



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

October 2022 – March 2023

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Report Governance

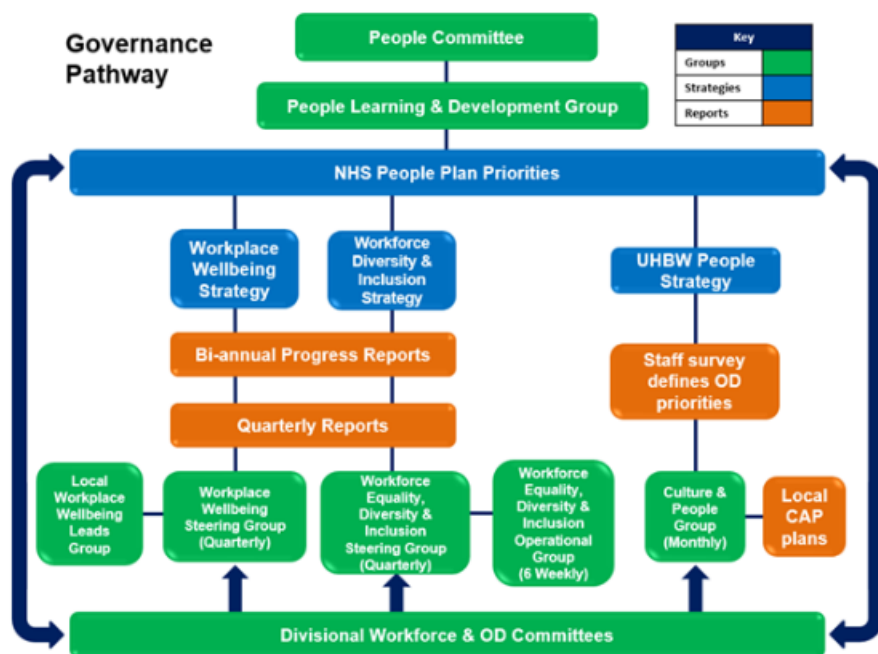
In this section:

- 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	30/03/23
2	Assurance	People Learning and Development	12/04/23
3	Assurance	People Committee	25/05/23

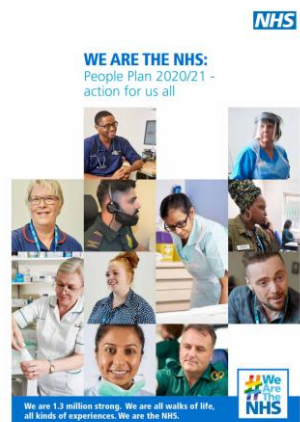


Glossary of terms

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 (health and care system with Healthier Together as the Integrated Care Board)

Supporting Strategies

NHS People Plan 2020-21



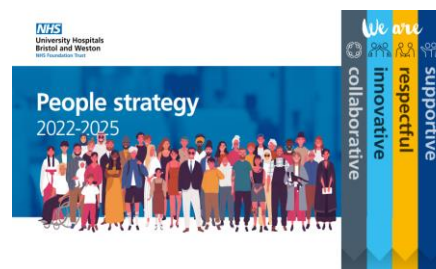
National workforce strategy comprising 'Our People Promise' which outlines behaviours and actions that colleagues can expect from NHS leaders and colleagues, to improve the experience of working in the NHS for everyone.

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 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 and assurance

Corporate Risk 793: risk that staff experience work related stress

Risk 793 is underpinned by the Trust Workplace Wellbeing Strategic Framework and annual strategic plans. It's managed by the Corporate Workplace Wellbeing team who identify hotspots and plan, implement and report mitigating activity via quarterly system updates and bimonthly report to the People Committee.

The Workplace Wellbeing Steering Group, comprising Divisional Leads and Heads of Services, also establishes and implements systems and/or processes to 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 will enable further transparency and accountability of risk 793 through a series of work programmes

Milestone 6: Deliver proactive and responsive mitigation against corporate Datix risk 793: risk that staff experience work related stress with linkage to Divisional risks (see page 32).

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 2022-25.



*Recruit, retain
and encourage
colleagues.*

Revamped workplace wellbeing eLearning modules

Our suite of 9 bitesize interactive eLearning modules designed to train individuals, line managers and peer supporters, (including 'having wellbeing conversations' and 'menopause') was renewed in Q4 to ensure content is consistent and practical with easy to apply knowledge, accessible tools and signposting.

Workplace wellbeing inductions and team outreach

A positive wellbeing culture is fostered at the beginning of the employment journey. As such, the Education team revitalised the corporate induction programme in Q4 to include an in-depth overview of the workplace wellbeing offer from Q1. Supplementary to this, the Wellbeing team delivered over 20 ad-hoc/regular team-based sessions to Trainee Nurse Associates, Internationally Educated Nurses, Health Care Support Workers, Junior Doctors and other diverse workforce groups.

Collaborative system-based working

Involvement in the Healthier Together Support Network regional mental health hub established positive relationships with workplace wellbeing teams working across the Bristol, North Somerset and South Gloucestershire health and care system, leading to expertise and resource sharing with opportunities for further integration through the Acute Provider Collaborative. This work includes a recently formed wellbeing advisory group led by BNSSG Retention Lead.

Review of workplace wellbeing assets and brand

A review of marketing materials, guides, intranet, induction presentations and other wellbeing communications was undertaken in Q3-Q4 in collaboration with wellbeing advocates and other key participants. We launched a one-stop-shop booklet in March; summarising the inclusive wellbeing offer, and reflective of the People strategy design and evolving Trust brand.



*Making use of
skills and
experiences.*



*Quality health
and wellbeing
support for
everyone.*

Suicide Prevention and Postvention campaign

Resources to support and guide individuals, teams, managers and peer supporters expanded in Q4 with the introduction of a recognisable brand and range of tools including a Death in Service manager guide . We are proud to report 351 colleagues have completed the Zero Suicide Alliance eLearning which we've housed on our online training platform Kallidus and are encouraging all colleagues to undertake. A request has been submitted to the Education team for this training to become mandatory.

Launch of Workplace Wellbeing booklet and menu

Step 1 of our one-stop-shop approach enabled a new [booklet](#) and menu poster outlining our holistic wellbeing offer launched in Q4. This was co-created with service users and advocates in Q3 to ensure accessibility and equitable uptake at the point of need. Digital copies are available at workforce access points with 900 paper copies in circulation across all sites.



*A particular
focus on tackling
discrimination*

Respecting Everyone – early resolution framework: Q2 2022 - Q3 2023

In Q3, interdisciplinary colleagues across UHBW joined together to develop a new resolution framework combining 4 independent policies; dignity at work; grievance; capability and conduct. The Respecting Everyone policy, approved in Q4, adopts a values-based approach to promote a broader culture of civility and respect in line with 'Just Learning' principles where early resolution is optimised. Prioritising colleague wellbeing is pivotal to the framework - the Workplace Wellbeing team are active contributors to a developing suite of guides, training and toolkits focusing on inclusion and belonging . The resolution framework and associated resources will launch during national anti-bullying week in November 2023.

In this section:

- UHBW Workplace Wellbeing Survey and Staff Survey results and analysis 2022.

Spotlight on

1. UHBW Wellbeing and NHS Staff Survey 2022.
2. UHBW Core wellbeing service provision.

UHBW Workplace Wellbeing Survey 2022

The Trust Workplace Wellbeing survey was conducted in September 2022 for colleagues to share their thoughts and opinions and establish the state of wellbeing across the workforce. 540 colleagues completed the survey (254 less than in 2021).

The survey, co-designed by Workplace Wellbeing team, Career Support and Mentor for Junior Doctors and Psychological Health Services comprised 29 questions focussing on connectivity, service awareness, usage and satisfaction, barriers to accessing support including (Short Warwick Edinburgh Mental Wellbeing Survey and the Copenhagen Burnout Survey – Workplace).

Several questions were maintained from the 1st annual survey conducted in August 2021 allowing comparisons to be made where available. Both these results and those from the NHS staff survey 2022 survey have guided priorities and milestones of the Workplace Wellbeing Strategic Plan 2023-2024 (see slides 26-33), and the strategic action plan for 2023/24 as a consolidated resource.

Workplace Wellbeing Survey, your voice matters

Please complete this year's workplace wellbeing survey to help build a picture of colleague requirements and views on how we can make quality improvements to the workplace wellbeing offer - available to all colleagues.

Simply scan the QR code on your phone to access the anonymous survey, open until 30th September 2022.

Thank you from the Workplace Wellbeing team



UHBW Workplace Wellbeing Survey 2022: Key findings

Staff wellbeing: Results from the 'Short Warwick Edinburgh Mental Wellbeing Survey' indicate improved wellbeing when compared to 2021, suggesting more positive wellbeing than last year.

Staff burnout: Results from the 'Copenhagen Burnout Inventory' indicate a slight improvement when compared to 2021, suggesting that less staff are experiencing feelings of burnout.

Key negative factors: Workload and physical demands of the job, emotional demands of the job, amount of control over work, rest areas and physical environments of work.

Main barriers to accessing support: Not enough time in work, not enough time outside of work, not believing the support would help, worries about confidentiality.

Satisfaction: all listed elements of the wellbeing offer scored higher for 'satisfied' than 'unsatisfied'.

Connectedness with Senior Leadership Team: 22% feel connected; 3% increase. 74% attributed importance to this connectivity; 18% increase from 2021's score.

Connectedness with team: 79% reported feeling connected, a significant positive increase of 31%. 97% attributed importance to this connectivity; a 15% increase from 2021's score.

Manager supportiveness: 70% feel their manager is supportive; a 4% increase from 2021's score.

Manager confidence in supporting wellbeing: 81% felt confident; a 7% increase from 2021's score.

Sense of hope: 48% agreed and 33% disagreed 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.'

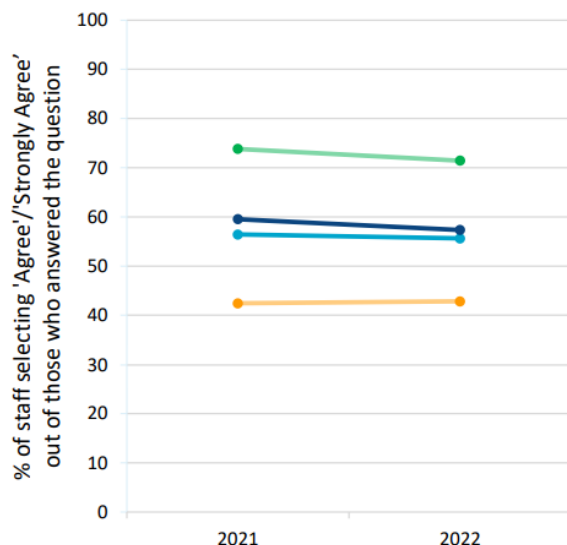


NHS Staff Survey 2022: Key findings



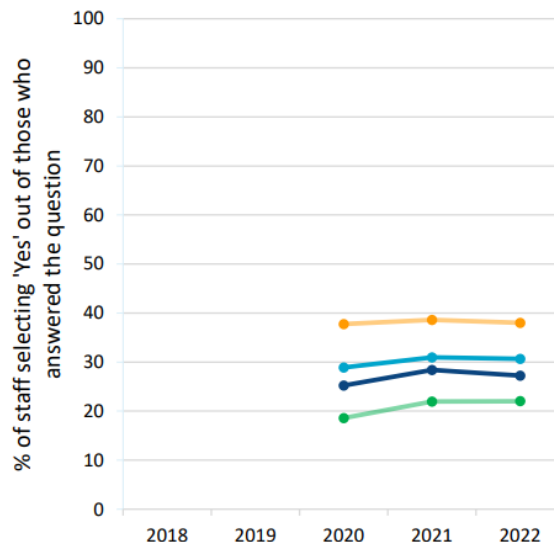
Questions in the annual NHS Staff Survey are measured against seven elements of the People Promise including three principal questions concerning workplace wellbeing within theme **We are safe and healthy**. Survey results of 5222 (45%) respondents show a decline to wellbeing question Q11a however an improvement made to Q11b and Q11b; compared to 2021 scores.

Q11a My organisation take positive action on health and well-being.



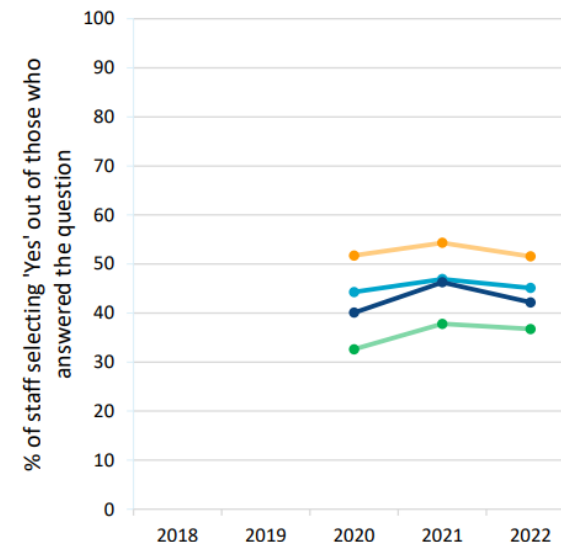
	2021	2022
Your org	59.5%	57.3%
Best	73.8%	71.4%
Average	56.4%	55.6%
Worst	42.4%	42.8%
Responses	5130	5180

Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



	2018	2019	2020	2021	2022
Your org	-	-	25.2%	28.4%	27.2%
Best	-	-	18.6%	21.9%	22.0%
Average	-	-	28.9%	31.0%	30.6%
Worst	-	-	37.7%	38.6%	38.0%
Responses	-	-	5894	5163	5200

Q11c During the last 12 months have you felt unwell as a result of work related stress?



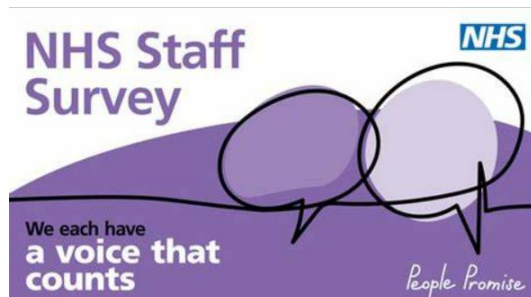
	2018	2019	2020	2021	2022
Your org	-	-	40.1%	46.3%	42.2%
Best	-	-	32.6%	37.8%	36.7%
Average	-	-	44.3%	46.9%	45.1%
Worst	-	-	51.7%	54.3%	51.5%
Responses	-	-	5897	5152	5197

Triangulated survey results 2022

Quantitative data of UHBW wellbeing survey and NHS staff survey shows a mixed picture with regards indicators of colleague perception of the level of Trust interest in workplace health and wellbeing. Similar themes emerged last year of individual elements of both surveys and so these results provide the focus of a number of wellbeing initiatives in train including;

- Review of Occupational Health data reporting and interface with Divisions.
- Psychological Leaders Connected Group meet quarterly to share themes and hotspot activity.
- Health check offer diversifying to include Men's Health MOT and Menopause check-ins.
- Capital Wellbeing Programme - improvement to rest areas and creation of a wellbeing hub.
- Mandatory compassionate and inclusive leadership training influencing a culture change.
- Co-creation of suicide prevention and postvention group and resources.

The Workplace Wellbeing Strategic Plan 2023-2024 supports 4th year delivery of the Trust Strategic Framework and 2nd delivery of the People Strategy. This details actions to be implemented as a direct result of analysis of the findings. Alongside much positive feedback, the survey responses have provided useful intelligence of areas in which to focus attention and resource.



Core UHBW Wellbeing Service Provision

Uptake of the workplace wellbeing offer at UHBW

1,533 colleagues accessed the following core elements of the UHBW workplace wellbeing offer within the past 6 months.

Psychological Health Service – Staff Offer

165 1:1 check in and consultation slots for leaders.

181 team check in slots and debriefs.

422 bespoke Teaching (wellbeing + Huddle Training).

231 Schwartz Round attendees.

Care first employee assistance programme

263 contacts comprising:

- Face-to-face contacts
- In-the-moment counselling (online, telephone)
- Information specialist
- Structured counselling

Doctor and Dentist Support Sessions *delivered by the Deputy Director of Medical Education for Consultants: Career Support and Mentoring*

86 1:1 doctor support sessions.

3 check in slots.

50 doctors - away day.

4 UHBW wellbeing teaching sessions / updates (100 participants).

Manual Handling

15 return to Work Assessments – post injury or exacerbation of a condition.

21 workplace assessments - to support musculoskeletal symptoms.

40 workstation assessments – to support an individual after completion of an online workstation assessment

In this section:

- Exception updates on individual milestones.
- The strategic action plan is presented in full in Appendix.
- Glossary of KPIs are listed on slide 40.

Exceptions against action plan 2022-2023

Workplace Wellbeing Strategic Action Plan 2022-2023 - by exception

The completed corporate Workplace Wellbeing Action Plan 2022-2023 is presented in full in the Appendix. This shows the final position with progress activity against all 8 strategic objectives and 31 milestones. Of these, 2 milestones to support **objective 7; ensure workplace support is available to maintain good musculoskeletal (MSK) health and to manage conditions in the workplace** have been identified by the Workplace Wellbeing Steering Group as having experienced slippage or a delay to achievement. It is anticipated these gaps in the strategic plan will continue to be addressed into 2023-2024 by the respective lead/teams..

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Q4 update (January - March 2023)	BRAG
WSS11a, WSF11b, WSF11d, LSS9d, WPP2, WPP4, ESS17a, ESS28b, WSF4, WSG6	7	Ensure workplace support is available to maintain good musculoskeletal (MSK) health and to manage conditions in the workplace.	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"> Due to a number of issues and constraints this year, this milestone was not achieved and will be taken into 2023-2024 by the service leads. 	
			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"> Leads meeting regularly currently reviewing the opportunity to commission an online DSE assessment tool for the system. This will provide a consistent approach across the Trust. OH completing internal review of completion of DSE assessments. Plan a review meeting with APOHS. Q4 £75k secured to fund an online DSE system for UHBW, NBT and Sirona. This will form part of the physio/MSK pathway. 	

B

R

A

G

On Plan

Not
AchievedRisks
Slippage

Completed

Divisional highlights

In this section:

Divisions have provided:

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

Estates and Facilities

Progress in the last six months

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

- Launch of Estates collaboration hub and increased use of Facilities communication screens to actively share and signpost wellbeing resources across the division.
- Introduced on boarding check in's at month 1, 2 and 3 to get timely feedback on colleague experience.
- Book Swap initiative to promote mindfulness and taking time for self – initiative encourages colleagues to bring in a book and exchange for another.
- Relaunched monthly HR surgeries to support increasing confidence amongst managers to have wellbeing conversations and use of wellness action plans.
- Successful launch of local Organisational Development strategy comprising work stream: Communication and psychological safety.
- Created a monthly newsletter to signpost managers to wellbeing support for their teams and to encourage sharing of wellbeing resources and initiatives.

Current priorities and action plan going forward

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

- Ensure wellbeing conversations are part of all appraisals.
- Increase completion of wellbeing training on Kallidus.
- Work with Arts and Culture to prioritise investment into staff spaces and enhance feeling of investment and value.
- Facilitate a dedicated Wellbeing check in in hotspot areas for high absence with the Workplace Wellbeing Nurse.
- Utilise learning from the wider wellbeing team advocate review to engage advocates on a more regular basis.
- Continue to hold monthly HR Surgeries to support managers with wellbeing resources and to make reasonable adjustments for individuals within their teams.
- Utilise feedback to be from facilities huddles and estates team meetings around key areas of focus for psychological safety and health and wellbeing within the division.
- Attend the Trade Staff Group meeting to share resources.
- Consistent sharing of MSK Support using HR/ Wellbeing Newsletter, digital screens and collaboration hub.



Surgery

Progress in the last six months

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

- Maintaining transparency of psychological ill-health as a proportion of overall sickness: performance is better than the target of <680 days per calendar month.
- Development and approval of business case for purchase of Surgical Robot: supports a reduction in MSK injury in surgeons.
- Increase in completion rate of new appraisal, which reflects the focus on wellbeing conversations
- 57 Wellbeing Advocates in place with a ratio of 1:42 staff.
- Promotion of invitation for donations to/use of the Staff Pantry.

Current priorities and action plan going forward

Workplace wellbeing priority areas we are focusing on for the *next* quarter

- Substantive recruitment of a Divisional Wellbeing Lead and Practice Education Facilitators (latter recognised as a source of psychological and pastoral support).
- Establish a Division Wellbeing Action Group: Terms of Reference include provision of assurance to the Divisional Workforce Committee that interventions and actions are being identified and deployed.
- Review of hotspot areas of wellbeing concern highlighted in 2022 Staff Survey results.
- Work with Subject Matter Expert to review contribution/numbers of Division Wellbeing Advocates.



In this section:

- We introduce 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.
- KPI Glossary – slide 33

Workplace Wellbeing Strategic plan 2023-2024

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	Timeline Plan	Accountable Lead/s	Collaborators
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.	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.	Q1-Q4	Workplace Wellbeing team	<ul style="list-style-type: none"> Capital Wellbeing Project Group (Estates Inc. Arts Programme) Sustainability team (Estates) Safety team Divisional Leads (WWSG / HRBP) Wellbeing Lead for Doctors and Dentists Commissioned providers (Architects, etc.) Charitable funders (BWHC / NHS Charities Together)
			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.).	Q1	HRBP (Weston) Workplace Wellbeing team	<ul style="list-style-type: none"> Capital Wellbeing Project Group (Estates Inc. Arts Programme) HRBP and associated Divisional teams (Weston) Wellbeing Lead for Doctors and Dentists Communications team Workplace Wellbeing & EDI Advocates & FTSU Champions Wellbeing service providers (health checks, etc.) Commissioned service providers (Architects, etc.)
			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.	Q1-Q2	Divisional Leads Workplace Wellbeing team	<ul style="list-style-type: none"> Capital Wellbeing Project Group Workplace Wellbeing team Heads of Service / Divisional and Site Lead Wellbeing Operational Leads Group (WOLG) Charitable funders (BWHC / NHS Charities Together)
			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.	Q1-Q4	Divisional Leads	<ul style="list-style-type: none"> Wellbeing Operational Leads Group (WOLG) Workplace Wellbeing team Wellbeing Lead for Doctors and Dentists Workplace Wellbeing Advocate Network Facilities and Estates teams Divisional and Site Managers

People Strategy Objective: Eliminate violence and aggression, bullying and harassment from our colleague's working lives

KPI's	No	Strategic Objective	Key Milestone	Timeline Plan	Accountable Lead/s	Collaborators
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.	2.1 Lead the development and implementation of a 'Respecting Everyone' framework with the ambition to: <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. 	Q1-Q3	Associate Director of OD & Wellbeing Head of HR Services	<ul style="list-style-type: none"> ● Respecting Everyone Policy and Project Groups ● HR Services team ● Education team ● Workplace Wellbeing team ● Freedom to Speak Up Guardian and team (FTSU) ● Equality, Diversity and Inclusion team and network ● Workplace & EDI Advocate and FTSU Champions ● Staff Side (Unions) ● Commissioned service providers (TCM Group, etc.)
			2.2 Support development and launch of 'Respecting Everyone' Policy resources to: <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. 	Q1	Workplace Wellbeing team	<ul style="list-style-type: none"> ● Associate Director of OD & Wellbeing ● Respecting Everyone Project Group ● Head of HR Services and team ● Workplace Wellbeing team ● Safety team ● Freedom to Speak Up Guardian and team (FTSU) ● Equality, Diversity and Inclusion team and network ● Teaching and Education team ● Workplace & EDI Advocate and FTSU Champions
			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.	Q1 - Q4	Head of Education	<ul style="list-style-type: none"> ● Line managers ● Divisional senior management teams (Inc HRBPs) ● Safety team ● External training provider/s

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

KPI's	No	Strategic Objective	Key Milestone	Timeline Plan	Accountable Lead/s	Collaborators
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.	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.	Q1-Q4	Psychological Health Services team (colleague Support)	<ul style="list-style-type: none"> Wellbeing Operational Leads Group (WOLG) Workplace Wellbeing Steering Group (WWSG) Divisional Leads Wellbeing Lead for Doctors and Dentists Workplace Wellbeing Advocate Network People and Education Group (Governance) People Committee (Governance)
			3.2 Doctors and dentists have access to an evidence based and targeted wellbeing offer focused on preventative and responsive supportive interventions through the delivery of a joined up and clearly communicated strategy.	Q1-Q4	Wellbeing Lead for Doctors and Dentists	<ul style="list-style-type: none"> Wellbeing Operational Leads Group (WOLG) Workplace Wellbeing Steering Group (WWSG) Workplace Wellbeing Advocate Network Divisional Leads Guardian for Safe Working (Bristol & Weston) People and Education Group (Governance) People Committee (Governance)
			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.	Q1-Q4	Workplace Wellbeing team	<ul style="list-style-type: none"> Associate Director of OD Wellbeing (WWSG Chair) Wellbeing Operational Leads Group (WOLG) Workplace Wellbeing Steering Group (WWSG) People and Education Group (Governance) People Committee (Governance) Wellbeing Guardian
			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.	Q1-Q4	HRBP Weston Division Workplace Wellbeing team	<ul style="list-style-type: none"> Senior Leadership team (Weston) Workplace Wellbeing Advocate Network Wellbeing Operational Leads Group (WOLG) Workplace Wellbeing Steering Group (WWSG) Wellbeing Lead for Doctors and Dentists Divisional Leads
			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.	Q1-Q4	Workplace Wellbeing team	<ul style="list-style-type: none"> Workplace Wellbeing Advocate Network Wellbeing Operational Leads Group (WOLG) Workplace Wellbeing Steering Group (WWSG) Wellbeing Lead for Doctors and Dentists Divisional Leads / HRBP teams
			3.6 Develop and implement workplace policies and procedures to reflect statutory requirements and best practice (for example, manual handling and display screen equipment).	Q1-Q2	Head of Safety Manual Handling and Ergonomic Advisor	<ul style="list-style-type: none"> Safety team incorporating Manual Handling Divisional Health and Safety Advisors Divisional Health and Safety Leads Estates team incorporating Fire Safety team HR Services team Divisional Leads / HRBP teams
			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.	Q1	Workplace Wellbeing team	<ul style="list-style-type: none"> Wellbeing Lead for Doctors and Dentists Workplace Wellbeing Advocate Network Divisional Leads / HRBP teams Internal workplace wellbeing services Internal Staff Networks Communications team

People Strategy Objective: Promote a culture of health and wellbeing

KPI's	No	Strategic Objective	Key Milestone	Timeline Plan	Accountable Lead/s	Collaborators
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.	Q1-Q2	Psychological Health Services team (colleague Support)	<ul style="list-style-type: none"> ● Psychological Health Services ● Education team ● Workplace Wellbeing team
			4.2 Further develop the Trust's leadership, management and coaching training mandated offer and resources to embed and equip leaders and managers with the skills to support the wellbeing of their teams; sign-posting to the Wellbeing offer in corroboration with the Wellbeing team to ensure the timely updating of materials.	Q1-Q4	Head of Education	<ul style="list-style-type: none"> ● Education and team ● Workplace Wellbeing team ● Workplace Wellbeing Advocate Network ● Internal Workplace Wellbeing services

People Strategy Objective: Promote a culture of health and wellbeing						
KPI's	No	Strategic Objective	Key Milestone	Timeline Plan	Accountable Leads	Collaborators
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.		wellbeing leads and providers to increase awareness and uptake of the entire Trust wellbeing offer as reported in biannual reports.		Leaders Connected Group	<ul style="list-style-type: none">Divisional Leads / HRBP teamWellbeing AdvocatesAvon Partnership Occupational Health Service team (APOHS)Psychological Health Services team	
		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.	Q2	Workplace Wellbeing team	<ul style="list-style-type: none">Internal workplace Wellbeing servicesEquality, Diversity and Inclusion teamWellbeing Lead for Doctors and DentistsCommunications team (Inc. Designer)Divisional Leads / HRBP teamsWellbeing Advocates	
		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 onboarding process for new employees.	Q1	APOHS Business Manager	<ul style="list-style-type: none">Avon Partnership Occupational Health Service team (APOHS)Workplace Wellbeing teamDivisional Leads / HRBP teamsHR Information Service teamHR Services team	
		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.	Q1-Q2	Manual Handling and Ergonomic Advisor Workplace Wellbeing team	<ul style="list-style-type: none">Avon Partnership Occupational Health Service team (APOHS)Workplace Wellbeing NurseWorkplace Wellbeing Advocate NetworkWellbeing Operational Leads Group (WOLG)Workplace Wellbeing Steering Group (WWSG)Wellbeing Lead for Doctors and DentistsDivisional Leads / HRBP teamsHR Services teamHRIS team (HealthRoster sickness absence & workforce data)	
		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.	Q2	Workplace Wellbeing team	<ul style="list-style-type: none">Workplace Wellbeing NurseWorkplace Wellbeing Advocate NetworkWellbeing Operational Leads Group (WOLG)Workplace Wellbeing Steering Group (WWSG)Wellbeing Lead for Doctors and DentistsDivisional Leads / HRBP teamsHR Services teamHRIS team (HealthRoster sickness absence & workforce data)	
		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.	Q2	Divisional Leads	<ul style="list-style-type: none">Workplace Wellbeing team & OD colleaguesWellbeing Lead for Doctors and DentistsWellbeing Operational Leads Group (WOLG)Workplace Wellbeing Steering Group (WWSG)Workplace Wellbeing Advocate NetworkEducation team	
		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.	Q1-Q4	Head of Reward	<ul style="list-style-type: none">Workplace Wellbeing teamWorkplace Wellbeing Advocate NetworkWellbeing Operational Leads Group (WOLG)Workplace Wellbeing Steering Group (WWSG)Wellbeing Lead for Doctors and DentistsDivisional Leads / HRBP teamsHR Services team	

People Strategy Objective: Promote a culture of health and wellbeing						
KPI's	No	Strategic Objective	Key Milestone	Timeline Plan	Accountable Lead/s	Collaborators
WSS11a WSS11b WSS11c WPP3 PS1	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.	Q1	Workplace Wellbeing team	<ul style="list-style-type: none"> Psychological Health Service Wellbeing Lead for Doctors and Dentists Avon Partnership Occupational Health Service (APOHS) Employee Assistance Programme (external) Divisional Leads / HRBP teams Workplace wellbeing services Inc. Workplace Wellbeing Nurse
			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.	Q1-Q2	Workplace Wellbeing team	<ul style="list-style-type: none"> Bristol and Weston Purchasing Consortium Psychological Health Service Wellbeing Lead for Doctors and Dentists Avon Partnership Occupational Health Service (APOHS) Associate Directors of OD & Wellbeing
			6.3 A new/revised trauma treatment pathway is proposed in Q1 to add a new solution from Q2.	Q3	Lead Psychologist for Staff Support (PHS)	<ul style="list-style-type: none"> Psychological Health Service Avon Partnership Occupational Health Service (APOHS) Workplace Wellbeing team Bristol and Weston Hospitals Charity
			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.	Q1	Head of Chaplaincy	<ul style="list-style-type: none"> Chaplaincy team Workplace Wellbeing team Wellbeing Operational Leads Group (WOLG) Divisional Leads / HRBP teams Workplace Wellbeing Advocate Network
			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 usualise conversation around wellbeing at the start of the employment journey.	Q1-Q4	Head of Resourcing	<ul style="list-style-type: none"> Resourcing team HR Services team Workplace Wellbeing team

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

In the Appendix:

- The strategic action plan 2022-2023 is presented in full comprising final position against 8 objectives.
- Glossary of KPIs.

Appendix:

Progress against the Workplace Wellbeing Action Plan 2022-2023

Workplace Wellbeing Strategic Plan 2022-2023 – final position

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Q4 update (January - March 2023)	BRAG
WSS10b, WSS10c, WSS11a, , WSS11b, WSS11c, WSS11d, WSS11e, WSS12a, WSS12b, WSS12c, WSS12d, WSS12e, WSS12f, WSS12g, WPP1, WPP2, WPP3, WPP4, WSP1, WSP2, WSP3, WSP4, WSP5, WSP6, WSP7, WSP8, WSP9, WSP10	1	Promote a culture of wellbeing; utilising the holistic Trust wellbeing offer to encourage self-care and access to timely evidence-based support.	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">Wellbeing strategic objections action plan signed off by governance channel in Q4 21/22 and implemented in Q1.Workplace Wellbeing strategic plan for 2023-24 in process of ratification.	
			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">Planned evaluation to form part of the Biannual report to be presented in Q3.A full review of UHBW Psychological Wellbeing Service commenced Q1 which aims to improve alignment and connectivity.Workplace Wellbeing biannual report for Q1-Q2 published on Trust website.Workplace Wellbeing biannual report for Q3-Q4 to include evaluation as planned.	
			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">Winter Wellbeing Programme evaluation completed Q1.Improvement of data collection and analysis of wellbeing services and interventions commenced Q1Trust wide annual Wellbeing survey to be conducted Q2.Wellbeing survey completed and results shared with stakeholders and colleagues Trust wide to include You Said We Did style video animation.Work in process to improve Occupational Health data reporting via new G2 system to be implemented in Q4. A tender for Employee Assistance Programme from Q2 is in the planning phase. Q4 G2 delayed until May.	
			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">Review plan shared with stakeholders Q1. Outcomes and recommendations to be shared Q2.Funding from Bristol and Weston Hospitals Charity for x3 Divisional Wellbeing Leads not granted. Alternative use of existing resource to be explored instead into 2023-23.	
			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">Progress as above.	
WSS11a, BSS13a, BSS13b, BSS13c, BSS13d, BSS14a, BSS14b, BSS14c, BSS14d BPP1 BPP2	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	<ul style="list-style-type: none">Plan in place and being executed by interdisciplinary stakeholders and contributors for launch of Respecting Everyone – resolution framework into 2023-23.	
			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	People Committee approved an integrated approach in April alongside approving MVAC to be the governance for this programme of work. The plan timelines are all on target and the following activity has been completed in the last quarter: Completion of the finalised policy and the development of a microsite to house all supporting resources alongside a resource audit. The training model has been approved and funded and commenced in March, running until July. Alongside this will be divisional Board updates as we commence the communication plan which will go live in September, ahead of the launch in November 2023.	
			<div><div>B</div><div>R</div><div>A</div><div>G</div></div>				
			On Plan	Not Achieved	Risks Slippage	Completed	

Workplace Wellbeing Strategic Plan 2022-2023 – final position

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Q4 update (January - March 2023)	BRAG
WSS11a, WSS11b, WPP3, WPP4, WSF1	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 'spotlight on' is introduced by end of Q2.	Corporate Wellbeing Leads	Corporate Wellbeing Leads	<ul style="list-style-type: none"> Annual wellbeing communications plan in progress. Audit of published workplace wellbeing information and guidance; including intranet review completed. Partnership with HR team is enabling wellbeing signposting into policy and guidance. As part of a review of workplace wellbeing assets in Q3, a plan is in train to migrate Bristol and Weston wellbeing intranet pages into a single SharePoint platform in Q4. 	
			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"> Biannual report for Oct 21 March 22 signed off by governance and published Q1. Workplace Wellbeing biannual report for Q1-Q2 published on Trust website. Workplace Wellbeing biannual report for Q3-Q4 to be published on Trust website. 	
			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"> Collaboration with Arts programme to celebrate Creativity and Wellbeing Week Q1. Facilitation of People Team Away Day Wellbeing event. UHBW Workplace Menopause conference delivered Q1 and Q3. Weston Wellbeing Hub engagement and Financial wellbeing activities Inc Food Pantries are in line with Values and People Strategy. Weston hub launching Q1 2023. Collaboration of new Liver Check and Health check highly successful in Q4. 	
			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"> Workplace Wellbeing Steering Group revised ToR Q1. New Workplace Wellbeing Initiative Proposal form and process introduced Q1. For governance via steering group. Workplace Wellbeing Manager commenced Divisional meetings with HRBPs in Q3 to improve linkage between corporate and Divisional wellbeing priorities and resource. Revised Steering Group reporting template and meeting structure is also beneficial. 	
WSS11a, WSS11b, WPP2, WPP4, WPP5, WSF6, WSF7	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"> Wellbeing KPI's reviewed Q1 aligned to NHS Staff Survey/People Promise/Thrive at Work. Divisional Culture and People plans finalised by respective governance Q1. UHBW Wellbeing survey results communicated and informing local and corporate direction of travel of wellbeing support and initiatives. This is further enhanced by release of NHS Staff Survey findings in Q4 –to inform the 2023/24 plan. 	
			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"> Draft plan commenced Q1. To align UHBW advocate network to NHSE/I wellbeing champion profile. 460+ advocates registered onto the network as of Q4. Plan to review Wellbeing Advocate role in collaboration with EDI, Sustainability and FTSU champions/advocates commenced Q4 to continue into Q1. 	
			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"> Progress as above. 	<div>B</div> <div>R</div> <div>A</div> <div>G</div> <div>On Plan</div> <div>Not Achieved</div> <div>Risks Slippage</div> <div>Completed</div>

Workplace Wellbeing Strategic Plan 2022-2023 – final position

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Q4 update (January - March 2023)	BRAG
WSS11a, LSS9d, WPP4, WPP5, DSS3, WSP6, WSP7	5	Align wellbeing work with national governance and policies to ensure that all UHBW solutions are aligned to best practice.	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"> Wellbeing team engaged fully with HTSN team and Steering group, Close working relationship established with health and care partners to support development of local, regional and national strategies e.g., suicide prevention toolkit. Wellbeing team attends regional and national NHSE/I forums and community of practice events. Wellbeing team attend NHSE/I special interest groups. 	
			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/Healthier Together Support Network	<ul style="list-style-type: none"> Clinical Lead for HTSN is also Psychology Lead for staff support. Programme Lead for HTSN is also APOHS Business Development Manager.. National Funding not continuing into 2023/24. Small pot of funding identified to make reduced HTSN offer to primary and social care. Recruitment to fixed term post biggest threat to project delivery. 	
			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"> Benchmarking activity commenced Q2. NHS Health and Wellbeing Diagnostic undertaken in Q3 and shared with Healthier Together Support Network to enable systemwide comparison to inform business case. AUKUH benchmarking not undertaken due to resource constraints. 	
			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/Healthier Together Support Network	<ul style="list-style-type: none"> System Away Day delivered 11/07/22 well attended. No further funding results in a risk to secondary care providers. A small funding pot has been pulled together to allow some limited continuation of the HTSN system wellbeing service. The focus will be on supporting partners in primary care and social care. 	
			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/Healthier Together Support Network	<ul style="list-style-type: none"> National funding is discontinued for the local hubs and as such the HTSN was closed to new referrals in Q3 Q4 funding secured to offer a small-scale psychological health and wellbeing offer to primary and social care - UHBW staff can no longer access HTSN. 	
			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/Healthier Together Support Network	<ul style="list-style-type: none"> System Away Day took place on the 11/07/2022 This took place and the high number of referrals and low number of staff signposted on, indicate it was effective. 	

B

R

A

G

On Plan

Not Achieved

Risks Slippage

Completed

Workplace Wellbeing Strategic Plan 2022-2023 – final position

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Q4 update (January - March 2023)	BRAG
WSS11a, LSS9d, WPP2, WPP3, WPP4, WPP5 BPP1, BPP2, BSS14b, WSP1, WSP2, WSP3, WSP4, WSP5, WSP6, WSP7, WSP9	6	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	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"> 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. Secondly, the corporate education team finalised course catalogues within Kallidus Learn, which includes a Wellbeing offer. Any further update requires input from the workplace wellbeing team. 	
			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"> As above 	
			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"> The Trust's workplace wellbeing team and resource are signposted within the new leadership, management and coaching offer 	
			Establish an Education working group by the end of Q1.	Associate Director of Education	Head of Education	<ul style="list-style-type: none"> Despite initial delays, the steering group is now fully functional and met on a number of occasions 	
			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"> Presented and signed off by People Committee and executive Additional resource approved by executive to support the roll-out of the mandated provision and expansion of the offer 	
B	R	A	G				
On Plan	Not Achieved	Risks Slippage	Completed				

Workplace Wellbeing Strategic Plan 2022-2023 – final position

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Q4 update (January - March 2023)	BRAG
WSS11a, WSF11b, WSF11d, LSS9d, WPP2, WPP4, ESS17a, ESS28b, WSF4, WSG6	7	Ensure workplace support is available to maintain good musculoskeletal (MSK) health and to manage conditions in the workplace.	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"> Due to a number of issues and constraints this year, this milestone was not achieved and will be taken into 2023-2024 by the service leads. 	
			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"> Leads meeting regularly currently reviewing the opportunity to commission an online DSE assessment tool for the system. This will provide a consistent approach across the Trust. OH completing internal review of completion of DSE assessments. Plan a review meeting with APOHS. Q4 £75k secured to fund an online DSE system for UHBW, NBT and Sirona. This will form part of the physio/MSK pathway. 	
			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"> Predominantly achieved - currently supporting departments with back care events, for example Radiotherapy and Sonography. 	
			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"> Predominantly achieved – collaboration continues between Manual Handling and Workplace Wellbeing team to continue actions into 2023-2024. 	
			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"> Agile Working Group created by HR which includes working from home. Support to home workers advertised in a manual handling sessions and to staff during workstation assessments 	
WSS11a, WPP2, WPP5, LSS9d, WSF4, WSF5	8	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.	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"> A programme continues till end of Q4.. Wellbeing Capital Steering Group established to provide project support of 6 schemes across the estate to include a dedicated 'wellbeing hub' at Weston General (within former nursery accommodation). Planning approval and tender submissions received in Q3 for commencement of refurbishment in Q4 and Q1. Planned hub opening - April 2023. 	
				<div> <div>B</div> <div>R</div> <div>A</div> <div>G</div> </div> <div> <div>On Plan</div> <div>Not Achieved</div> <div>Risks Slippage</div> <div>Completed</div> </div>			

Glossary of Workplace Wellbeing Key Performance Indicators

KPI	Wellbeing Measure
STAFF SURVEY	
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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