



Health
and **Wellbeing**
Strategy

NHS

Golden Jubilee



1. Introduction

NHS Golden Jubilee’s staff and volunteers are the most valuable asset we have and are the key to delivering high quality care and services.

Our Health and Wellbeing strategy sets out our ambition for NHS Golden Jubilee to be a leader in promoting and maintaining a healthy workplace and provide support for our people which maximises their health and wellbeing.

Our strategy is based on a holistic health and wellbeing approach (illustrated in Figure 1.1) that supports staff to achieve and maintain good physical and mental health.

Supporting staff with managing social and financial aspects of their lives which can impact on physical and mental health is another key element.

Our approach is underpinned by a continued focus on creating the right conditions for good health and wellbeing that result in a healthy and effective workplace.

Creating a healthy and effective workplace



2. Figure 1.1 – Health and Wellbeing Model

We have made good progress with supporting staff to maintain and improve their health and wellbeing including:

- Providing health MOTs for staff to provide advice on ways to maintain and improve physical health.
- Raising awareness of access to Cognitive Behavioural Therapy to support mental health and wellbeing.
- Further integration of the Centre for Health and Wellbeing as a Board-wide resource including increased staff access and support through fitness challenges, classes, activities and other opportunities.
- Occupational Health Physiotherapists delivering a person-centred approach in their work with staff to help them achieve the goals or aims that are most important to them (‘what matters to you?’).
- Promoting healthy eating habits by providing healthy living options in our dining facilities and promoting the importance of good nutrition.
- Equality and Diversity training for all staff that includes raising awareness and understanding of health inequalities and the impact on health and wellbeing of both staff and patients.
- Supporting Schwartz Rounds which give staff from all disciplines the opportunity to reflect on the emotional aspects of their work.
- Values Based Reflective Practice (VBRP) led by two qualified trainers to provide a structured tool to reflect on both work, and the impact of that work upon staff. VBRP also offers tools to consider values in action; what personal and professional motives drive employees; whose needs are being met by our actions and working practices; and where employee derive personal resilience.
- Further development of the Caring Behaviours Assurance System programme which promotes self-care for staff as a key component of the methodology.
- This strategy details our framework for building on this strong foundation and the key priorities for developing our approach to health and wellbeing.

3. Health and Wellbeing Aims

Our strategy will create the right conditions within the organisation for staff to thrive and ensure they have the right support at the right time if they become unwell or have poor health.

Aim	Description
Create the right conditions across the organisation for good health and wellbeing	Ensure individuals and teams are supported to achieve and maintain an effective and healthy working environment and relationships
Promote and achieve good health and wellbeing	Increase resilience and improve health for individuals and teams
Ensure early intervention and recovery focussed approach	Interventions and support that promote recovery once an individual has become unwell

4. Creating the right conditions for good health and wellbeing

There is a wide range of evidence that creating the right conditions in an organisation for good health and wellbeing is as important as supporting staff to achieve and maintain them.

Various publications describe the key factors for an effective and healthy working environment with good working relationships and staff engagement, including:

- **Improving Joy in Work Framework**
Institute for Healthcare Improvement
- **NHS Staff and Learners' Mental Wellbeing Commission Report**
NHS Health Education England
- **Caring for Doctors, Caring for Patients**
General Medical Council
- **Moving the Employee Wellbeing Agenda Forward** Chartered
Institute for Professional Development

Our people strategy describes the key priorities for supporting and developing our workforce which align to the key factors for creating and maintaining an effective and healthy working environment. This includes:

- **Values Based Leadership**
- **Personal Development**
- **Promoting Diversity**
- **'Fair Work' practices**

4.1. Values Based Leadership

Leadership with the right values, behaviours and skills are key to creating a culture that supports good health and wellbeing.

We will continue to deliver and develop our leadership framework by:

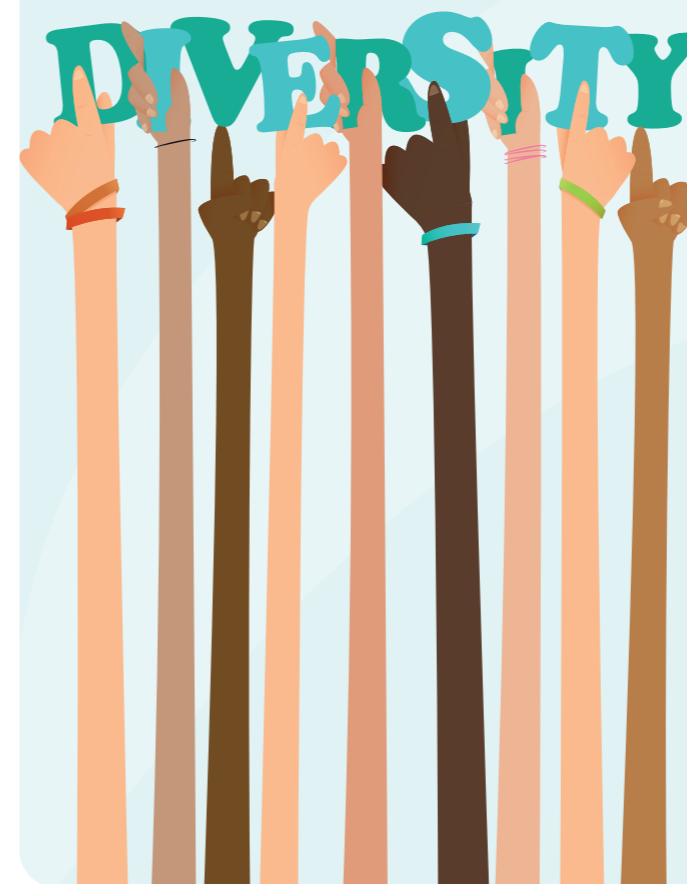
- Integrating the Health and Social Care Leadership Capabilities and behaviours into the framework to support our values.
- Embedding a coaching approach that supports all staff to have coaching conversations, as well as providing formal individual and team coaching.
- Developing mentoring support and skills across the organisation.
- Supporting targeted development work with key leadership groups.
- Developing an understanding of how our leadership behaviours are demonstrated.
- Identifying the pathways available to support leadership development.

4.2. Personal Development

Supporting individuals through effective appraisal and personal development planning enables overall development of the workforce and a positive learning environment.

We will:

- Support effective appraisal and personal development planning.
- Provide a range of high quality training and education that matches workforce development needs.
- Support a culture of lifelong learning and career development.



4.3. Promoting diversity

We will continue our equalities outcomes work to attract people from a diverse range of backgrounds to work for us and to maintain a culture which encourages and nurtures diversity and inclusion.

This will include:

- Developing inclusive leadership to actively promote and support diversity and inclusion.
- Embedding diversity and inclusion best practice in our approach to recruitment.
- Providing education, learning and development to support staff to understand and value diversity.
- Strengthen our diversity and inclusion staff networks.

4.4. Fair Work

The Scottish Government's Fair Work Convention promotes work that offers effective voice, opportunity, security, fulfilment and respect and leads to benefits for organisations and individuals, including increased productivity and staff health and wellbeing.



Effective Voice

Effective voice requires a safe environment where dialogue and challenge are dealt with constructively and where employee views are sought out, listened to, and can make a difference.

It is about having both the mechanisms to ensure effective voice and the organisational culture that values and embeds this voice in its approach.

We will:

- Develop mechanisms to regularly gather and reflect on staff experience feedback, including supporting teams to develop safe environments to enable constructive dialogue and challenge.
- Build upon current mechanisms including Caring Conversations, Human Factors and the Caring Behaviours Assurance System.

Opportunity

Fair opportunity is about going beyond the minimum legal obligations of ensuring equal access to work and equal opportunities in work.

It is about developing and maintaining a culture that reflects the attitudes, behaviours, policies and practices that promote and value fair opportunity for all.

This links to our priorities for promoting diversity outlined above.

Security

Security of employment, work, and income are important foundations of a successful life.

It is where staff feel they have a secure job which has predictable working patterns and income that contributes to a stable and sustainable work and home life.

We will:

- Ensure workforce planning focuses on sustainable employment, minimising the use of bank, agency and fixed term employment as far as possible.

Fulfilment

Fulfilling work can be an important source of job satisfaction and the basis for employee commitment.

Fulfilling work is also associated with better health and wellbeing.

Fulfilment can be supported in a variety of ways: through forms of job design and work organisation that focus on effective skills use, autonomy, opportunities to problem solve and to make a difference, investment in training and development and cross learning.

We will:

- Support teams to identify opportunities to improve their working environment and experience using a range of information including staff experience and care experience, and make changes that will contribute to better staff experience and engagement.
- Support continuous improvement and service development through our quality strategy to create and maintain good working environments and processes that staff enjoy working in.
- Ensure workload is managed effectively through effective workforce planning and job design.
- Support adoption of flexible working practices and promote use of flexible working policies through ongoing workforce planning service design.
- Develop and deliver our workplace for the future programme which will support agile working practices including working from home where appropriate and feasible.

Respect

Fair work includes a culture where people are respected and treated respectfully, whatever their role and status.

It goes beyond the concept of dignity at work and managing poor behaviours to actively promoting respect within the values of an organisation.

We will:

- Refresh our approach to values and diversity through inclusive leadership and supporting improved staff engagement and dialogue on how to 'live our values' (see effective voice above)
- Provide organisational development support to teams to develop effective team dynamics which support our values.
- Support staff to 'speak up' and identify areas where we need to improve our approach to values.



5. Physical Health

The benefits of physical exercise and a balanced diet are well known, however it is still a challenge for many of us to ensure we get enough exercise and that we eat well.

We will continue to focus on promoting self-care and support to improve and maintain health. We will also provide rapid and recovery focussed occupational health services where staff experience physical health problems.

Self-care for physical health

We will renew our health and wellbeing information resources including a virtual health and wellbeing hub that will:

- Raise awareness and understanding of establishing and maintaining a healthy diet, including cooking healthy options.
- Provide information on different ways to start and maintain a regular exercise routine.
- Promote active travel through cycling and walking to work, including the cycle to work scheme and resources for walkers and cyclists such as route maps.
- Provide information on access to physical health facilities including staff benefits which enable discounted access to classes and facilities including the Centre for Health and Wellbeing.
- We will also continue to develop active travel and self-managed exercise through:
- Improving facilities for cycling to work such as showers, cycle racks and working with local authorities to improve cycling routes.
- Working with the local authority to improve walking routes.
- Developing the green space of the hospital to support physical exercise including walking, running and exploring the potential for an outdoor gym.

Support to improve and maintain health

We will further develop the range of support available to staff who want to improve their physical health or find ways of sustaining their physical exercise routine.

- Further development of health assessments for staff based on 'what matters to you' approach to develop personal outcomes and ways to achieve them including sign-posting to exercise guides/resources and physical health facilities and classes.
- Spread access and uptake of fitness challenges provided by the Centre for Health and Wellbeing team including team fitness challenges to increase participation in supported exercise.
- Refresh our approach to supporting physical health clubs or groups such as staff walking and running groups and team based sports clubs such as football.
- Refresh the range of activities and classes available to staff through the Centre for Health and Wellbeing.
- Explore options for delivering physical and mental health exercise classes within the workplace and/or during working hours. This could include tai chi, mindfulness and low intensity exercise options as well as higher intensity break-time sessions.
- We will also explore options for developing our support for improving and maintaining eating habits through:
- Weight loss programmes and classes.
- Cooking classes including 'how to eat well for less'.



Occupational Health for physical health

There will be occasions where staff develop physical health problems and these may be short-lived or become long term conditions that we will support our staff with.

We will provide an occupational health service which is able to:

- Provide healthcare where appropriate through occupational health as rapidly as possible.
- Provide advice and guidance to staff on where to access support for their health condition, including from within Occupational Health and through local health services.
- Provide advice and guidance to staff on support available to enable them to become physically active again including returning to work.
- Support managers to work with staff to identify and agree support that may be required to enable staff to return to work.



6. Mental Health

There is a growing understanding across society about the importance of good mental health on overall health and wellbeing and the need to support people in developing good mental health habits in the same way we promote the benefits of physical exercise and a balanced diet.

Our approach to supporting staff with good physical health will also support good mental health due to the link between positive mental health and having a physically healthy lifestyle. However, there is more we can do to support staff to look after their own mental health (self-care) and to increase support to improve and maintain mental health.

There has been a reduction across society in the stigma associated with discussing mental health more openly and for those who develop mental health problems. This has helped raise awareness about the importance of good mental health and early support and intervention when people are struggling.

We can do more to raise awareness and understanding through team based education of our staff and managers to encourage open discussion of developing and supporting positive mental health in the workplace.

We know that mental health related issues, including anxiety and depression, are the leading cause of poor health in our workforce and account for the majority of unplanned absence from the workplace.

Preventing poor mental health by improving support available to staff is important. We will provide rapid and recovery focussed occupational health interventions including access to occupational psychological therapies.

Self-care for mental health

We currently provide a range of information, self-directed learning, and training to support staff to look after their mental health and to understand how they can help look after their colleagues.

This is available through a combination of information resources, e-learning and training courses including:

- Suicide prevention training
- Mentally Healthy Workplaces
- Guides to looking after your mental health, managing stress and anxiety, and improving mental health through physical exercise.

We will further develop our support for self-care through a new suite of information resources and training courses including:

- **Personal Resilience**
Organisation-wide training and education on understanding what personal resilience is and what individuals and managers can do to improve and maintain it.
- **Psychological First Aid**
Developing staff skills in self-care, maintaining resilience, and positive coping.
- **Mindfulness**
Further promotion and awareness of the benefits of mindfulness practice, including links to self-directed learning and mindfulness apps.
- **Coping with life events**
We will develop information and resources to support staff through life events that impact on mental health including:
 - Menopause
 - Retirement
 - Bereavement
 - Becoming a carer
 - Becoming a working parent
 - Breakdowns in personal relationships

It is also important to sign-post staff to support services within our organisation and elsewhere. We will refresh our online health

and wellbeing staff information and ensure it is easily accessible including through HR connect, which enables 24/7 access to information from both inside and outside of the organisation.



Support to improve and maintain mental health

The classroom based training courses we currently provide for suicide prevention and mentally healthy workplaces help raise awareness of mental health and promote the open discussion and dialogue needed to reduce stigma.

We want to increase accessibility to training and education sessions on mental health for staff and managers by delivering more sessions to teams in or close to their workplace.

Team-based training encourages staff to think about and discuss how they can put their learning into practice in their own workplace and team.

Team based training will be offered across the organisation to embed our approach to the following:

- **Suicide prevention training**

A critical component of early intervention and supporting colleagues who may be struggling and promoting a culture of openness where 'It's OK to not be OK'.

- **Psychological First Aid and Resilience**

How to develop and embed good mental health habits in the team and understanding team resilience. (links to mentally healthy workplaces)

- **Values Based Reflective Practice**

Supports safe, facilitated conversations in teams of what staff are feeling, experiencing, and how to share this safely with each other.

- **Caring Behaviours**

Helping teams to understand how to deliver compassion and caring.

- **Team debrief**

'Checking out' at the end of the working day.

- **Conflict management**

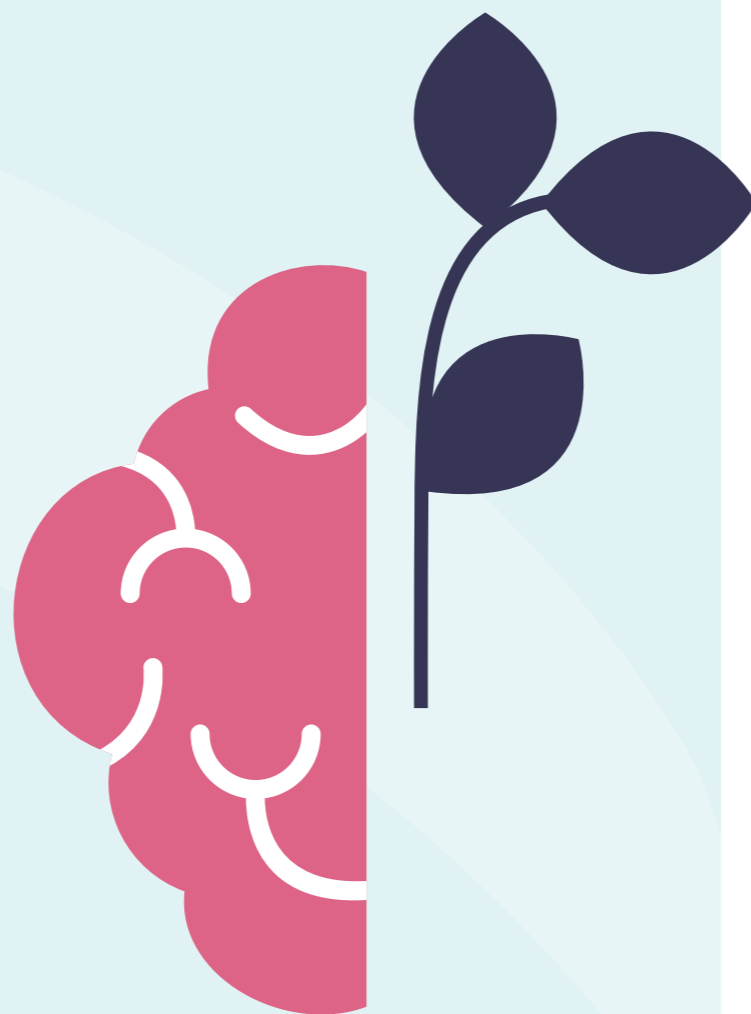
Helping teams understand and safely manage 'high stakes' and potentially stressful situations which occur frequently in healthcare settings.

- **Critical Incident Stress Management**

Structured debriefing and stress management method for teams who experience critical incidents in the workplace.

In addition to team based training and education, we will develop our support for individuals to improve and maintain positive mental health through developing and running:

- Facilitated sessions that promote relaxation and support resilience, including guided mindfulness and meditation.
- Personal development courses including personal resilience, emotional intelligence, and psychological first aid.



Occupational Health for Mental Health

We will provide an Occupational Health service which is able to provide healthcare for mental health related issues which:

- Focuses on early intervention and recovery.
- Supports staff to understand the difference between workplace related mental health issues and issues that may be related to their wider personal lives.
- Sign-posts to support services to help address non-workplace related issues, for example financial hardship (see below) or life events as outlined above.
- Provides advice and guidance to staff on where to access support for their health condition, including from within Occupational Health and through local health services.
- Provide advice and guidance to managers and staff on the support available to enable individuals to return to work, including managing ongoing mental health conditions.
- This will require development of the Occupational Health service to improve access to:
- Psychological therapies including cognitive behavioural therapy.
- Bereavement support.
- Counselling.
- Support for individuals with neuro-diversity in our workforce.

7. Social and financial health



Social health includes our personal connections and relationships outside the workplace.

Financial health relates to our personal finances and ability to maintain a healthy standard of living.

Social isolation and financial challenges can have a dramatic impact on our physical and mental health.

As an employer, we can support the social and financial health of our staff by working with other organisations, including the third sector, to provide advice and support for a wide range of social and financial issues.

A key priority for our organisation is to provide a health and wellbeing hub that would enable partner organisations to provide outreach services to our staff. This would enable staff to access support from organisations who are often better placed to provide the required support and that staff would feel more comfortable approaching.

We will explore and develop our partnerships for social and financial health for example:

- **Financial and legal advice**
Advice on housing, money and debt, benefits and law, e.g. Citizens Advice Bureau, Money Advice Service
- **Carer Support**
Organisations providing advice and support to staff with caring responsibilities, e.g. Carers of West Dunbartonshire, Carers UK
- **Relationship Support**
Organisations providing relationship advice and support to staff, e.g. Relate UK, Women's Aid
- **Social connection**
Organisations supporting social connection opportunities including volunteering, befriending and social clubs, e.g. Link Up West Dunbartonshire

In addition to working with other organisations, we will ensure effective promotion of existing support including:

- **Credit Union**
available to all staff for advice, savings and credit
- **Staff benefits**
A wide range of financial benefits through discount schemes for NHS staff
- **Travel Card scheme**
Access to discounted travel through employer loan

8. Health Campaigns

There are many ways of engaging staff in campaigns to improve their mental and physical health and wellbeing. We will develop our communications and engagement plan for health and wellbeing to align with national campaigns but also look to develop local initiatives and campaigns such as fitness challenges,

9. Investing in health and wellbeing

This strategy sets out our ambition to strengthen and develop our commitment to a healthy and effective working environment and supporting staff health and wellbeing. This will require further investment in staff time and resources to provide support and training that our workforce can access.

Learning and Education

We will develop a range of information resources and e-learning modules to support health and wellbeing as described in this strategy.

We will ensure resources are available to develop training courses, including access to specialist skills and experts where appropriate.

Support and Training

This strategy will require training for individuals, managers and staff across a wide range of health and wellbeing topics.

This will require additional resource to deliver training, including specialist skills some of which may not be currently available within the organisation. This additional resource will also be required to deliver additional facilitation and support for staff, teams and managers, including occupational health support.

Options for delivering health and wellbeing training and support will be explored including:

- Additional job roles or posts within the organisation.
- Working with other NHS Boards to jointly provide services and support.
- Working with other organisations, including the third sector, to provide additional services and support.

Staff time

NHS Golden Jubilee recognises the importance of making time and space for the development and support of our workforce, including time in the workplace to focus on health and wellbeing.

Delivering training and support differently, for example through team-based training, can enable staff to engage in the training, development and support described in this strategy.

We must continue to prioritise the health and well-being of staff in a busy working environment.

Healthy workplace

Our built environment has an impact on health and wellbeing and we will explore ways of developing our hospital to have a positive impact through the design of working and rest areas. We are also fortunate to have green space surrounding the hospital and Centre for Health and Wellbeing within the hotel,



References

Improving Joy in Work Framework -
Institute for Healthcare Improvement - 2017

NHS Staff and Learners' Mental Wellbeing Commission Report -
NHS Health Education England 2019

Caring for Doctors, Caring for Patients - General Medical Council 2019

Moving the Employee Well-Being Agenda Forward -
Chartered Institute for Professional Development - 2016

NHS Workforce Health and Wellbeing Framework -