Implementing an effective health and wellbeing strategy
Teresa Jennings
Session outline

• Background to the work and getting started
• Engaging and empowering staff across a large organisation
• Our approach and what we do
• Challenges and successes
• What has been important on the journey
About us

- 9,500 staff
- Provide healthcare to over ½ million
- One of largest geographic areas
- Acute and community settings
- 3 district general hospitals
- New specialist emergency care hospital
Health & wellbeing – getting started

- The business case:
  - Boorman report
  - Staff health linked to patient outcomes (Prof Michael West research)
- We were already utilising stress frameworks (HSE)
- Support from Director of HR and Chief Exec
- Financial support from Charitable Funds
- Established steering group
- Funding for a dedicated H&Wb post
- Links with Health improvement service
Engaging with staff

- Health needs assessment
- Network of health advocates
- H&Wb roadshows
- Clear support from ‘the top’
- Engaging with managers
- On-going presence in internal comms
Empowering staff

Supporting staff to make lifestyle changes when they are ready

• Responding to staff need/requests – *you said, we will*…

• Supportive tone

• Menu of options

• Case studies/ tackling stigma

• Training and support for line managers
Our approach

Specialist interventions

Targeted support

Initiatives for all staff

Facilitating Behaviour change

Information and choice of activities available

e.g. Health promotion campaigns/access to websites/self help resources/healthy food options in canteens

e.g. team facilitations/stress hotspots/resilience training

e.g. psychological therapies/dietetics/physio

www.northumbria.nhs.uk
**Campaigns**

5 ways to Wellbeing

<table>
<thead>
<tr>
<th>Dehydration urine colour chart</th>
</tr>
</thead>
<tbody>
<tr>
<td>You’re probably well hydrated. Keep drinking fluids as normal.</td>
</tr>
<tr>
<td>You’re just fine – you could perhaps have a small glass of fluid soon.</td>
</tr>
<tr>
<td>You could be becoming dehydrated. Try to increase your fluid intake soon.</td>
</tr>
<tr>
<td>Taking on board some more fluids now will prevent you from becoming more dehydrated. Discuss with your GP if you are on medication.</td>
</tr>
<tr>
<td>It looks like you’re dehydrated. Increasing your fluid intake would be good. Discuss with your GP especially if you are on medication.</td>
</tr>
</tbody>
</table>

The daily grind
Wears you out eventually!

We Beat The Board!

Could taking the stairs give you a lift?

[Source: www.northumbria.nhs.uk]
Challenges

- Geography
- ‘Hard to reach’ groups
- Changing culture – competing priorities
- Reactive vs. proactive
- ‘Hot potatoes’ e.g. vending machines
- Keeping things going through difficult times
Successes

• H&Wb has a higher profile and is seen as part of core trust business.
• Continued improvement in Staff Survey results - top acute trust in England for the following questions (2014):
  • My immediate manager takes a positive interest in my health and well-being
  • My organisation takes positive action on health and well-being
  • 5th overall for staff engagement
• Increasing levels of engagement and demand for initiatives
• Positive patient experience results
• Identified as an ‘exemplar employer’ by NHS England
• Increased financial investment in programme

www.northumbria.nhs.uk
Resilience groups

- Training programme based on mindfulness and values based actions
- Mental health improved from ‘caseness’ to better than average after training
- Improvements too in work related measures
Tips and learning

• Ensure H&Wb of staff is a core part of the business strategy
• Having a dedicated H&Wb post helps
• Partnership working
• Multiple communication methods
• Supportive tone/Don’t overload/bombard
• Focus on longer-term behaviour change
• Multi-faceted initiatives/campaigns that respond directly to staff needs (make them fun and highlight positives)
• Evaluation – multiple methods
Thank you
Any questions?

Teresa.jennings@nhct.nhs.uk