

# Workplace Wellbeing Strategic Framework 2020 – 2025



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## Foreword from Robert Woolley, Chief Executive

I am delighted to present this 5-year strategic framework for Workplace Wellbeing, which supports our determination to make the Trust a great place to work, where we attract and retain exceptional people and help them develop exceptional careers in a caring and supportive work environment.

There is ample evidence, if evidence were really needed, that those Trusts whose staff report high levels of satisfaction at work also receive the best feedback from patients, and their friends and families, about their experience in hospital.

This framework sets out the steps we will take to “ensure staff are supported with both their physical and psychological wellbeing” and deliver on our commitment to “build a culture of engagement and diversity that truly drives the best behaviours in our people and supports their health and wellbeing”.

We have identified four key areas of focus:

**Workload**  
**Wellbeing support**

**Work environments**  
**Line manager confidence and competence in supporting staff**

And to emphasise our holistic approach, this framework describes our wellbeing offer to staff under three broad headings:

Psychological Wellbeing

Physical Wellbeing

Healthy Lifestyles

I hope you will join me in welcoming this framework, embracing not only the extensive range of support it offers to each and every one of us in the Trust but also recognising the implicit challenge that we are each responsible for attending to our own wellbeing and that of our colleagues, and that doing so is not somehow selfish or weak but integral to our ambition to give the best care to our patients.



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With best wishes,

Robert Woolley, chief executive

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# Workplace Wellbeing Strategic Framework

## 2020 – 2025

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## Context

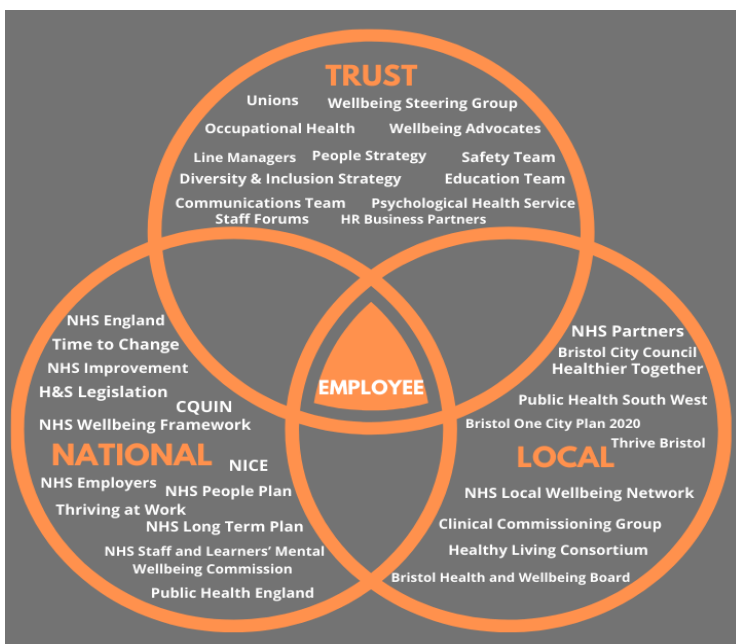
The workplace wellbeing strategic framework is for all colleagues at University Hospitals Bristol and Weston NHS Foundation Trust and is driven by local and national drivers. It is an integral element of the Trust Organisational Development function, co-ordinated by a dedicated team who foster collaborations with senior clinical and operational managers and external partners.

The Thriving at Work report (2017) outlines ten standards to enhance mental wellbeing. These have been fully adopted along with Health and Safety legislation to guide our psychological wellbeing provision as they also address the areas of focus identified by colleagues at the Trust.

The provision of physical wellbeing and healthy lifestyle interventions is aligned to the national NHS Health and Wellbeing Framework, NHS Healthy Weight Declaration and NICE guidance.

Effective framework delivery requires positive engagement with our internal stakeholders, Trust colleagues of all disciplines, and external stakeholders who have significant interest in service delivery. This is to understand their perceptions, issues and expectations, to support and influence planned changes and improvements that meet the majority of workforce needs.

### Trust, Local and National Collaborators for Workplace Wellbeing



We work with a number of national and local agencies to ensure best practice and to provide opportunities for joined-up working.

Thrive Bristol is one partnership tackling mental health issues across Bristol city working together as a whole system to achieve more at scale.

The Trust signed-up to the Bristol Thrive Mental Health Commitments in October 2019 having implemented the national Time to Change Pledge in 2018

Senior leads review progress reports on the delivery and performance of wellbeing measures against specific objectives; integrated into workforce strategies. The Director of People and the Wellbeing Guardian are the named board members for wellbeing with other executives leading by example and visibly engaging in the wellbeing services and interventions available at the Trust.

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## Our vision and priorities

The workplace wellbeing strategic framework is aligned to other supporting strategies including the UHBW People Plan and the NHS Workforce Disability and Race Equality Standards.

This ensures that we deliver our vision of making the Trust a great place to work where we attract recruit and retain exceptional people.

### Strategic Priorities

We believe that prioritising workplace safety and wellbeing will lead to positive cultural change and business benefits such as enhanced staff engagement, performance, staff retention, reduced sickness and ultimately, patient experience. To enable us to achieve our vision, we will work within the 10 Thriving at Work recommendations and implement these over the lifecycle of the framework.

### Thriving at Work recommendations

1. Produce, implement and communicate a mental health at work plan
2. Develop mental health awareness amongst employees
3. Encourage open conversations about mental health and available support
4. Promote effective people management
5. Ensure provision of tailored in-house mental health support
6. Routinely monitor employee mental health and wellbeing
7. Increase transparency and accountability through internal and external reporting
8. Demonstrate accountability
9. Improve the disclosure process
10. Provide your employees with good working conditions

In addition to our commitment to positive mental health, this framework brings together best practice, research and insights for physical wellbeing and healthy lifestyles. This is to ensure we take a holistic approach within the national agenda in line with the following directives:

- **NHS Health and Wellbeing Framework**
- **NHS Healthy Weight Declaration**
- **National Institute for Health and Care Excellence (NICE) guidance**

Governance of the framework and annual delivery plans is monitored through the Trust People Committee on a bi-monthly basis. Annual reviews are conducted at the end of year. Subsequent plans will focus on the achievements in the preceding year as informed by our Workplace Wellbeing Steering Group comprised of divisional representatives, service leads and other relevant contributors.

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## Informing our approach

A menu of wellbeing services and interventions is promoted by the workplace wellbeing team and a network of almost 400 voluntary wellbeing advocates that are in place across each site to support communication and engagement activity within local teams.

The Trust’s corporate offer has been characterised into three health interventions to help colleagues to identify and access the provision they need. It is informed by staff demand and the current evidence base.



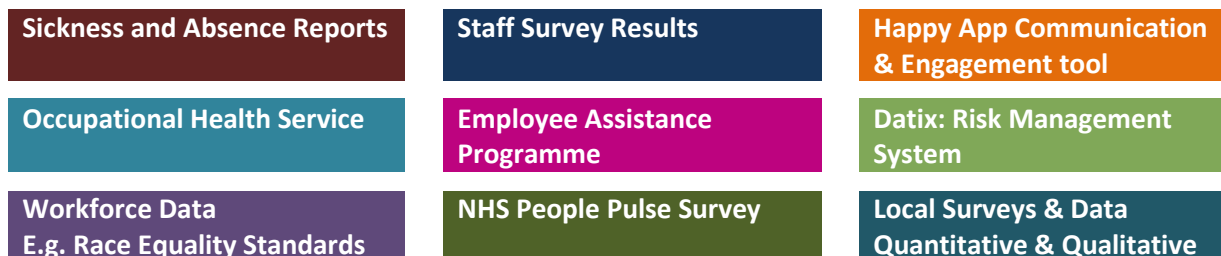
Source: NHS Health and Wellbeing Framework

In addition to the corporate offer, each of our Divisions implements an annual Culture and People plan. The commission of bespoke wellbeing initiatives outside this framework may support specific needs of individuals and teams to address local issues prevalent to a type of activity or occupation.

### Data driven decision making

*“By using data, organisations can make more evidence based decisions to improve staff health and wellbeing. Reviewing detailed and accurate absence data allows interventions to be more targeted so that they can better help to reduce unplanned absences” (NHS Health and Wellbeing Review, Boorman, 2009)*

The Trust uses a variety of data sources to inform its wellbeing action plan, for example:



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A combination of data helps us to understand where absence and health challenges impact most on the organisation in order to develop appropriate targets and to inform decisions on how to design commission and deliver our interventions to improve wellbeing and reduce health inequalities and support of colleagues with visible and non-visible disabilities and illness.

The impact and quality of wellbeing interventions is measured to identify trends, gaps and risks affecting workplace wellbeing.

We will continue to work with the Human Resources Information Systems team and other collaborators to use data in a meaningful way to change identified need into appropriate response.

## Current activity

The Trust has cultivated a culture that fosters workplace wellbeing for many years with the provision of Occupational Health services and other healthy work practices. Our approach was formalised in 2015 with the introduction of a workplace wellbeing team to lead the direction of a package of sustainable workplace wellbeing initiatives. This underpins our organisational development strategy to correlate engagement, wellbeing and performance.

*“A healthy workplace is one in which workers and managers collaborate to use a continual improvement process to protect health, safety and wellbeing of all workers and the sustainability of the workplace” (World Health Organisation, 2010)*

### Where we are now: an overview of initiatives

Dedicated Workplace Wellbeing roles/team	Avon Partnership NHS Occupational Health Service	Workplace Wellbeing Advocate Network (over 400 colleagues)
Workplace Wellbeing Steering Group with collaborators	Time to Change Employer Pledge & Thrive Commitments	Smoke Free Status achieved 2019 (Public Health England)
Annual Seasonal Influenza Vaccination Programme (Oct– Feb)	NHS Healthy Weight Declaration (pilot Trust)	Collaborative approach with colleagues, Unions, NHS bodies, Public Health
Psychological wellbeing training and guidance for individuals and managers	Holistic wellbeing workshops include pregnancy and menopause	Dedicated wellbeing section on the intranet: HRWeb & external website

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## Working Together

Positive workplace wellbeing relies on all colleagues adopting compassionate self-care and role-modelling this practice to peers and service users. We have adopted a multi-component approach to the development of this framework and accompanying action plans through a number of staff engagement activities. It is underpinned by the Thriving at Work standards, colleague feedback, key Trust strategies and reference to best practice in the NHS and nationally.

In addition to the corporate wellbeing plan, each Division implements a local wellbeing and staff engagement plan to meet the distinct needs of specific teams and local culture.



*Bristol and Weston NHS Runners Club*

## Measuring Success

Our framework is a commitment to a five year journey to build a culture of engagement and diversity that truly drives the best behaviours in our people and supports their health and wellbeing.

The following data sources will help to measure impact against our vision and priorities:

- Improved wellbeing offer reflective of national frameworks; Thrive at Work, NHS Health and Wellbeing Framework and Diagnostic Tool, NHS Healthy Weight Declaration and NICE guidance.
- Increased uptake and satisfaction of wellbeing service provision and training.
- Reduced sickness, absence and presenteeism.
- NHS annual staff survey specific measures on wellbeing.
- Bespoke questionnaires and focus groups.
- Occupational Health utilisation data.
- NHS Workforce Race Equality Standards and NHS Workforce Disability Equality indicators.
- Workforce data – recruitment and retention of staff.

Reported progress against objectives and impact measures will be communicated to the People Committee on a quarterly basis. An annual update against this strategy will also be provided, using this as an opportunity to ensure priorities are refreshed and continue to reflect the views of our people.

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## Making this happen: our governance

Our Workplace Wellbeing Steering Group delivers assurance for Workplace Wellbeing as set out in the Trust People Plan. It comprises strategic and operational leads from across the organisation.

### Workplace Wellbeing Governance Structure



This governance assures the Board that:

- There is clear accountability and progress being made against the strategic objectives.
- The Trust meets requirements to implement the NHS People Plan.

Over the lifespan of this document there is an expectation that new initiatives and interventions will be developed in relation to national and local requirements. An annual review is conducted at the end of each year and published on the Trust external website within the 'About Us' section::

<https://www.uhbw.nhs.uk/p/about-us/about-us>

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## Appendix

### Workplace Wellbeing Strategic Framework: Year Three Action Plan – Quarter 1 2022/2023

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Q1 update (April to June 2022)	BRAG
WSS1, WSS3, WPP2, WPP4 WSF1, WSF2 WSF10	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		
			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		
			Evaluate the wellbeing offer for 2022/23 by end of Q4.	Corporate Wellbeing Leads	Corporate Wellbeing Leads/ Nurse Wellbeing Leads/Corporate leads		
			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		
			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		
WSS1, BSS1 BSS2, BSS3 BSS4, BPP1 BPP2, DPP9 WRES6, WSF3 WSF9	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		
			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		

## Workplace Wellbeing Strategic Framework: Year Three Action Plan – Quarter 1 2022/2023 Continued

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Q1 update (April to June 2022)	BRAG
WSS1, WSS3 WPP2, WPP4 WSF1	3	Develop an effective communication plan for sharing and promoting use of wellbeing resources and initiatives across the Trust	Ensure the internal HR Web communication pages reflect our commitment to change and a quarterly 'spotlight on' is introduced by end of Q2.	Corporate Wellbeing Leads	Corporate Wellbeing Leads		
			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		
			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		
			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		
WSS1, WSS3 WPP2, WPP4 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		
			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		
			Evaluate the wellbeing advocate network by end of Q4.	Corporate Wellbeing Leads	Corporate Wellbeing Leads/ Divisional Wellbeing Leads/Wellbeing Advocates		

## Workplace Wellbeing Strategic Framework: Year Three Action Plan – 1 Quarter 1 2022/2023 Continued

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Q1 update (April to June 2022)	BRAG
WSS1, WSS2 WPP4, WPP5 BSS2, BPP2 DSS3, WSF8	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		
			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 network		
			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		
			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 network		
			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	Corporate Wellbeing Leads/ Divisional Wellbeing Leads/Healthier together network		
			Work across the system to finely tune the psychological offer ensuring a smooth pathway to appropriate services.	Business Manager Occupational Health	Corporate Wellbeing Leads/ Divisional Wellbeing Leads/Healthier together network		

## Workplace Wellbeing Strategic Framework: Year Three Action Plan – Quarter 1 Quarter 1 2022/2023 Continued

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Q1 update (April to June 2022)	BRAG
WSS1, WSS2 WPP4, WPP5 BSS2, BPP2 DSS3, WSF2 WSF3, WSF5	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		
			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		
			Integrate wellbeing into a revised Trust leadership and management, and coaching training model by Q2.	Leadership & management team	Head of Education		
			Establish an Education working group by the end of Q1.	Associate Director of Education			
			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		

## Workplace Wellbeing Strategic Framework Year Three Action Plan – Quarter 1 Quarter 1 2022/2023 Continued

KPI's	No	Strategy objective	Key Milestones	Corporate Lead	Collaborators	Q1 update (April to June 2022)	BRAG
WSS1, WSS2 WPP4, WPP5 BSS2, BPP2 DSS3, WSF2 WSF3, WSF5	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		
			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		
			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		
			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		
			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		
WSS1, WSS3 WPP2, WSF4	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		

## Glossary of Workplace Wellbeing Key Performance Indicators (KPI)

NHS STAFF SURVEY	
WSS1	Organisation takes positive action on health and wellbeing.
WSS2	Immediate manager takes positive interest in health & wellbeing.
WSS3	Musculoskeletal (MSK) problems experienced as a result of work activities in last 12 months.
WSS4	During the last 12months felt unwell I as a result of work related stress.
WSS5	Came to work when not feeling well enough to perform duties in last 3 months.
WSS6	Self/colleagues/manager put under pressure to come to work.
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.
STEVENSON & FARMER – THRIVING AT WORK REPORT	
WSF1	Produce, implement and communicate a mental health at work plan.
WSF2	Develop mental health awareness amongst employees.
WSF3	Encourage open conversations about mental health and available support.
WSF4	Provide employees with good working conditions.
WSF5	Promote effective people management.
WSF6	Routinely monitor employee mental health and wellbeing.
WSF7	Demonstrate accountability.
WSF8	Increase transparency and accountability through internal and external reporting.
WSF9	Improve the disclosure process.
WSF10	Ensure provision of tailored in-house mental health support.