radiology Service commenced in Q1 using survey's, focus groups and 1-1s to engage colleagues and learn about their experiences - report to be produced later in the year.

A pilot of the GREATix recognition tool was undertaken in Q1 within a single service with the aim of rolling out Divisional-wide if successful .

A Divisional approach to 'Stay Conversations' was introduced in Q2 as part of regular 1-1s.

A Divisional Workforce Wellbeing Forum established in Q2.

Current priorities and action plan going forward

Workplace wellbeing priority areas we are focusing on for the next quarter (Q3)

Deliver a Divisional Schwartz Round on 17 October on the topic 'Does anyone know what I do...?'

Review GREATix pilot with intention of rolling out across the Division.

Consider the value of use of VR headset as a wellbeing tool. A demonstration is planned in October with 'train the trainer' sessions to be planned subject to interest.

Promote the voluntary role of Wellbeing Advocate to encourage increased take-up with an advocate in every team within the Division.



Estates and Facilities

Progress in the last six months

Achievements against workplace wellbeing objectives in the Divisional Culture and People Plan since last update

- Facilities managers invited to identify 'you said, we did' actions in Q1 in response to staff survey findings.
- Trust Art and Culture Team held an annual 'Weston Arts and Health Weekender' in Q2.
- Reviewing of on-boarding interview questions to capture and respond to feedback from new starters to make positive changes increase psychological safety.
- Continue to promote corporate wellbeing initiatives via Divisional newsletter, communications screens in staff rest areas and the Estates collaboration hub.
- Task and Finish group established with Manual Handling, Deputy HRBP, Occupational Health and Divisional training team to review musculoskeletal absence data and focus on proactive actions to support colleagues.

Current priorities and action plan going forward

Workplace wellbeing priority areas we are focusing on for the next quarter (Q3)

- Employee Voice group comprising Employee Voice Ambassadors and Senior management established to present opportunities for regular feedback from front line workers about key issues impacting colleagues.
- Portering wellbeing event planned in Q3 in addition to Arts team activity and photo exhibition already in train.
- Launch GREATix recognition scheme within Estates in Q3 to support feeling of being valued and to celebrate successes.
- Work stream 2 of the Estates and Facilities OD Strategy focuses on Communication and Psychological Safety – Q3 actions include obtaining data from freedom to speak up to identify/review hotspot areas and to ensure colleagues are aware of this service across the Division.
- Managers encouraged to undertake bitesize wellbeing eLearning courses.



Medicine

Progress in the last six months

Achievements against workplace wellbeing objectives in the Divisional Culture and People Plan since last update

- A Schwartz Round delivered in Q1 was very positively received with high level attendance leading to a further round planned next year.
- Focus groups were held with newly qualified and internationally educated nurses in Q2. Emerging themes include a need for earlier Restorative Clinical Supervision and a more flexible approach to Rostering. Colleagues cited lack of energy/tiredness on days off as a work-life balance issue alongside financial difficulties and issues securing local accommodation.
- A 'Stay and Grow' pilot within Dermatology in Q1 was expanded in Q2 to include Emergency Department and medical colleagues to explore reasons to remain at the Trust with potential career pathways identified.

Current priorities and action plan going forward

Workplace wellbeing priority areas we are focusing on for the next quarter (Q3)

- GREATix recognition tool established in several wards – with a plan for roll-out across Division later in the year.
- The Divisional Wellbeing Leads are supporting the senior nursing team in holding a monthly nomination scheme for the nursing workforce to acknowledge and celebrate local good practice.
- Explore scope to expand the 'Stay and Grow' pilot to other staff groups and other departments within the Division. Conversations with Specialty Managers are on-going in Q3 learning best practice from pilot participants.



Specialised Services

Progress in the last six months

Achievements against workplace wellbeing objectives in the Divisional Culture and People Plan since last update

- Psychological Health Service commissioned to offer Divisional-specific support outside corporate offer for colleagues within Bristol Haematology and Oncology and Bristol Heart Institute plus supervision to medics.
- Award granted to Cath Lab in Q2 at a Cultural Awareness event in recognition of localised support for Internationally Educated Nurses.
- Active promotion of financial wellbeing offer, including food pantry and next day bank payments via Wage Stream for substantive colleagues.
- Welcome packs available for new starters from Q2 (include tote bag, water bottle, notebook, stress ball, cutlery and information on inclusive workplace wellbeing support).

Current priorities and action plan going forward

Workplace wellbeing priority areas we are focusing on for the next quarter (Q3)

- Active promotion of local psychological service offer; check-in, debriefs, compassionate leadership and training consultants and registrars.
- Active promotion of food pantry and Wagestream.
- Commence development of Divisional SharePoint (website) to share news, initiative and successes.
- Scope wellbeing events to include Back Care Week in October 2023.
- Active promotion of new Employee Assistance Programme Health Assured.



Weston

Progress in the last six months

Achievements against workplace wellbeing objectives in the Divisional Culture and People Plan since last update

- The corporate wellbeing team assisted the Division during Q1 strike action to offer guidance and to support to colleagues as needed.
- The food pantry moved into the Wellbeing Hub in Q1.
- Divisional Board received a session on the pending 'Respecting Everyone' policy and suite of resources launching in Q3.
- Health and wellbeing checks delivered by the Trust Workplace Wellbeing Nurse continue to be delivered from the onsite Wellbeing Hub.
- Focussed wellbeing support is ongoing to a specific ward within Weston General as part of a wider workforce plan to engage and empower colleagues experiencing challenges.

Current priorities and action plan going forward

Workplace wellbeing priority areas we are focusing on for the next quarter (Q3)

- A cultural celebration event is planned in Q3, organised by the Pastoral Care team.
- Preparatory activity is in train prior to launch of the Respecting Everyone policy and approach launching Trust wide in Q3. Individuals and managers are encouraged to add a roadshow in October to familiarise themselves with the new resources.
- In response to colleague feedback re access to hot food at weekends, the Division is piloting a stone baked pizza service.
- A Schwartz round is to be delivered in Q3 on the theme of compassion.



Women's and Children's

Progress in the last six months

Achievements against workplace wellbeing objectives in the Divisional Culture and People Plan since last update

- Refurbishment of outdoor rest areas at St Michaels and Children's hospital (Caterpillar ward) completed in Q1 with positive feedback received from users.
- Audit of NHS staff survey to review wellbeing responses and to identify mitigating actions to Q11c 'Felt unwell due to work related stress'.
- Session to be delivered to managers in Q2 to overview Divisional wellbeing offer alongside local action plan to address survey responses.
- 1:1 health checks organised within the Division to include promotion of the men's MOT to encourage all sections of the workforce to book. This initiative was linked to national Men's Health week.

Current priorities and action plan going forward

Workplace wellbeing priority areas we are focusing on for the next quarter (Q3)

- Audit and update of Divisional wellbeing advocate register to be undertaken in Q3 upon appointment of a Deputy HRBP. This is to ensure all advocates are active in the role and to identify teams where an advocate is to be recruited.
- Develop and advertise a 'green spaces' map for both hospitals to ensure colleagues know how to access.



Workplace Wellbeing Strategic plan 2023-24

In this section:

- We share the strategic plan 2023-2024 co-designed with corporate and Divisional stakeholders.
- It represents 6 milestones required for delivering the priorities of the Workplace Wellbeing Strategic Framework, People Strategy and mitigating risk 793.

Organisational Development: Workplace Wellbeing Strategic Plan 2023-2024

UHBW People Strategy 2022-2025 theme: Looking after our people

People Strategy Objective: Provide a safe working environment

KPI's	No	Strategic Objective	Key Milestone	Q1 Update (Apr - Jun 2023)	Q2 Update (Jul - Sept 2023)	BRAG
WSS11a WSS11b WSS11c WPP2 WPP4 WPP5 PS1	1	Colleagues feel safe and valued in their physical working environment which exceeds the minimum standard of what is acceptable for our diverse NHS people.	<p>1.1 Develop a rolling programme of improvements for rest areas in line with the Estates Strategy and capital investment objectives directed by the Capital Wellbeing Project Group and / or Divisional Leads, monitored via colleague satisfaction surveys and other feedback mechanisms.</p> <p>1.2 Launch a 'Wellbeing Hub' on the Weston site providing a restful space away from the service area and during times of high pressure, offering a 'one-stop-shop' for wellbeing information and signposting reflective of national NHS Health and Wellbeing best practice (NHS Framework, NICE Guidance, HSE standards, etc.).</p> <p>1.3 Work in collaboration with Divisional/ Site Managers to actively seek spaces within the Bristol precinct to establish mini 'Wellbeing Hubs' comprising printed and digital resources for colleagues to self-serve in response to colleague (survey) feedback.</p> <p>1.4 Support individual teams seeking access to 'basic necessities' including clean drinking water, access to healthy hot and cold food options and facilities for the safe storage of food brought into the workplace as encouraged by the NHS Healthy Weight Declaration and NHS Employers guidance.</p>	<ul style="list-style-type: none"> Capital wellbeing project group continue to finalise 2022/23 work programmes; 3 projects launched (Weston Hub, StMH gardens) - 2 pending (THQ Cycle Centre & Hotel Services rest room). No central capital wellbeing funding identified for 2023/24. Hub launched 24/04/23 delivering week-long activity programme and donations supported by LoF charity. eBooking system for enclosed pod in development with IT (Weston leading) for use of health checks, psychological support, wellbeing conversations, etc. Medicine & Corp' Wellbeing team submitted separate applications to Asset Management Group for dedicated wellbeing space/s within Lv9 06/06/23 following Resourcing team relocation - wellbeing hub rejected for use as a Transfer of Care Hub for the Home First team (supporting hospital discharge). Increase in queries to wellbeing inbox re: air con issues - signposted to Div' Lead. Common at this time of year. Wellbeing Manager joined Trust Healthcare Food and Drink Standards Implementation Working Group to support the 'Staff and Visitor Food and Drink' element of national standards. NHS Healthy Weight Declaration launching by Food Active on 27/06/23 - UHBW to consider implementation (Trust as pilot in 2019-20). 	<ul style="list-style-type: none"> Wellbeing survey respondents (June 2023) cite access to food and drink and quality of rest areas to be an issue and a focus of improvement for the Trust. Board to be updated on 10 October. Estates meeting to evaluate 5 wellbeing eBooking system for enclosed pod not finalised due to technical issues (Weston leading). Hub usage low-medium. Use as an alternative to Doctors Mess whilst improvements are being made. Little activity being undertaken in rest of building Division of Medicine presented to Board as a 'staff story' to overview role of Wellbeing Nurse Lead and request workable space. In addition, a dedicated breastfeeding/expressing room is being sought, to be shared with Surgery New question added to NHS staff survey from 2023 (Oct): Q22 I can eat nutritious and affordable food while I am working (please note, this could be food you buy or prepare yourself). Wellbeing survey results cited as an ongoing concern - feedback to Director Facilities and Estates, pending board review and direction at meeting on 10 October. 	<div></div> <div></div> <div></div> <div></div>

KPI's	No	Strategic Objective	Key Milestone	Q1 Update (Apr - Jun 2023)	Q2 Update (Jul - Sept 2023)	BRAG
WSS11a WSS11b WSS11c WPP3 WPP5 PS1	2	Foster positive workplace relationships, psychological safety and a people-first approach whereby colleagues are treated with care and compassion, reflective of Trust values and NHS Civility and Respect ethos.	<p>2.1 Lead the development and implementation of a 'Respecting Everyone' framework with the ambition to:</p> <ul style="list-style-type: none"> ● Improve early resolution and reduce cases of bullying and harassment, conduct, capability and grievance. ● Improve colleague survey results for violence and aggression and bullying and harassment. ● Receive positive colleague survey results on all other areas of working relationships. 	<ul style="list-style-type: none"> ● All Divisional Boards to be updated on the programme by the end of Q1. ● Victim Support Officer roles shown a significant positive impact on colleagues and so recurring funding has been secured from Q1. ● Violence and Aggression Committee established to include tracking progress of NHS England Violence prevention and reduction standards. ● Wellbeing team to support extension and communication of 'personal safety guide' by end of Q1. ● Trust wide communications campaign to support this work and broader work focusing on reducing Violence and Aggression (V&A) will go live at the end of Q1 and will focus on 'It stops with me' 	<ul style="list-style-type: none"> ● The Respecting Everyone plan is in on target to deliver on November 13th. ● All colleagues encouraged to attend a 45-minute roadshow available throughout October. ● Violence Reduction Officers (x2) will overview the Trust approach at an NHSE Specialist Interest Group on 28 September following improvement in staff survey reports of V&A in 2022. 	
			<p>2.2 Support development and launch of 'Respecting Everyone' Policy resources to:</p> <ul style="list-style-type: none"> ● Encourage early resolution of issues of bullying and harassment, conduct, capability and grievances. ● Promote awareness and uptake of associated training. ● Co-develop and promote a Trust 'feedback' model. ● Support promotion of Freedom to Speak Up. 	<ul style="list-style-type: none"> ● Respecting Everyone guides and supporting toolkits will be finalised by end of Q1. ● divisional Boards to be updated on the programme by the end of Q1. ● Respecting Everyone microsite (SharePoint) continues to be developed and will be 'tested' by users in Q2. ● 2 day Mediation and Facilitation training completed by 36 HR staff. Manager training to commence in July. ● Supporting training designed for staff side and Freedom to Speak Up (FTSU) colleagues - to go live in Q2/3. 	<ul style="list-style-type: none"> ● A communication campaign has been signed off and will launch on September 11th as we head into the 'roadshow' work commencing in October. ● Key activity for Q2 is; nearing completion of Board update sessions; sign off of guides and policy; completion of training for staff side and advocates including FTSU. 	
			<p>2.3 Increase training capacity and range of training provision to meet local need which raises confidence to manage and respond to incidents of violence and aggression. Develop a blended learning and evidence based approach.</p>	<ul style="list-style-type: none"> ● Conflict resolution training is available to all staff and forms part of the essential training portfolio, with overall compliance at 93% (above Trust target of 90%). In addition to this training, the corporate education team provide additional training for topics, such as handling difficult calls, line working, dynamic awareness and de-escalation, breakaway, and restraint/restriction physical interventions all of which contribute to 3 yearly updates for conflict resolution. ● Since April, 4 members of staff have received training with Maybo, for de-escalation/restraint training to a standard recognised by BILD (industry standard) - training should be complete by July. 	<ul style="list-style-type: none"> ● Conflict resolution eLearning compliance continues to rise to 93.7% overall Trust rate (target 90%). This picture has been replicated across all divisions. In addition to the training programme, the Chief People Officer has promoted the 'It Stops with Me' campaign, as well as the Respecting Everyone policy launching Nov. A short video outlines the Trust's support to reduce unacceptable behaviour from visitors, patients or colleagues. 'Maybo' training has been completed by 4 colleagues in de-escalation and restraint training, now being rolled-out. The training is accredited to BILD and restraint reduction network (RRN) 	

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

KPI's	No	Strategic Objective	Key Milestone	Q1 Update (Apr - Jun 2023)	Q2 Update (Jul - Sept 2023)	BRAG
WSS11a WSS11b WSS11c WPP3 WPP5 PS1	3	Colleagues view the Trust as being committed to an integrated and collaborative approach to its workplace wellbeing programme adhering to a robust governance and reporting framework.	<p>3.1 Colleagues have access to an evidence based and targeted Psychological Health Service - staff offer, focused on preventative and responsive supportive interventions to support them to "bring their best self to work" through the delivery of a joined up and clearly communicated strategy.</p> <p>3.3 The Workplace Wellbeing Steering Group and Wellbeing Operational Leads Group are structured, collaborative forums providing leadership and assurance on 4th year delivery of the Workplace Wellbeing Strategic Framework 2020-2025 as evidenced through meeting documentation, bi-annual and ad-hoc reports.</p> <p>3.5 Each Division is supported by a diverse range of Wellbeing Advocates to reduce stigma and engage peers in the programme, realising an ambition of appointing a minimum of 1 advocate in every team, whereby key local activity is evidenced through Divisional plans, 6-weekly Wellbeing Operation Leads Group, quarterly Steering Group updates and bi annual reports.</p> <p>3.6 Develop and implement workplace policies and procedures to reflect statutory requirements and best practice (for example, manual handling and display screen equipment).</p> <p>3.7 Colleagues feel engaged and consulted on workplace wellbeing matters through an annual wellbeing survey (June), monthly Advocate/s updates, NHS staff survey and other communications mechanisms.</p>	<ul style="list-style-type: none"> 520 staff accessed support from the Trust Wide PHS staff support team in Q1 (so far). Including 63 staff accessing 1:1 support and 191 staff accessing team based support. Clinical Psychologist delivered a session entitled 'Menopause and Me - coping with the psychological impact' at the Trust menopause mini conference on 31/05/23. Team launched new monthly "learn and share" sessions for staff in peer support roles across the trust. 26 staff attended the first session looking at supporting colleagues in high distress. This was very positively evaluated. People Committee accepted biannual wellbeing report including annual strategy plan 23/24 - at a June meeting. Group discussed and offered support to improve wellbeing data collection and analysis with request for update at a future meeting. New Head of Human Factors Lead (Laura Pickup) offered guidance on wellbeing data management. Review of Advocates ongoing. Difficulty in ascertaining those who remain an active advocate from registration list - supported locally by Divisions. Next phase is to review role descriptor, joining pack and training opportunities for advocates. Support provided to HR in the creation of the Flexible working policy regarding the legal requirements for staff working at home. Management of Manual Handling in the Workplace policy reviewed and uploaded onto DMS. Manual Handling procedures reviewed and uploaded onto DMS. Joint working with BNSSG colleague to tender for a new DSE software program. A more comprehensive overview of the workplace wellbeing menu is shared with new starters at corporate induction (from June) with opportunities for colleagues to meet the Wellbeing Lead and collect materials within the new induction marketplace. Monthly wellbeing advocate updates issued to the network alongside regular communications. Annual Trust wellbeing survey conducted 12-30 June 2023. 	<ul style="list-style-type: none"> So far in Q2 we have seen 377 members of staff as part of the trust wide offer. Workplace Wellbeing Steering Group terms of reference reviewed in Q2 with subsequent change to timing; reducing meetings from 90 to 60 minutes. Staff side invited to attend from September. Monthly peer support sessions delivered by Psychology team. Advocates to be invited to review and input into refreshed assets to boost recruitment and spreads of advocates Trust wide. DSE policy due for review. Discussion held with Organisational Development team to add a question to the annual Check in with staff, to ask if they have completed their workstation assessment. Wellbeing survey responses to be shared with colleagues in Q3. Annual NHS staff survey to be issued Trust wide in October 2023. New Employee Assistance Provider (Health Assured) to provide monthly newsletter to accompany existing Wellbeing Advocate update also issued to the network monthly. 	

People Strategy Objective: Promote a culture of health and wellbeing - continued						
KPI's	No	Strategic Objective	Key Milestone	Q1 Update (Apr - Jun 2023)	Q2 Update (Jul - Sept 2023)	BRAG
WSS11a WSS11b WSS11c WPP5	4	Strive to offer outstanding wellbeing related learning and education opportunities as measured by impact data and colleague surveys.	4.1 Promote and expand the training offer delivered by Psychological Health Services to include huddles, hot debriefs, peer support facilitator training and bespoke wellbeing sessions.	<ul style="list-style-type: none"> Hot huddle training delivered to a new team incorporating 32 new staff pilot now concluded and roll out due to start in the division of Medicine shortly. New peer support facilitator training was piloted for the International nurses' education and pastoral team in May. Seven staff attended. Pilot is now in the implementation phase and will be followed up over the coming months to establish if this model could be utilized elsewhere in the trust to enhance skills/capacity in workforce for creating reflective spaces. 	<ul style="list-style-type: none"> Peer support facilitator training is being piloted, huddle training continues to be rolled out. 	

People Strategy Objective: Promote a culture of health and wellbeing - continued						
KPI's	No	Strategic Objective	Key Milestone	Q1 Update (Apr - Jun 2023)	Q2 Update (Jul - Sept 2023)	BRAG
	5	Promote a culture of personal health and wellbeing; utilising the holistic Trust offer to encourage self-care and access to timely evidence-based support at the point of need.	5.1 Continue to develop collaborations between wellbeing leads and providers to increase awareness and uptake of the entire Trust wellbeing offer as reported in biannual reports. 5.2 Review all workplace wellbeing materials and marketing in line with Trust values, People Strategy and Equality, Diversity and Inclusion principles to reinforce brand; migrating from HRWeb to an accessible SharePoint platform. 5.3 Roll-out the Opas-G2 Occupational Health Management System to enhance Corporate and Divisional reporting of Occupational Health data and evidence performance against Trust KPI's - integrating with TRAC and interface with ESR to improve the on boarding process for new employees.	<ul style="list-style-type: none"> Group to re-establish in Sept following introduction of new Employee Assistance Provider (EAP) and Occupational Health G2 system reporting. New Wellbeing guide created Q1 - version 2 uploaded to Document Management System (DMS) in June. New SharePoint platform launched 8 June (migrating Bristol and Weston intranet contents to a single site). New posters created to package resources to support menopause, eLearning and physical activity. Opas-G2 was successfully implemented on 9th May, overall managers are reporting the system is easy to use and they like the management reports. A few teething issues with preplacement (new starters) which caused a back log, we have allocated additional resource to address this. We have met with partners (NBT and Sirona Care and Health) to review and agree reporting structures and content for 2023/24. 	<ul style="list-style-type: none"> Leaders Connected group to be reinstated in Q3 now that the new Employee Assistance Provider (Health Assured) is in place. Most wellbeing assets have been refreshed with the exception of self-care guides (x9) planned for Q3. SharePoint site has received excellent user feedback and is available to colleagues 24/7. Exploration of wellbeing lanyards cards in train with comms for potential launch in November to coincide with Respecting Everyone policy and framework. Opas - G2 now interfaces with Trac. The plan is to interface with G2 next month. This will further improvement data reporting. UHBW, NBT and Sirona colleagues have met with APOHS to review data reporting requirements. 	

People Strategy Objective: Promote a culture of health and wellbeing - continued

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WSS11a WSS11b WSS11c WPP3 WPP4 WPP5 PS1	5	Promote a culture of personal health and wellbeing; utilising the holistic Trust offer to encourage self-care and access to timely evidence-based support at the point of need.	5.4 Workplace support to maintain musculoskeletal (MSK) health and conditions is evidenced using sickness absence and Physio Direct activity and impact data to guide corporate and Divisional priorities reported through the Wellbeing Operational Leads and Workplace Wellbeing Steering Groups.	<ul style="list-style-type: none"> The Trust received a letter from the Health & Safety Executive summarising the results of the last 4 years of inspections at NHS trusts into the management of Musculoskeletal disorders. Recommendations are made. Currently benchmarking these recommendations against trust status and creating an action plan. MSK sickness absence group created for F&E with OH involvement to analyse MSK sickness absence data, MH incidents, OH data. First meeting is on 12th July. 	<ul style="list-style-type: none"> Estates and Facilities musculoskeletal (MSK) sickness absence group has met 4 times, data shared from 22-23 from Manual Handling, HR and OH. Meeting 5 planned for 26.10.23 to create an action plan. Concerned raised regarding the lack of ability for OH to share relevant/useful data to UHBW regarding patient referrals. Data was only able to be shared from Divisional level not department. This will improve once the ESR interface has been implemented 	
			5.5 Co-create a Trust 'Workplace Menopause Manifesto' with associated leads, to demonstrate commitment in supporting colleagues experiencing menopause transition, and managers to identify and manage symptoms effectively in the workplace, whether working remotely or on-site.	<ul style="list-style-type: none"> Trust signed the national menopause pledge in May, announced at 4th menopause mini conference on 31 May. Agenda covered NHS England/national landscape, lived experience of a senior lead, psychological impact and interactive menopause cafe. All staff email drafted (awaiting approval to issue in June) from Jayne Mee, Trust Chair to announce pledge and signpost to menopause resources. 	<ul style="list-style-type: none"> Trust to feature as a case study on the Wellbeing of Women website - menopause section (awaiting publication date). Next Workplace Menopause conference planned on 18 October (world menopause day) with varied agenda and speakers on topics of sleep, transgender - lived experience, HRT, male and manager perspectives and provision of support within the workplace. 	
			5.6 A campaign is undertaken to promote safe and effective wellbeing conversations with increased use of Wellness Action Plans by managers and peers through integration with training and development, appraisal process, HR practices and other relevant provision.	<ul style="list-style-type: none"> Appraisal check-in and leadership programme contains references and signposts to wellbeing conversations tips and tools inc wellness action plan. Managers emailed 20/06/23 to provide a update and engagement of resources (SharePoint, NHSE guides, Survey, Advocates, eLearning). 	<ul style="list-style-type: none"> Maximus mental health programme presented to stakeholders and promoted to colleagues Advocates. Encourages wellbeing conversations around wellbeing and reasonable adjustments. 	
			5.7 Raise awareness and encourage uptake of the Trust evolving package of financial wellbeing initiatives to support colleagues during the cost-of-living crisis/experiencing financial hardship.	<ul style="list-style-type: none"> Wagestream bank pay launched, enabling substantive bank staff to get paid the day after working their bank shift (bank-only staff are already paid weekly). This is free to use and in addition to the existing wage Stream function for substantive pay. "Call to action" for food bank donations included in weekly Newsbeat. The foodbank has intermittently had to close due to low stock. 	<ul style="list-style-type: none"> Promotion of financial wellbeing sitting with Wellbeing team - Reward lead to lead scheme implementation and maintenance. Pension webinar to be delivered by Money and Pension Service planned in October. 	

People Strategy Objective: Promote a culture of health and wellbeing - continued						
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WSS11a WSS11b WSS11c WPP3 PST	6	Deliver proactive and responsive mitigation against corporate Datix risk 793: risk that staff experience work related stress with linkage to Divisional risks.	6.1 The risk score is reduced from 12 to 9 through effective, collaborative mitigation with heads of wellbeing services and Divisional leads to deliver a broad range of proactive and preventative interventions as reported bimonthly to People Committee and quarterly to Workplace Wellbeing Group.	<ul style="list-style-type: none"> Risk reduced to 9 in May however increased to 12 again in June as a result of high prevalence sickness and absence caused by stress/mental health related issues making UHBW one of the highest reported Trusts for S10 in the South West as observed by NHS England/ICB. 	<ul style="list-style-type: none"> Score remains 12 due to high level sickness absence and reports of burnout amongst wellbeing survey respondents. 	
			6.2 A commercial tender is undertaken to appoint an Employee Assistance Programme for a 2 year term from Q2, guided by Procurement and heads of wellbeing services as subject matter experts.	<ul style="list-style-type: none"> Process on track with 2 bids under review for implementation from 6 September (pushed back from original date of 1 July). 	<ul style="list-style-type: none"> Tender completed with launch of new provider (Health Assured) on 6 Sept. 	
			6.3 A new/revised trauma treatment pathway is proposed in Q1 to add a new solution from Q2.	<ul style="list-style-type: none"> UHBW staff currently unable to access NICE concordant psychological support following involvement in potentially traumatic events. 	<ul style="list-style-type: none"> This requires further funding and as such is on hold. 	
			6.4 A dedicated Chaplaincy talking and listening service for all colleagues is promoted as part of the one-stop-shop model, providing a solution for colleagues requiring peer support outside accredited talking therapy services.	<ul style="list-style-type: none"> Data being collected by RUS staff support team regarding numbers of 10 individuals accessed the Bristol Chaplaincy staff support service in Q1 including 4 conversations based on personal stress and 4 on workplace stress. 16 individuals were supported in Weston, key themes: workplace stress, bereavement and personal issues. Wellbeing Lead attended Chaplaincy team meeting in June to overview full wellbeing offer, ensuring effective ongoing signposting to professional support where required. 	<ul style="list-style-type: none"> 23 individuals accessed the Bristol Chaplaincy staff support service in Q2 including 15 conversations based on personal stress/health, 4 on workplace stress and 4 - other reasons. 	
			6.5 Reflect the ethos of the Trust Workplace Wellbeing Strategic Framework and Mindful Employer Charter principles into recruitment practices and documentation to include job advertisements and supplementary guidance, job description template, TRAC system and guidance to recruiting managers to mutualised conversation around wellbeing at the start of the employment journey.	<ul style="list-style-type: none"> During Q1 the Resourcing team have started the development of a new online staff benefits portal which will be available to all prospective candidates looking to join the Trust. Included within this will be the wealth of wellbeing initiatives available to staff. This will go live in Q2. During the remainder of the year the team will continue to work on other vehicles to showcase wellbeing and disability confidence throughout the recruitment process. 	<ul style="list-style-type: none"> A new staff benefits web page is in its final stages of development and will go live in Q3 which will amongst other things showcase the wellbeing offer available to all UHBW staff. In Q3 a full review of the Trust recruitment policy will take place which will be designed to incorporate all other recruitment advice in bit size chunks for managers. This will have a focus on both Wellbeing and EDI. 	

Appendix

Glossary of KPIs

In the Appendix:

- Glossary of Key Performance Indicators.

Glossary of Workplace Wellbeing Key Performance Indicators

KPI	Workplace Wellbeing Measure
STAFF SURVEY	
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
NHS PEOPLE PLAN	
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
UHBW PEOPLE STRATEGY	
PS1	Looking after our people
PS2	Inclusion and belonging
PS3	Growing our future
PS4	New ways of working