

 The Royal Wolverhampton NHS Trust	<h1>Health and Wellbeing Together Board</h1> <p>8 July 2020</p>
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Report title: Health & Wellbeing and Workforce Resourcing

Report of: Alan Duffell
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The Royal Wolverhampton NHS Trust

Portfolio: Workforce

Recommendation(s) for action or decision:

Health and Wellbeing Together is recommended to:

1. Note the report.

1.0 Purpose

As an NHS Trust of over 10,000 employees, the importance of focusing on the Health & Wellbeing agenda, as well as ensuring we have an ongoing workforce supply pipeline. The purpose of this report is to outline how RWT is addressing these two critical areas.

2.0 Staff Health & Wellbeing Overview

The Trust's wellbeing approach has been developed along the lines of five elements of wellbeing. This approach supports the Trust's strategic objective to "*Attract, retain & develop our staff & improve employee engagement*" and its aspiration to be the employer of choice within the Black Country.

In August 2019, the RWT set out its strategic approach to staff wellbeing with five primary elements:

- Career wellbeing
- Mental and Emotional Wellbeing
- Physical Wellbeing
- Financial Wellbeing and
- Community and Social Wellbeing

2.1 Career Wellbeing

Career wellbeing recognises the links between staff experience, engagement and the quality of care that is provided to patients and service users. Career wellbeing is concerned with:

- Ensuring a good working environment that goes beyond health and safety
- Role clarity developed through the good job design and an effective appraisal
- Training managers to develop capability and capacity for supporting employee wellbeing
- Ensuring effective communication, particularly at the level of the department
- Developing the Trust's approach to recognition, ensuring good practice is recognised and rewarded
- Ensuring that staff are supported to pro-actively manage their own wellbeing.

2.2 Mental and Emotional Wellbeing

The approach recognises two closely related aspects of mental and emotional wellbeing. In the Trust's model, whilst it is recognised that the two aspects are closely linked, there is a parallel with physical wellbeing where one experiences physical health (or ill-health) related predominantly to the health conditions they may have together with physical wellbeing where one seeks to enhance their wellbeing by for instance eating well and undertaking physical activity.

The strategic approach includes interventions designed to support staff, where possible to maintain a position of high mental wellbeing and low mental illness.

2.3 Physical Wellbeing

Similar to that of Mental and Emotional Wellbeing, it is recognising the importance of moving beyond the traditional definition of good physical health. In view of this, the Trust aims, to support staff to maintain their physical health and to improve the overall fitness of staff, lessening the risk of health conditions developing. Alongside this, where staff do experience physical ill health, the Trust is committed to supporting staff to access the treatment they need in as timely a fashion as possible and to minimise the impact of health conditions through adjustments and other support measures.

The Trust makes available health assessments for staff and is taking action to support improvements in:

- Physical activity - strength, flexibility, and endurance
- Nutrition and diet - nutrient intake, fluid intake, and healthy digestion
- Alcohol, smoking and drugs - the abstinence from or reduced consumption of these substances
- Rest and sleep - periodic rest and relaxation, along with high quality sleep
- Rapid Referral to treatment – supporting staff to return to fitness

2.4 Financial Wellbeing

The financial wellbeing element of the approach highlights the importance of financial health for staff and the impact that can have on physical, mental, emotional, career and community, as well as social wellbeing. This focusses on:

- Providing financial education and tools for staff;
- Providing access to financial support including cost effective loans to avoid the need for staff to access high cost credit;
- Signposting to key services such as the money advice service and citizens advice bureau
- Putting in place a range of salary sacrifice schemes to enable staff to access their reward package in a way that best supports them and makes their benefits package go further.

2.5 Community and Social Wellbeing

Community and social wellbeing relates to the Trust recognising the opportunity and responsibility that comes with being the largest employer in the city. It recognises how the Trust works with partners such as the City of Wolverhampton Council, other healthcare

providers and the University to provide the very best experience for people living and/ or working in Wolverhampton and seeks to ensure the Trust:

- Communicates the initiatives that staff and the wider community can be involved in
- Empowers self-organised groups to have positive impact at scale across the Trust

2.6 Key H&WB Delivery Areas

There has been considerable success in the early aspects of the Health and Wellbeing agenda, including:

- The establishment of the strategic approach to Health and Wellbeing with Board level commitment and sign off;
- The establishment of a calendar of Health and Wellbeing events, which have included in 2020:
 - ‘New Year, New You’ with a focus on healthy eating and drinking with ‘Dry January’;
 - Time to Talk day on 7 February with promotion around talking about mental health issues through social media, face to face stands across the Trust; and
 - Nutrition and hydration week between 16 and 22 March which was managed as a virtual campaign.
- Development of training and tools to support line managers in positively impacting their employees’ wellbeing.
- Trained over 50 staff as *Mental Health First Aiders* to support staff in the Trust
- Put in place an Employee Assistance Programme offering a 24/7 helpline, including confidential telephone counselling 12 hours per day and online access to a range of resources, and financial and legal advice to all staff;
- Established a service with Remploy to support staff with mental health problems – upon referral individuals are supported by a case manager who develops a 9 month plan to support staff members;
- As part of the British Medical Association (BMA) Fatigue and Facilities Charter invested in rest facilities for medical staff, including in the Doctors’ Mess with comfy chairs, improved IT facilities, sleep pods and improved on-call facilities;
- Mindfulness sessions have been put in place with good uptake from staff;
- Reflexology is available for staff, provided through the Occupational Health and Wellbeing Service
- Partnered with a weight management service to provide on-site support to staff at their place of work
- Partnered with Neyber, a financial services provider to give access to financial support tools and to low cost loans for staff

3.0 H&WB (Covid-19 Focus)

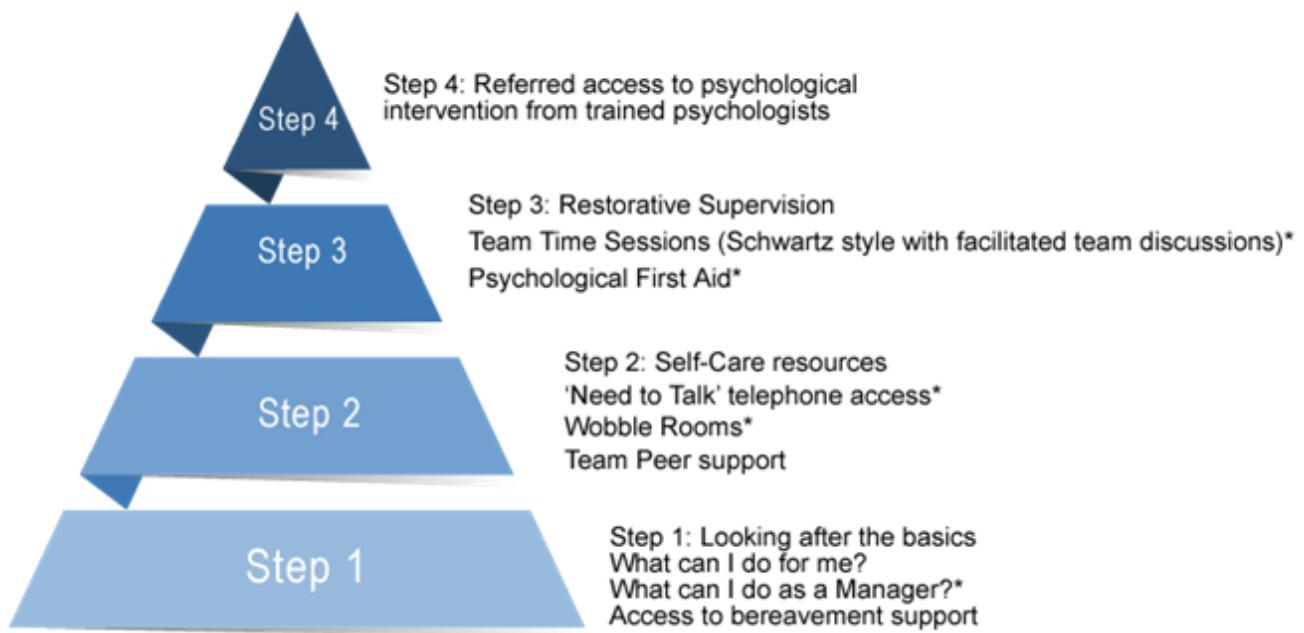
Inevitably, the delivery of the H&WB approach has been impacted by unprecedented circumstances surrounding Covid-19, however, there are significant elements that have

been accelerated or developed further than initially intended in response to the Covid-19 situation. The support that has been put in place at this stage has been based around the segments set out in wheel shown, with the offer available through an externally accessible website. This has been particularly important given the significant number of staff the Trust currently has working away from Trust premises, in some cases using their own IT facilities and without easy access to Trust systems. As shown, the support is organised into the key elements for accessing the support.



3.1 Psychological Wellbeing

In the model that has been developed as part of the Trust's response, the Psychological Support offer is built around a specific support, recognising that different psychological



levels/states require different input. In response to this, the psychological support offer often draws on the proactive elements that would otherwise be part of the suite of interventions designed to maintain emotional wellbeing.

3.2 Emotional Wellbeing

This element of the wellbeing support offer is grounded to a large extent in maintaining emotional wellbeing in general and within the context of the Covid-19 pandemic and thereafter.

3.3 After Work Wind Down

This aspect of the support is in the form of signposting and general advice; it links staff with:

- The 'Calm' App – supporting meditation and sleep;
- The Headspace App (should probably link to the NHS free access);
- Audible Audiobooks
- Amazon Kindle App

As well as links to apps such as those above, the website provides prompts to fully wind down and links to videos on hand reflexology and free mindfulness classes. This element also refers back to the emotional wellbeing page for those who may consider they have a particular need for further support.

3.4 Physical Wellbeing

The support offered in this section is again general advice and signposting. This has been further developed over recent weeks with this part of the website now split into drop down menus covering; indoor and home gym exercises, apps, websites, gentle exercises, and children's exercises. The Apps section includes a range of training apps, such as 'Nike Training Club' and 'Simply Yoga', which are currently available for free. The website section directs to a range of websites covering live streamed online activity classes and videos classes on you-tube from high intensity workouts to yoga exercises.

3.5 Practical Support

There are a range of interventions in place to support staff in a practical sense, much in this section directs to services that are set out in other sections of this paper such as Mental Health First Aid and Restorative Supervision. There are a range of other options, including:

- Signposting to other services not covered elsewhere; Occupational Health, Health and Wellbeing Champions and the Freedom to Speak Up Guardian;
- Practical advice in relation to Money matters including signposting to the Trust's financial wellbeing partner, Neyber;
- Information on free services such as car parking (including how to access it for staff who do not normally work on the New Cross site) and free breakdown cover offered by the AA;
- Food outlets on the New Cross site including the arrangements with HMD Fruit and Veg (including the text ordering service) and the Pop-up Shops at Cannock and New Cross.

Details of supermarket opening hours for NHS Staff and key workers are kept updated in this section.

3.6 Staff Benefits

The benefits sections, brings together the staff benefits accessible to Trust staff, including:

- The Employee Assistance Programme, 24/7 advice and support is available for staff.
- Financial support through Neyber.
- 'Every Mind Matters' NHS support
- Remploy Access to Work mental health service – an on referral service where Remploy support a 9 month programme to help people to get back to/ to stay in work with mental health issues
- Staff Travel Card Scheme
- Salary Sacrifice Car Scheme
- Cycle to Work Scheme
- Carer Support Team as part of the Adult Social Care Service in Wolverhampton;
- Selling of Annual Leave
- Home electronics salary sacrifice scheme

In addition to the H&WB actions previously outlined, there has been a need to implement additional specific support in response to COVID-19, this support has taken the form of:

- Decompression support, listening to staff which has been provided through the Safeguarding and Bereavement teams within the Trust;
- Peer Listeners, with the support of coaches, mentors and other facilitators trained across the Trust;
- Provision of 'Team Time' – a new reflective service for teams that has been developed by the Point of Care Foundation. This is facilitated by the Trust's Schwarz Round facilitators;
- Health and Wellbeing Champions and Freedom to Speak-Up Contact Links working to provide support to staff and a place to raise issues;
- Provision of Mental Health First Aid virtually, using MS Teams;
- Publication of and access to the national wellbeing offer:
 - Support telephone lines run provided by the Samaritans;
 - Wellbeing Apps offered through Headspace and UnMind;
- Referral to specialist counselling and other psychological support services including:
 - External counselling support – available to groups and individuals;
 - One to one counselling support provided by Black Country Healthcare NHS Foundation Trust

Finally, it has become very clear in recent weeks the importance of effective staff risk assessments that incorporate key aspects such as:

- Ethnicity
- Underlying health conditions
- Age
- Pregnancy

To that end, a staff risk assessment tool has been developed, in conjunction with a range of agencies, to be used within the Black Country & West Birmingham STP. The framework is currently being applied within RWT.

4.0 H&WB – Looking Forward

It is recognised that the Wellbeing agenda is significant and of critical importance at this time. Looking forward as part of the Trust's approach, the specific aims relate to:

- Further raising the competence of leaders, managers and staff in relation to priority areas for health and wellbeing through a Trust conference. This is likely to focus on mental health and emotional wellbeing and may be held virtually in the autumn, recognising the challenges faced in respect of social distancing
- Further embedding the approach to flexible working across the Trust linked to the effective deployment of rostering systems;
- Implementation of 'employee voice groups' for carers based on the successful model in place for BAME and staff from other groups, such as disabilities and armed forces
- Further increase the numbers of Mental Health First Aiders across the Trust
- Targeted deployment of health assessments to those most in need
- Further develop the 'fast-track' referral pathways for staff
- Development of a voluntary services directory capturing the work of Trust staff and opportunities for others to be increasingly involved in the community.

Further work across Wolverhampton and the wider healthcare system includes:

- The development of joint health and social care apprenticeships with apprentices working and developing across the wider sector;
- Developing a mechanism where those who are disadvantaged, including because of health conditions, can access roles in the Trust, such as on a work placement leading to longer term employment if the placement is successful;
- Holding joint jobs fair to specifically promote careers across the broader health and social care sector in partnership with City of Wolverhampton Council colleagues.

5.0 Addressing the Staff Resourcing Challenge

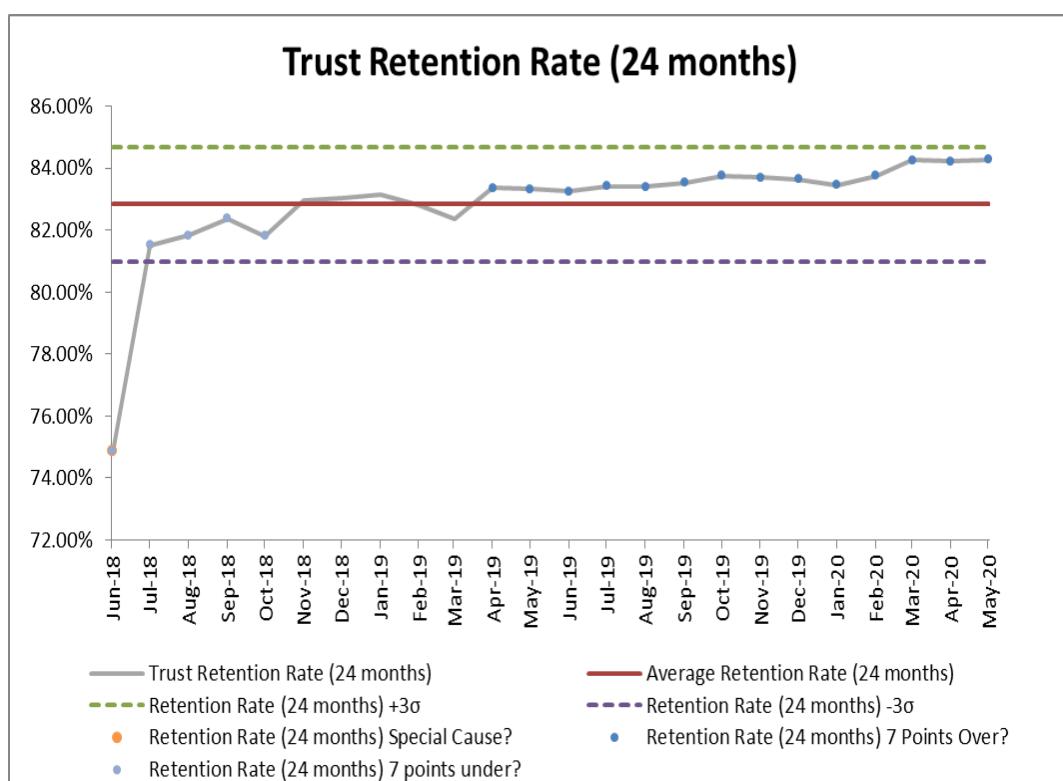
In understanding how RWT is addressing the resourcing challenge, efforts are currently being focused on four key areas, although in a number of projects there will be some significant overlap. These four areas are outlined in the model below:



5.1 Attract & Retain

There is a significant national focus on the retention agenda given the limited supply of available workforce. In support of this agenda the Trust has signed up to the national staff retention programme. As well as focusing on retention, there needs to be further efforts on how we attract staff to RWT, as well as potentially how we reach/attract previously untapped communities.

The following graph describes our 24 month retention profile:



5.2 Productivity

Much of the workforce productivity agenda has been in relation to e-rostering, with a focus on improving; unused hours, spread of annual leave and time scale to signing off rotas. The reduction of sickness absence is also a key component. Looking forward, the Trust is continuing to expand this area of work with the application of e-job planning and e-leave for our medical consultant body.

5.3 Development

Much of the development activity, with regards resourcing, relates to new roles, expansion of the apprentice agenda, growing our own approach and focused development initiatives to meet specialist clinical needs. An example of this type of work development includes the use Trainee Nurse Associates and Physician Associates.

5.4 Recruitment Process & Supply Streams

This section is broken down into two key components, our processes and our supply streams.

5.4.1 Recruitment Process

The Trust has moved to a centralised approach to recruitment, in order to ensure consistency, coordination and quality of recruitment across the organisation. This is further supported, at the same time, with the implementation of TRAC, which is an electronic applicant tracking system which provides improvements in recruitment, as well as clear visibility, monitoring and performance reporting against the recruitment process.

The Trust has already seen significant achievements with the large scale (*recruit in a day*) recruitment events. In implementing both the large scale events, as well as standard recruitment approaches, significant use of social media is now being made to reach out to potential candidates.

5.4.2 Supply Streams

As a Trust we continue to look at a range of workforce supply mechanisms. For medical staffing, the Trust continues to make excellent use of the Clinical Fellows programme to bring in high quality staff from overseas. This has also been expanded into the Nursing Fellows programme. Recognising that there will always be some need for a more flexible/temporary workforce, the aim has been to expand the Trust bank, particularly for medical and nursing staff.

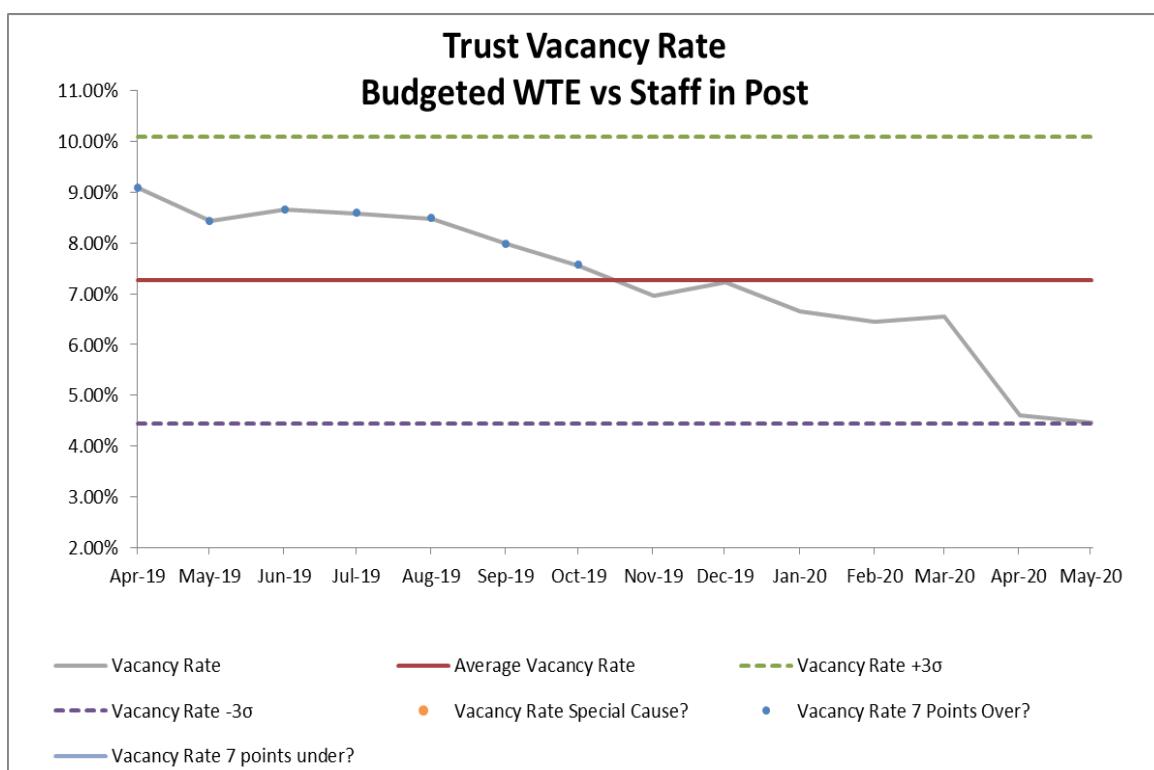
In order to further expand our workforce supply options and as part of our Corporate Social Responsibility, RWT has signed the Armed Forces Covenant

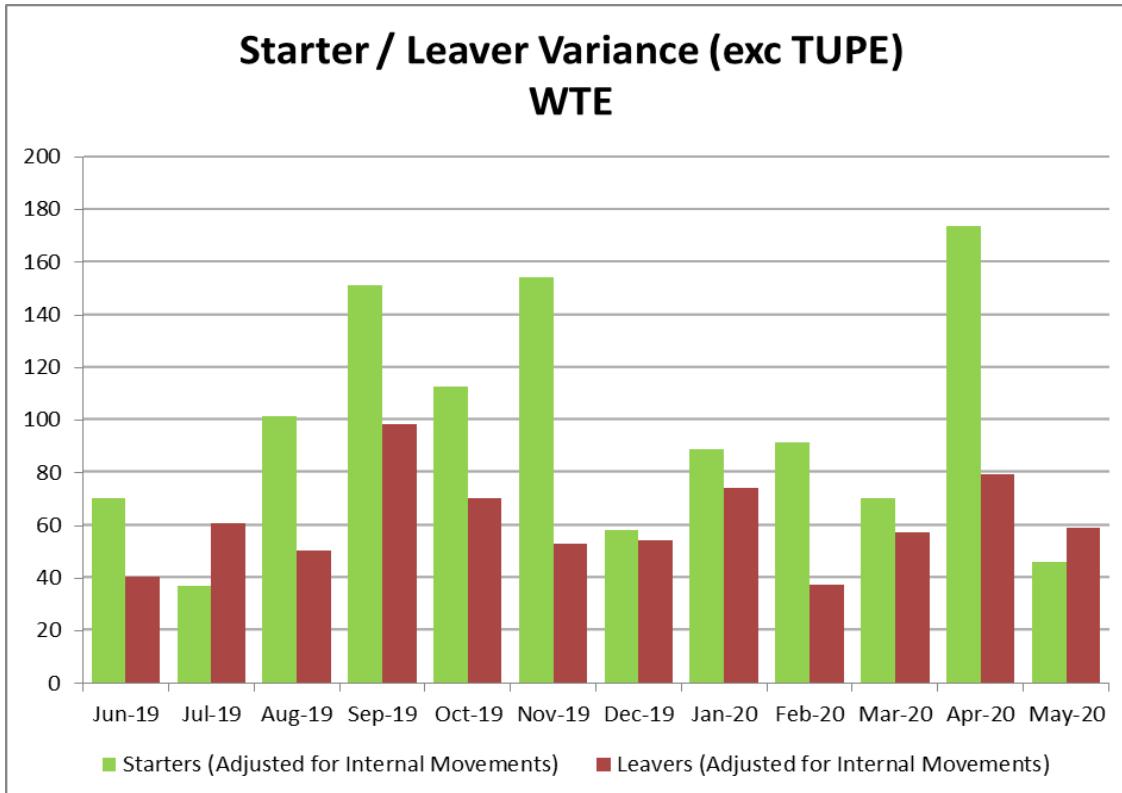
and signed up to the national Step into Health initiative, all with the aim of taping into the skills and experience of ex-service personnel, which may help address some of the supply gaps within RWT. The Trust has recently gained its Silver Award and has now submitted a nomination for the Gold Award

A summary of expanded workforce supply options, beyond just our local supply, is listed below:

- Clinical Fellows
- Nursing Fellows
- Overseas nurse recruitment
- Apprenticeships
- Armed forces personnel

In order to outline the progress that the Trust has made, the following two graphs depict our reducing vacancy levels and our new starters versus leavers.





5.5 Cross Community Recruitment/Resourcing

There are a number of work streams concerned with supporting people across the wider community. The Trust has been working with the City of Wolverhampton Council on developing the links between organisations to support this agenda. The work has resulted in:

- Working with 'Wolves at Work' to ensure that citizens accessing those services have good access to the Trust's apprenticeship vacancies – the Trust has a page on the Wolverhampton Workbox;
- The Trust has participated as an employer in the Wolverhampton City Jobs Fair in September 2019 and would intend to be part of the 2020 fair subject to Covid-19. These jobs fairs offer a great opportunity to share details of vacancies with people who might traditionally not consider a career in health and social care;
- The Trust has also put in place a statement in correspondence to unsuccessful candidates in which it directs unsuccessful candidates to the support that is available through the WorkBox;
- The development of a roaming recruitment fair across the STP marketing jobs in Health and Social Care;
- Joint work across the city, including the provision of staff testing in respect of Covid-19 and joint work with Public Health colleagues in the development of a system wide tool for supporting vulnerable staff.

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