

# Workplace Wellbeing

## Biannual Report (April – September 2024)

Report author:

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# Report Governance

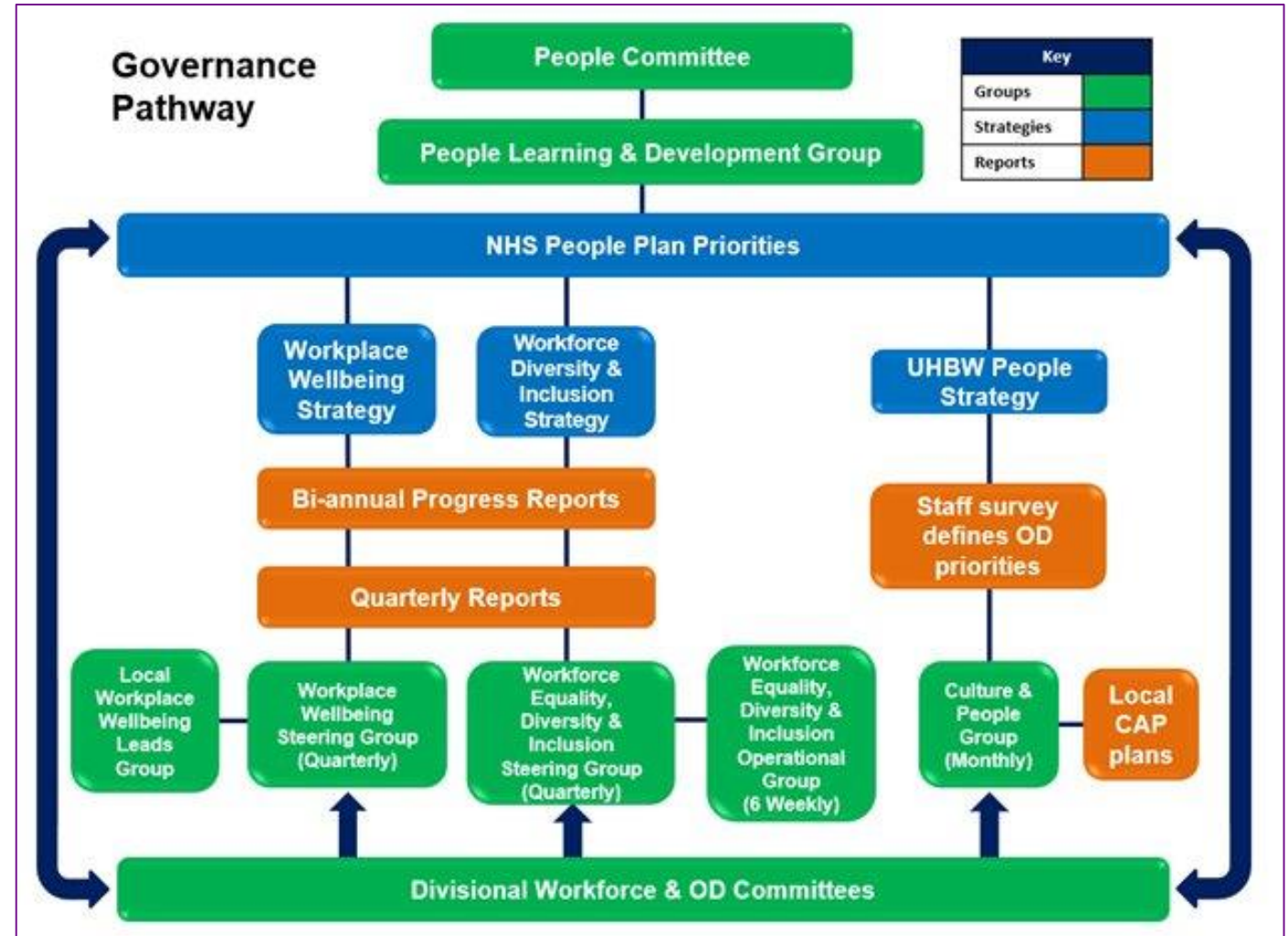
## In this section:

- Report sign-off pathway.
- Supporting Strategies.
- Risk and assurance.

# Report sign-off pathway

## Sign-off pathway for the workplace wellbeing biannual report

1	Feedback	Workplace Wellbeing Steering Group	24/09/24
2	Sign off	People Learning and Development Group	23/10/24
3	Assurance	People Committee	28/11/24



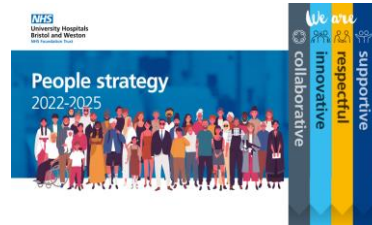
# Supporting Strategies

## UHBW Workplace Wellbeing Strategic Framework 2020-25



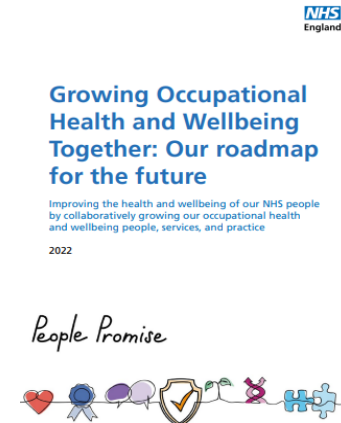
The Workplace Wellbeing Strategic Framework brings together best practice, research and insights for psychological wellbeing, physical wellbeing and healthy lifestyles. Framework delivery is achieved via a multidisciplinary approach to the setting and achievement of annual strategic plans.

## 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.

## NHS Growing Occupational Health and Wellbeing Strategy 2022



Improving the health and wellbeing of our NHS people by collaboratively growing our occupational health and wellbeing people, services, and practice within the NHS.

## NHS Long Term Plan 2023



The NHS Long Term Plan sets out how the NHS will address existing and future workforce challenges by recruiting and retaining thousands more staff over a 15-year period.

## 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 and strategic action plans.

# Risk assurance

## Corporate Risk 793: risk that staff experience workplace stress

### Workplace Wellbeing Strategic Plan objective 6.1

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 biannual assurance reports.

The Workplace Wellbeing Steering Group oversee management of risk 793 on a quarterly basis 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.

Please see overleaf for risk description, current risk score, risk mitigation and identified hotspots in Q2.

**See 'Key Successes' section on page 9 to see how UHBW is implementing the national HSE Management Standards, Stress Risk Audit Tool (Workplace Wellbeing Strategic Plan objective 6.4).**

# Risk assurance

## Corporate Risk 793: risk that staff experience workplace stress

 RISK DESCRIPTION	 RISK SCORE	 RISK MITIGATIONS Q2	 HOTSPOTS
<p>If the Trust does not identify and mitigate organisational factors.</p> <p>Then individuals, managers and/or teams may experience symptoms of stress and potentially, other psychological issues. Resulting in decline in colleague health and wellbeing, which could lead to presenteeism, absenteeism, wider retention concerns and impact on patient care and clinical outcomes.</p>	<p>Risk score remained at the target score of 9 in Q2, high (moderate x possible) .</p> <p>The rationale for this risk score (reduced from 12 to 9 in January 2024) is due to robust mitigations and activity to address and reduce prevalence of workplace stress/mental health related sickness and absence as measured by staff survey and workforce metrics.</p>	<p>Awarded North Somerset Healthy Workplace Award for bronze status. Application (self-assessment) for silver status submitted by end of Q2.</p> <p>The award comprises 5 key healthy workplace goals and 8 Health and Wellbeing topics.</p> <p>More information <a href="#">here</a>.</p>	<p>In the 2023 NHS staff survey, 8% of colleagues told us that they had experienced unwanted behaviour of a sexual nature.</p> <p>We held sexual safety workshops in Q2 to understand what matters most to colleagues – a safe and confidential space to share how they feel about sexual safety at UHBW and what we can do to make UHBW safer for colleagues.</p>



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# 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 strategic workplace wellbeing plan 2024/25.





*Recruit, retain  
and encourage  
colleagues.*



*Making use  
of skills and  
experiences.*

## Peer Supporter Conference (strategic milestone 5.6)

We have delivered Schwartz rounds for a number of years and in recognition of this approach, the Psychological Health Service are seeking to raise awareness of the different peer supporters in place. The first Peer Supporter Conference will be held on 12<sup>th</sup> November 2024 to highlight the essential contributions of peer support and to spotlight a variety of roles to include Workplace Wellbeing Advocate, Freedom To Speak Up Champion and Equality, Diversity and Inclusion Advocate. The conference will conclude with a Peer-Support themed 'Schwartz Round' to bring together colleagues Trust wide to reflect on what it means to be a peer supporter. Four panellists in paid and voluntary peer support roles from will talk about their experience around the theme, "What Peer Support Means to Me". This will support out broader work on ally-ship across the organisation.



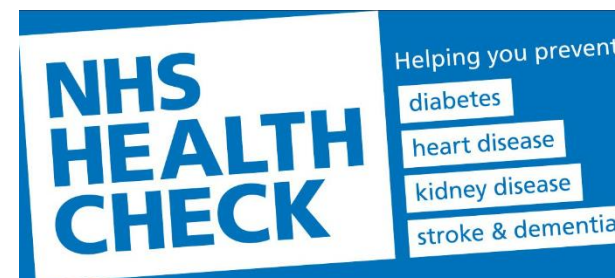
## NHS Health Checks (strategic milestone 1.2)

Earlier this year, we teamed up with NBT to apply for funding from the Department of Health and Social Care (DHSC) to deliver workplace cardiovascular health checks as part of a national pilot grant scheme. Our bid was successful, enabling 700 checks to colleagues sited across Bristol and Weston.

The pilot will end On 31st March 2025 – read more [here](#).

The Health Check aims to prevent heart disease, stroke, diabetes and kidney disease and some cases of dementia among adults aged 40-74 years but only 39% of those offered a check at their GP Practice complete one.

To date, 180 appointments have been booked with more dates and locations to be added throughout the duration of the pilot.







*Quality health and wellbeing support for everyone.*

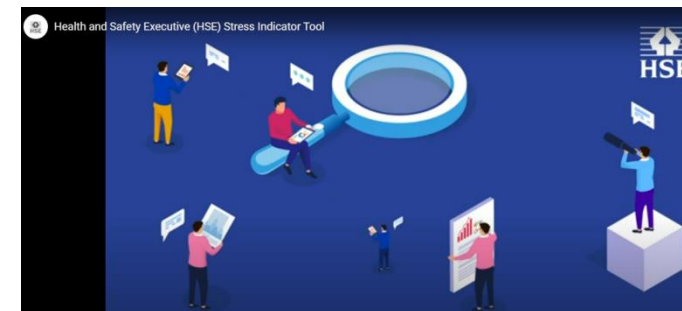


*A particular focus on tackling discrimination*

## Health and Safety Executive Stress Audit tool (strategic milestone 6.4)

HSE expects organisations to undertake suitable and sufficient risk assessment for stress, and to take action to tackle any problems identified. The Trust carries a corporate risk for workplace stress as described on pages 5-6 and uses the HSE Stress Audit tool to help identify the causes, and subsequent improvement action, taking a whole-team approach.

A project is in progress to train managers in how to use the tool, alongside new and revamped resources to be housed on a dedicated 'Helping with Stress' SharePoint site.



## Health Equity (strategic objective 4)

We strive to advance health equity in the workplace whereby all colleagues have a fair and just opportunity to access the inclusive workplace wellbeing programme to meet individual needs. We utilise health equity audit tools in the planning and preparatory stages of wellbeing programme development as a systematic framework for assessing and driving action to reduce health inequalities across our diverse workforce and in line with The Equality Act 2010 which requires specific consideration be given to equitable access and outcomes for those with protected characteristics. We also take a pro-equity approach to the delivery of initiatives including our NHS Health Check offer, implementing national [guidance](#) from Public Health England.





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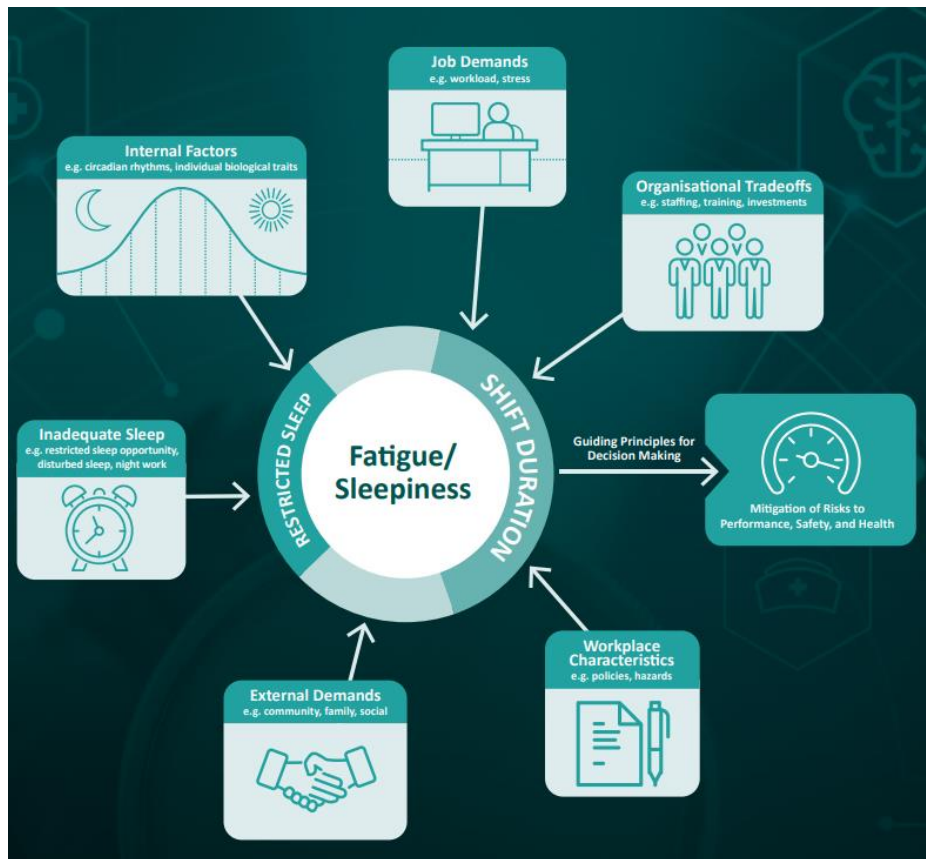
# Spotlight on

**In this section:**

- Fatigue Risk Management System

## Fatigue Risk Management (FRMS)

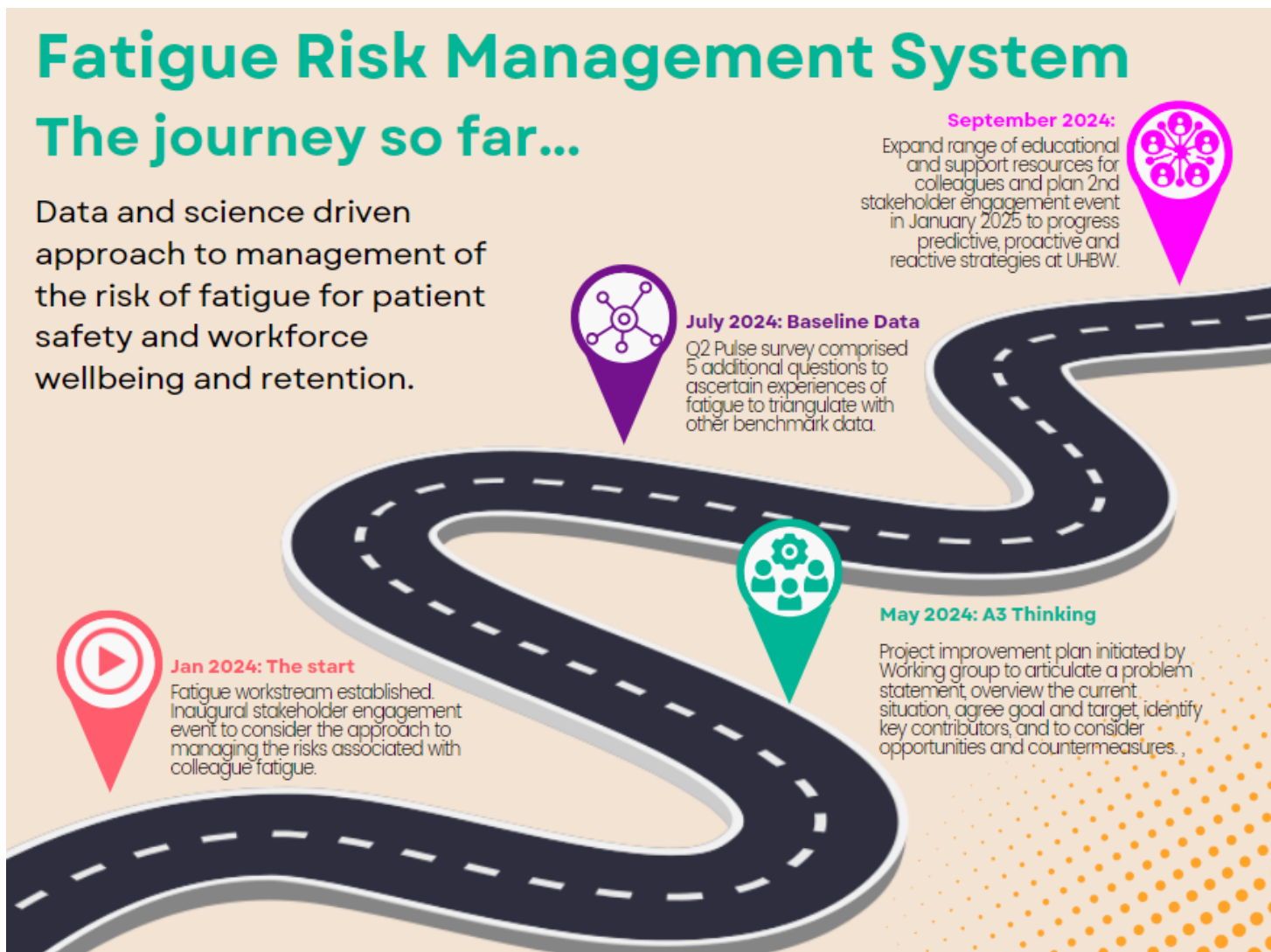
Seeks to understand, control and monitor fatigue to mitigate its impact on performance and is informed by scientific evidence. It is a holistic approach incorporating engagement with processes to report and investigate fatigue related incidents and a 'just culture' response.



### UHBW Q2 Pulse survey findings on fatigue

- Over 60% of respondents rely on caffeine to manage work fatigue.
- Low use of napping to manage work fatigue.
- 50% of respondents suggest an impact on relationships at work and home.
- Over 50% of respondents experience lack of concentration due to fatigue.
- Over 60% of respondents suggest still feeling tired after sleep.
- 22% of respondents experience micro sleeps at work.
- Over 10% of respondents experience micro sleeps whilst driving home.

# Fatigue Risk Management (FRMS)



The Trust aims to implement a systemic approach to the management of fatigue risk as reflected in white Paper 2024;

[Fatigue risk management for health and social care.](#)

This presents a roadmap for improving fatigue risk management in health and social care to improve both patient safety and the health and wellbeing of individual health workers.

# Exceptions against action plan

## 2024/25

### In this section:

- Exception updates on individual milestones.
- The strategic wellbeing plan is located from page 25 to 30.
- Glossary of Strategic Drivers are listed in the appendix.

# Workplace Wellbeing Strategic Action Plan 2024/25 - by exception

The workplace wellbeing exception report is used to gather data on issues on any anomaly that effects delivery of a strategic objective/s of the annual Workplace Wellbeing Strategic Plan 2024/25 (pages 25-30). All actions are on track at the mid-point position – end of Q2.

**NO EXCEPTIONS**

## Strategic Planning Phase Q3-Q4

The Workplace Wellbeing Strategic Framework was developed in 2020 and aligned to the People Strategy in 2022 and we remain committed to delivering our strategy plans which conclude at the end of March 2025. We are using a data driven, patient first approach, to shape our new action plan and have commenced pre-planning thinking driven by the national Growing Occupational Health and Wellbeing Strategy with our future plans sitting within the newly refreshed people strategy in terms of governance and reporting. As of April 2025 there will not be a dedicated Workplace Wellbeing strategy and our bi-annual reports will be refreshed to reflect this change, therefore this is the penultimate report of data presented in this way.



# 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

- Initiated a Trust wide Schwartz Round held on 17<sup>th</sup> September around the theme, 'Threatened at work'.
- Created new 1-1 template including a conversation to support colleagues to achieve a positive work/life balance, shared with other Divisions as best practice.
- Dedicated welcome packs created and issued for newly qualified recruits in Therapies, Radiology and Pharmacy teams to help current on boarding process.



## Current priorities and action plan going forward

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

- The Division continues to promote and embed the online GREATix recognition tool across teams.
- The Divisions Wellbeing Committee comprising advocates and other key stakeholders are to plan a series of 'Share and Learn' sessions for delivery in Q3.
- A proposal to introduce individual wellbeing and engagement objectives for Divisional is to be drafted for Heads of Service consideration in Q3.

# Estates and Facilities

## Progress in the last six months

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

- The Trust 'A3 thinking' methodical approach to problem is being applied to sickness absence as part of the Divisions 'Patient First' process. 4 meetings were held in Q2 to examine '5 Whys' with a 'fish bone' process completed. Next step is to finalise counter measures.
- The Division continued to report on the number of line managers who complete Workplace Wellbeing bitesize eLearning modules and aim to increase completion rates.
- 'Employee Voice Ambassador' meetings continued to be delivered within Facilities and were extended in Q2 to Estates as best practice.

## Current priorities and action plan going forward

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

- Finalise actions arising from sickness A3 thinking group as a strategic approach to reduce absence rates within the divisions.
- Plan a local programme of delivery of the new NHS Health Checks pilot delivered by the Workplace Wellbeing Nurse at various onsite locations between 30<sup>th</sup> October and 4<sup>th</sup> December (Bristol and Weston).
- Encourage completion of national NHS Staff Survey launching end of September with aim of increasing the response rate from last year.

# Medicine

## Progress in the last six months

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

- Violence and Aggression (V&A) within the Division is an increasing issue and so workshops have been implemented with the aim to train ward-based colleagues to better manage incidents on the wards and where incidents have risen, to enable all colleagues to feel confident in dealing with them as they occur.
- Increased the Restorative Clinical Supervision and Professional Nurse Advocate (PNA) support offered to all Clinical Nurse Specialist within the Division, to ensure they have the opportunity to receive this inclusive provision and are supported with any Quality Improvement (QI) work.
- GREATix online recognition scheme successfully implemented (400 nominations to date). Wellbeing Lead Nurses and Deputy HR Business Partner seeking to expand this with a local reward scheme.

## Current priorities and action plan going forward

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

- Continue the Plan-Do-Study-Act (PDSA) cycle of V &A workshop delivery, prioritising Care of the Elderly wards. Alongside this, the Division will review how the Trust risk management reporting system (Datix) can easily identify those patients involved in repeated V&A behaviour – to ensure colleague safety, health and wellbeing.
- The Division is championing the Trust Respecting Everyone culture by promoting local workshops and also the newly launched Pro Equity approach including anti-racism and ant-ableism workshops.
- Roll out a new reward scheme to compliment GREATix.

# Specialised Services

## Progress in the last six months

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

- Review of Psychological Health staff support offer to ensure areas of focus are the teams with greatest need. Division experienced success in delivering reflective sessions for medics particularly in Oncology.
- A key focus of Q1 and Q2 was on incidents of Violence and Aggression to ensure these are logged on the Trust risk management system and appropriately followed up to ensure support for colleagues and patients. This included the creation of a support pathway for managers to ensure improved clarity and consistency.
- The Division are committed to ensuring colleagues safety and so have proactively promoted the range of Sexual Safety workshops offered Trust wide.

## Current priorities and action plan going forward

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

- Local support and strategic promotion and delivery of new NHS Health Checks launching Trust wide in Q3 to ensure equity of uptake across Division.
- Targeted wellbeing support to 30 Newly Qualified Registered Nurses joining Specialised Services in Q3 to include check-ins and delivery of local wellbeing welcome packs to each colleague.
- Ongoing work on developing Divisional SharePoint platform to share news and updates relating to colleague health and wellbeing.

# Surgery

## Progress in the last six months

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

- A local recruitment drive for the voluntary role of Wellbeing Advocate successfully increased the network in Surgery from 33 to 46 members.
- A Divisional- wide GREATix (online staff recognition system) whereby colleagues nominate peers was established awaiting official launch. This tool utilises Microsoft Power Apps including “Power Automate”. As yet, 30 departments have registered their team.
- Trust wellbeing provision promoted within divisional HR & People Newsletter launched in Q1, including resources, opportunities and activities inclusive to all colleagues.

## Current priorities and action plan going forward

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

- Roll out GREATix online peer recognition system across the division, promoting its use across all teams.
- The corporate Workplace Wellbeing nurse, working in collaboration with the nominated Surgery Wellbeing Lead (and Matron) will continue to promote and plan the provision of NHS Health Checks in workplaces across the division.
- Target smaller teams to increase uptake of the Wellbeing Advocate role to ensure all teams have access to this valuable support and signposting resource.



# Trust Services

## Progress in the last six months

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

- Dedicated Learning sessions for managers around the newly launched Health and Wellness policy and resources along with provision and support for colleagues requiring workplace/reasonable adjustments within identified hotspot areas with high prevalence of stress related sickness absence.
- Continued monthly feature on wellbeing within our dedicated monthly HR Newsletter to further promote awareness and uptake of inclusive wellbeing initiatives.
- Collaboration with the corporate Workplace Wellbeing offer to ensure availability of 1:1 health checks, particularly to those teams where high level stress has been identified.

## Current priorities and action plan going forward

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

- Continuing a programme of work from Q2 to highlight Freedom to Speak Up (FTSU) including how to access confidential FTSU Advocates to colleagues are confident to raise concerns within the Division. This is in response to feedback from staff survey.
- The annual NHS Staff Survey is conducted during Q3 and the Division will actively promote access to ensure colleagues have opportunity to voice personal experiences and perception of the Division/Trust - to inform quality improvements.
- Absence data of sickness related absence shows an increase within some departments. Hotspot teams will continue to receive dedicated proactive support.

# Weston

## Progress in the last six months

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

- A Sexual Safety workshop facilitated by Psychological Health and Doctor Wellbeing Leads was delivered to multidisciplinary colleagues at Weston on 17th September in response to staff survey feedback. The aim of the session is to understand what matters to colleagues about sexual safety at work in order to implement effective changes, Trust wide.
- Information on workplace/reasonable adjustments was circulated across the Divisions for information and advice on steps available. Next step is to plan training sessions aligned to the Pro-equity plan.
- A review into violence and aggression incidents was completed in Q2. This will be followed up with an action plan in development with key

## Current priorities and action plan going forward

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

- A funding application is to be submitted to support Nurse health and wellbeing at Weston.
- Continue to explore wellbeing resources and interventions to be delivered onsite at the Wellbeing Hub in addition to existing Wellbeing 1:1 sessions with a Clinical Psychologist, Health Checks and drop-in wellbeing advice.
- Meetings to be undertaken with all Healthcare Support Workers from Q3 less than 12 months service to understand and out in place a series of support needs to aid personal and team wellbeing as part of the Divisional retention strategy.

# 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

- Finalised 'Culture and People Plan' including wellbeing areas of focus for 2024/25.
- An action concerning rest breaks/break areas and access to nutritious food is in progress, led by the Divisional Workforce and Organisational Development' group and linked a Nurse retention project in conjunction with the Trust Human Factors team regarding development of a fatigue risk management system.
- Proactive, regular communication of inclusive corporate wellbeing offer including health check, lanyard cards, dietitian awareness events, support at away-days.

## Current priorities and action plan going forward

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

- Divisional Recruitment Leads have an extended remit for health and wellbeing with objectives linked to Divisional Culture and People Plan 2024/25.
- Division linking into Estates and Facilities team for the provision of hot meal food options out of hours.
- Plan a local programme of delivery of the new NHS Health Checks pilot provided by the Workplace Wellbeing Nurse at various onsite locations between September 2024 to March 2025.



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# Workplace Wellbeing Strategic plan 2024/25

## **In this section:**

We share the strategic wellbeing plan 2024-2025 which has been co-designed with corporate and Divisional stakeholders.

It comprises 6 strategic objectives and 27 milestones aligned to 4 UHBW People Plan objectives.

# Organisational Development: Workplace Wellbeing Strategic Plan 2024-2025

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

People Strategy Objective: Provide a safe working environment						
Strategic Driver	No	Strategic Objective	Key Milestone	Timeline Plan	Accountable Lead/s	Collaborators
HIA 6 WSS22 WPP2 WPP4	1	<b>Colleagues feel safe and valued in their physical working environment which exceeds the minimum standard of what is acceptable for our diverse NHS people.</b>	1.1 Work in partnership with Divisions and Estates and Facilities Division to lead improvements to local rest areas and facilities in response to colleague satisfaction surveys and other feedback mechanisms.	Q1-Q4	Workplace Wellbeing team and Divisional Wellbeing Leads	<ul style="list-style-type: none"> <li>• Divisional Leads (WWSG / HRBP)</li> <li>• Wellbeing Lead for Doctors and Dentists</li> <li>• Workplace Wellbeing Advocate Network</li> <li>• Estates and Facilities team</li> <li>• Divisional and Site Managers</li> <li>• Commissioned providers (Architects, etc.)</li> </ul>
			1.2 Improve utilisation of the Weston 'Wellbeing Hub' through the provision of wellbeing activities, interventions (health checks, 1:1 check-ins, etc.) and one-stop, inclusive information and assets.	Q1-Q4	Workplace Wellbeing team and Weston HRBP team	<ul style="list-style-type: none"> <li>• Divisional Leads (WWSG / HRBP)</li> <li>• Wellbeing Lead for Doctors and Dentists</li> <li>• Workplace Wellbeing Advocate Network</li> <li>• Freedom to Speak Up Guardian &amp; Champions</li> <li>• Internal Staff Networks</li> <li>• Arts and Culture team</li> </ul>
			1.3 Maximise 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	Workplace Wellbeing team and Divisional Wellbeing Leads	<ul style="list-style-type: none"> <li>• Divisional Leads (WWSG / HRBP)</li> <li>• Wellbeing Lead for Doctors and Dentists</li> <li>• Workplace Wellbeing Advocate Network</li> <li>• Estates and Facilities team (Inc. Catering)</li> <li>• Divisional and Site Managers</li> <li>• Staff Side (Unions)</li> </ul>

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

Strategic Driver	No	Strategic Objective	Key Milestone	Timeline Plan	Accountable Lead/s	Collaborators
HIA 6 WSS11a WSS11b WSS11c WPP3 WPP5 PS1 EDS22	2	<b>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.</b>	2.1 Continue to lead the implementation of the Trust 'Respecting Everyone' framework with the ambition to: <ul style="list-style-type: none"> <li>● Improve early resolution and reduce cases of bullying and harassment, conduct, capability and grievance.</li> <li>● Improve colleague survey results for violence and aggression and bullying and harassment.</li> <li>● Receive positive colleague survey results on all other areas of working relationships.</li> </ul>	Q1-Q4	Head of HR Services	<ul style="list-style-type: none"> <li>● HR Services team</li> <li>● Divisional Leads (WWSG / HRBP)</li> <li>● Line Managers and Supervisors</li> <li>● Freedom to Speak Up Guardian &amp; Champions</li> <li>● Equality, Diversity and Inclusion team and EDI network</li> <li>● Education team</li> <li>● Workplace Wellbeing team</li> <li>● Wellbeing Lead for Doctors and Dentists</li> <li>● Staff Side (Unions)</li> </ul>
			2.2 Co-create an Employee Relations Bi-annual Report comprising data triangulation across relevant partners to enable greater understanding of colleague experience and identification of 'hot spots'.	By Q3	Head of HR Services	<ul style="list-style-type: none"> <li>● HR Services team</li> <li>● Divisional Leads (WWSG / HRBP)</li> <li>● Line Managers and Supervisors</li> <li>● Freedom to Speak Up Guardian &amp; Champions</li> <li>● Equality, Diversity and Inclusion team and EDI network</li> </ul>
			2.3 Work in partnership with the EDI strategy objectives to maximise the wellbeing experience of colleagues in relation, but not limited to, sexual safety, recruitment, and disparity of experience across the protected characteristics.	By Q3	Workplace Wellbeing and EDI teams	<ul style="list-style-type: none"> <li>● Equality, Diversity and Inclusion team and EDI network</li> <li>● Wellbeing Lead for Doctors and Dentists</li> <li>● HR Services team</li> <li>● Divisional Leads (WWSG / HRBP)</li> <li>● Line Managers and Supervisors</li> <li>● Freedom to Speak Up Guardian &amp; Champions</li> </ul>
			2.4 Improve compliance for conflict resolution to 90% through increased attendance at training sessions. There is a specific piece of work linked to conflict resolution to identify target audience for clinical holding training and to monitor compliance. Overall target of Q1 and specific target Q4 Head of Learning and Development.	Q1-Q4	Head of Learning and Development	<ul style="list-style-type: none"> <li>● Violence &amp; Aggression trainers</li> <li>● Divisional Senior Management teams (Inc. HRBPs)</li> <li>● Managing Violence &amp; Aggression Committee (MVAC)</li> <li>● Integrated Care Board partners (ICB)</li> <li>● Line Managers / Supervisors</li> </ul>
			2.5 Strengthen collaboration between Violence Reduction and Workplace Wellbeing teams to ensure colleagues are aware of provision available and those reporting and/or experiencing issues receive support and signposting to the wellbeing offer, at the point of need.	By Q2	Workplace Wellbeing team and Violence Reduction Officers	<ul style="list-style-type: none"> <li>● Violence Reduction team</li> <li>● Wellbeing Lead for Doctors and Dentists</li> <li>● Divisional Leads (WWSG / HRBP)</li> <li>● Freedom to Speak Up Guardian &amp; Champions</li> <li>● Equality, Diversity and Inclusion team and EDI network</li> <li>● HR Services team</li> <li>● Staff Side (Unions)</li> </ul>
			2.6 Work collaboratively with Freedom to Speak Up using data to support the triangulation of outcome activities to maximise outcomes. These may include, joint events, promotion in communications material based on an increased understanding of colleague experience.	By Q2	Deputy Freedom to Speak Up Guardian and Workplace Wellbeing team	<ul style="list-style-type: none"> <li>● Freedom to Speak Up Champion Network</li> <li>● Workplace Wellbeing Advocate Network</li> <li>● Violence Reduction team</li> <li>● Wellbeing Lead for Doctors and Dentists</li> <li>● Divisional Leads (WWSG / HRBP)</li> </ul>



People Strategy Objective: Develop an outstanding employment experience which meets colleagues aspirations of their work						
Strategic Driver	No	Strategic Objective	Key Milestone	Timeline Plan	Accountable Lead/s	Collaborators
HIA 1 EDS22 WSS11a WSS11b WSS11c WWP1 WPP3 WPP5 PS1 GOHW	3	<b>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.</b>	3.1 Collaborate with system partners to undertake year 2 assessment of workplace wellbeing provision against national NHS EDS22 Domain 2: Workforce Health and Wellbeing, and implement resulting best practice improvements.	By Q4	Workplace Wellbeing and EDI team	<ul style="list-style-type: none"> <li>Wellbeing Operational Leads Group (WOLG)</li> <li>Workplace Wellbeing Steering Group (WWSG)</li> <li>People and Education Group (Governance)</li> <li>People Committee (Governance)</li> <li>Workplace Wellbeing Advocate Network</li> <li>Divisional Leads</li> </ul>
			3.2 Ensure the newly appointed workplace wellbeing guardian is supported to drive the agenda forward through regular communication to ensure the Board are abreast of key wellbeing challenges and plans to mitigate any risk.	By Q2	Workplace Wellbeing team	<ul style="list-style-type: none"> <li>Wellbeing Operational Leads Group (WOLG)</li> <li>Workplace Wellbeing Steering Group (WWSG)</li> <li>People and Education Group (Governance)</li> <li>People Committee (Governance)</li> <li>Wellbeing Lead for Doctors and Dentists</li> <li>Divisional Leads (WWSG / HRBP)</li> </ul>
			3.3 Incorporate prevalent workplace wellbeing topics into the monthly Schwartz Round programme enabling colleagues to share and reflect on emotional aspects of healthcare work.	Q1-4	Psychology lead for Staff Support and Schwartz Round Steering Group	<ul style="list-style-type: none"> <li>Wellbeing Lead for Doctors and Dentists</li> <li>Workplace Wellbeing team</li> <li>Workplace Wellbeing Advocate Network</li> </ul>

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## People Strategy Objective: Promote a culture of health and wellbeing

Strategic Driver	No	Strategic Objective	Key Milestone	Timeline Plan	Accountable Lead/s	Collaborators
HIA 4 EDS22 GOHWB	4	<b>Support delivery of NHS EDI Improvement Plan, High Impact Action 4: Develop and implement an improvement plan to address health inequalities within the</b>	4.1 Lead on the development of a line manager support guide to build the confidence of leaders to undertake regular, effective wellbeing conversations with all colleagues as identified in the Trust Appraisal Recovery Plan, monitored via Kallidus.	By Q2	Workplace Wellbeing and Staff Engagement teams (OD)	<ul style="list-style-type: none"> <li>● Organisational Development team - Staff Engagement</li> <li>● Divisional Leads (WWSG / HRBP)</li> <li>● Wellbeing Lead for Doctors and Dentists</li> <li>● Workplace Wellbeing Advocate Network</li> <li>● Education team (Kallidus)</li> </ul>
			4.2 Colleagues feel engaged and consulted on workplace wellbeing matters through Q2 Pulse Survey, monthly Advocate updates, NHS staff survey and other communications mechanisms, this is measured through improved staff survey outcomes	By Q3	Workplace Wellbeing and Staff Engagement teams (OD)	<ul style="list-style-type: none"> <li>● Organisational Development team - Staff Engagement</li> <li>● Divisional Leads (WWSG / HRBP)</li> <li>● Wellbeing Lead for Doctors and Dentists</li> <li>● Workplace Wellbeing Advocate Network</li> <li>● Communications team</li> </ul>
			4.3 Wellbeing issues presented to PHS staff support team are analysed through the lens of equality, diversity and inclusion data with issues pertinent to specific demographics shared and acted upon.	Q1-4	Psychology Health Service - Staff Support team (PHS)	<ul style="list-style-type: none"> <li>● Wellbeing Lead for Doctors and Dentists</li> <li>● Workplace Wellbeing Advocate Network</li> <li>● Divisional Leads / HRBP teams</li> <li>● Internal workplace wellbeing services</li> <li>● Internal Staff Networks</li> <li>● Communications team</li> </ul>
			4.4 Support Division of Weston to gain accreditation of the North Somerset Healthy Workplaces Scheme 'silver' status and to apply evidence-based best practice across the entire organisation.	By Q4	Workplace Wellbeing team and Weston HRBP team	<ul style="list-style-type: none"> <li>● Senior Leadership team (Weston)</li> <li>● Workplace Wellbeing Advocate Network</li> <li>● Wellbeing Operational Leads Group (WOLG)</li> <li>● Workplace Wellbeing Steering Group (WWSG)</li> <li>● Wellbeing Lead for Doctors and Dentists</li> </ul>

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## People Strategy Objective: Promote a culture of health and wellbeing

Strategic Driver	No	Strategic Objective	Key Milestone	Timeline Plan	Accountable Lead/s	Collaborators
EDS22 HIA 4 WSS11a WSS11b WSS11c WPP3 WPP4 WPP5 PS1 GOHW	5	<b>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.</b>	5.1 Collaborative with multidisciplinary partners to establish a corporate identity and strategy for Avon Partnership Occupational Health Service responsive to evolving client needs and aligned to the NHS Growing Occupational Health and Wellbeing strategy.	By Q4	Associate Director of Occupational Health Service	UHBW Partners: <ul style="list-style-type: none"> <li>• Associate Director of OD and Wellbeing</li> <li>• HR Business Partner team</li> <li>• Recruitment team</li> <li>• Workplace Wellbeing team</li> <li>• Chief Nurse office Medical Directors office</li> <li>• Infection Prevention Control</li> </ul>
			5.2 Develop and lead a framework to embed a compassionate, trauma informed approach across the Trust.	Q1-4	Psychology Health Service - Staff Support team (PHS)	<ul style="list-style-type: none"> <li>• Senior leadership tea,</li> <li>• Occupational Health Service</li> <li>• Divisional Leads (WWSG / HRBP)</li> <li>• Wellbeing Lead for Doctors and Dentists</li> </ul>
			5.3 Improve Medical and dental staff access to timely in-house 1:1 support with ongoing signposting to counselling, coaching and mentoring, as measured by wellbeing service data.	Q1-4	Wellbeing Lead for Doctors and Dentists	<ul style="list-style-type: none"> <li>• Medical and Dental Staff Groups/Networks</li> <li>• Divisional Leads (WWSG / HRBP)</li> <li>• Wellbeing Lead for Doctors and Dentists</li> <li>• Education team</li> <li>• Internal Staff Networks</li> </ul>
			5.4 Attend New Consultant Groups, Consultant Away days and Medical Education meetings to promote the holistic range of wellbeing resources and services to Medical and Dental staff.	Q1-4	Wellbeing Lead for Doctors and Dentists	<ul style="list-style-type: none"> <li>• Medical and Dental Staff Groups/Networks</li> <li>• Divisional Leads (WWSG / HRBP)</li> <li>• Wellbeing Lead for Doctors and Dentists</li> <li>• Education team</li> <li>• Internal Staff Networks</li> </ul>
			5.5 Create and share a communications plan to optimise awareness of the Medical and Dental support offer and the wider wellbeing offer.	Q1-4	Wellbeing Lead for Doctors and Dentists	<ul style="list-style-type: none"> <li>• Medical and Dental Staff Groups/Networks</li> <li>• Divisional Leads (WWSG / HRBP)</li> <li>• Wellbeing Lead for Doctors and Dentists</li> <li>• Education team</li> </ul>
			5.6 Undertake ongoing recruitment of Workplace Wellbeing Advocates across each Division to ensure awareness and equitable uptake of the inclusive wellbeing offer to boost personal and team wellbeing.	Q1-4	Workplace Wellbeing team and Divisional Wellbeing Leads	<ul style="list-style-type: none"> <li>• Divisional Leads (WWSG / HRBP)</li> <li>• Wellbeing Lead for Doctors and Dentists</li> <li>• Freedom to Speak Up Guardian &amp; Champions</li> <li>• Internal Staff Networks</li> <li>• Wellbeing service providers (health checks, etc.)</li> </ul>
			5.7 Develop a robust internal process for monitoring and reporting manual handling workplace assessments to improve physical activity levels and reduced musculoskeletal (MSK) concerns, Trust wide.	By Q3	Trust Manual Handling and Ergonomics Advisor	<ul style="list-style-type: none"> <li>• Health and Safety team</li> <li>• Avon Partnership Occupational Health Service</li> <li>• Able Plus Staff Network</li> <li>• Divisional Leads / HRBPs</li> <li>• Workplace Wellbeing team</li> </ul>

## People Strategy Objective: Promote a culture of health and wellbeing

Strategic Driver	No	Strategic Objective	Key Milestone	Timeline Plan	Accountable Lead/s	Collaborators
EDS22 WSS11a WSS11b WSS11c WPP2 WPP3 PS1 GOHWB	6	<b>Deliver proactive and responsive mitigation against corporate Datix risk 793: risk that staff experience work related stress with linkage to Divisional risks.</b>	6.1 The risk score is of 9 is maintained 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.	Q1-4	Claire Haley, Workplace Wellbeing team	<ul style="list-style-type: none"> <li>• Avon Partnership Occupational Health Service</li> <li>• Psychological Health Service</li> <li>• Health Assured Employee Assistance Programme</li> <li>• Wellbeing Lead for Doctors and Dentists</li> <li>• Health and Safety team (HSE stress tool)</li> <li>• Chaplaincy team</li> <li>• Risk Management team</li> </ul>
			6.2 Co design the strategic approach for the identification and risk management of colleague fatigue at UHBW.	By Q3	Head of Human Factors	<ul style="list-style-type: none"> <li>• Avon Partnership Occupational Health Service</li> <li>• Psychological Health Service</li> <li>• Workplace Wellbeing team</li> <li>• Wellbeing Lead for Doctors and Dentists</li> </ul>
			6.3 Review the workplace trauma support pathway to identify improvement recommendations aligned to NICE Guidance [NG116].	By Q4	Psychology lead for Staff Support	<ul style="list-style-type: none"> <li>• Wellbeing Operational Leads Group (WOLG)</li> <li>• Workplace Wellbeing Steering Group (WWSG)</li> <li>• Divisional Leads / HRBP teams</li> <li>• Workplace Wellbeing team</li> </ul>
			6.4 Co-create and implement a project plan to promote Trust wide use of HSE Risk Assessment tools including training for managers and localised resources accessible on the Health and Safety intrant page and Workplace Wellbeing SharePoint.	By Q4	Workplace Wellbeing team and Health and Health and Safety team	<ul style="list-style-type: none"> <li>• Divisional Leads (WWSG / HRBP)</li> <li>• Wellbeing Lead for Doctors and Dentists</li> <li>• Workplace Wellbeing Advocate Network</li> <li>• Estates and Facilities team</li> <li>• Health and Safety team</li> </ul>

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University Hospitals  
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# Appendix

## In the Appendix:

- Wellbeing Strategy Plan 2024/25 – Glossary of Strategic Drivers.



Strategic Driver	Workplace Wellbeing Strategy Plan 2024/25 - Measure
<b>STAFF SURVEY</b>	
WSS10b	Don't work any additional paid hours per week for this organisation, over and above contracted hours
WSS10c	Don't work any additional unpaid hours per week for this organisation, over and above contracted hours
WSS11a	Organisation takes positive action on health and well-being
WSS11b	In last 12 months, have not experienced musculoskeletal (MSK) problems as a result of work activities
WSS11c	In last 12 months, have not felt unwell due to work related stress
WSS11d	In last 3 months, have not come to work when not feeling well enough to perform duties
WSS11e	Not felt pressure from manager to come to work when not feeling well enough
WSS12a	Never/rarely find work emotionally exhausting
WSS12b	Never/rarely feel burnt out because of work
WSS12c	Never/rarely frustrated by work
WSS12d	Never/rarely exhausted by the thought of another day/shift at work
WSS12e	Never/rarely worn out at the end of work
WSS12f	Never/rarely feel every working hour is tiring
WSS12g	Never/rarely lack energy for family and friends
WSS17	Target of unwanted behaviour of a sexual nature in the workplace (from staff/patients/service users)
WSS22	I can eat nutritious and affordable food while I am working
<b>NHS PEOPLE PLAN</b>	
WPP1	Appoint a wellbeing guardian.
WPP2	Ensure that staff has safe rest spaces to manage and process the physical and psychological demands of the work.
WPP3	Ensure that all staff have access to psychological support
WPP4	Ensure that workplaces offer opportunities to be physically active and that staff are able to access physical activity throughout their working day.
WPP5	Make sure line managers and teams actively encourage wellbeing to decrease work-related stress and burnout



Strategic Driver	Workplace Wellbeing Strategy Plan 2024/25 - Measure
<b>UHBW PEOPLE STRATEGY</b>	
PS1	Looking after our people
PS2	Inclusion and belonging
PS3	Growing our future
PS4	New ways of working
<b>EQUALITY DELIVERY SYSTEM 2022</b>	
EDS22	Workforce Health and Wellbeing
<b>PATIENT FIRST - PEOPLE PRIORITY</b>	
PFPP1	Together, we will make UHBW the best place to work.
PFPP1	We will improve the employment experience of all our colleagues to retain our valuable people.
<b>GROWING OCCUPATIONAL HEALTH AND WELLBEING</b>	
GOWW	<p>Inclusion, equality and ease of access</p> <p>Proactive and preventative focus</p> <p>Alignment to Health and Wellbeing in organisational and system wide (ICS) plans</p> <p>Enhanced service standards, quality, measurement, and consistency</p> <p>Effective use of technology to support service delivery</p>

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