

Health and wellbeing plan

2021-2025



Great People

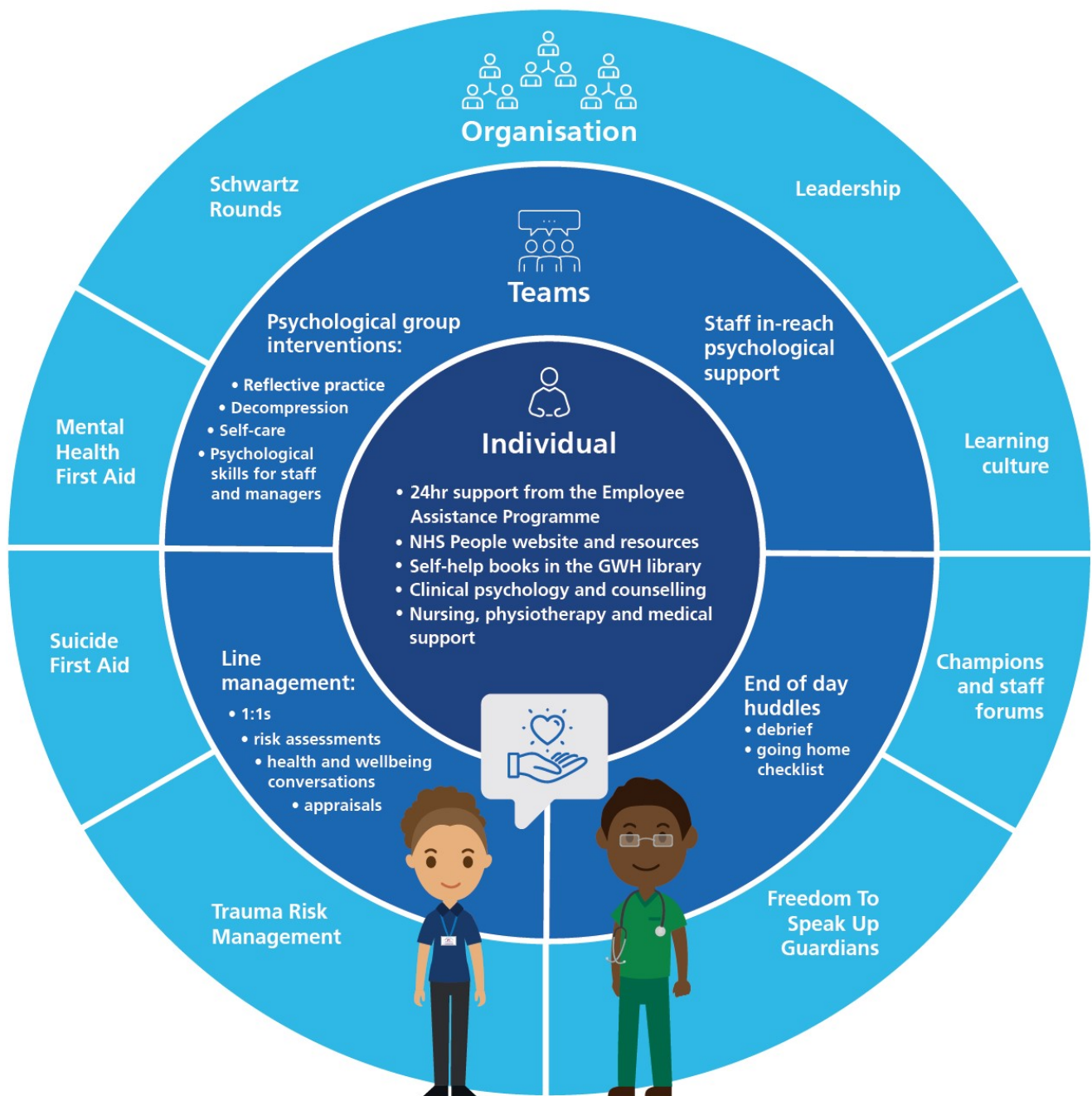
Great Place

Great Western Hospitals

Introduction

The health and wellbeing of our colleagues is paramount. It has a direct impact on many aspects of individual and organisational health and safety, including patient care, staff sickness and mental health, and staff satisfaction and retention.

This plan outlines how we will continue to develop our health and wellbeing interventions, reflecting on what we have been doing well, where we can improve, and how we can measure this. These areas have been identified via the NHS Health and Wellbeing Framework 2019.





Individual

Supporting our people at an individual level

Providing health and wellbeing support to our individual colleagues not only positively impacts on their own physical and mental health, but also on the way in which they care and relate to others, both patients and colleagues.

It is important that support available is both preventative (to maintain good health and wellbeing) and responsive (to offer timely interventions when needed).

What we have achieved and continue to offer to our people

| Employee Assistance Programme (EAP) - Providing support 24 hours, seven days a week

In 2020, we invested in an Employee Assistance Programme (EAP) and made this available to all members of our GWH family, including students, volunteers, permanent, bank and substantive staff.

This means that our staff and volunteers can access emotional and practical support 24 hours, seven days a week over the telephone or the EAP website. This includes social, legal and financial advice, as well as telephone or virtual counselling for up to 6 appointments per person.

To ensure everyone is aware of the programme and get the best out of it, we provide interactive teaching sessions, some of which are targeted at managers and others for all staff. We also have a dedicated landing page for the programme on the intranet to house all of the relevant information.

| Clinical psychology and counselling

As part of our investment in mental health and wellbeing, we are focussed on providing clinical psychology and counselling sessions for our people. This includes developing and delivering individual and group psychological interventions.

To promote more joined-up working, 'Occupational Health' and 'Staff Support' are now working more closely together under a single 'Staff Health and Wellbeing' department to improve the way in which we provide support and to avoid repetition.

| Occupational Health Nursing, Physiotherapy and Medical Support

The provision of specialist occupational nursing, physiotherapy and medical support is also available to our staff for any occupational health issues.

| Self-help books

We have invested in our staff library, and purchased a variety of self-help books as recommended by the 'Books on Prescription' scheme.

| NHS People resources

We have made resources from the NHS People website readily available on our dedicated health and wellbeing intranet page to ensure staff can easily access the free support that has been made available over the past year.

Our focus over the next five years

- **We aim to improve the ways in which our people access individual health and wellbeing support**, in addition to how we monitor and evaluate these interventions. We will develop a video promoting the health and wellbeing support, to be used in each Trust induction.
- **We seek to provide physical health and wellbeing interventions** such as 'health checks', and advice on healthy eating, smoking and exercise, as well as a healthy work environment.
- **We will regularly review our EAP** on a monthly basis, and generate quarterly reports to understand common themes and difficulties that our people are experiencing in accessing the support and make improvements based on their feedback. We aim to achieve a target of 8-10% access within three to four years.
- **We will evaluate the effectiveness of our clinical psychology and counselling interventions**, by using a standardised outcome measure (CORE-10) and a qualitative feedback form.
- **We will integrate the clinical psychology and counselling support within teams** by providing regular drop-in sessions to normalise in-reach activities. Within three to four years, each department will have an in-reach activity routinely planned every month.



Teams

Supporting our people within their teams

The health and wellbeing of a team is fundamental to how they work together in both the short and the long run. Resilience and line management support is a crucially important part of maintaining this.

What we have achieved and continue to offer to teams

| **In-reach psychological support**, predominantly in response to requests following a particularly challenging time. This includes drop-in counselling sessions and signposting within departments.

| **Psychological group interventions** such as reflective practice, decompression, self-care, psychological skills for managers and staff to help process difficult experiences and discuss ways to best cope emotionally.

| **Guidance on facilitating end of day huddles** which includes a 'debrief after a difficult shift' and a 'going home checklist' – recommended for all staff (clinical and non-clinical) across all departments.

| **Line management support** in 1:1 sessions, risk assessments, health and wellbeing conversations and appraisals.

Our focus over the next five years

- **We will provide staff in-reach psychological support and group interventions proactively** and not just reactively, with an aim for this to take place monthly within each team. This will help to prevent avoidable problems and improve resilience within teams.
- **We aim to support all leaders and managers** to facilitate end of day huddles at the end of the shift or working day and not just in reaction to a particularly difficult shift.
- **We will focus on up-skilling line managers** in how they support their team and themselves in with an aim to normalise conversations about health and wellbeing



Organisation

Supporting our people as an organisation

Organisational change is led by our leaders, and the culture in which we work greatly influences the health and wellbeing of individuals, teams and services as a whole.

What we have achieved and continue to offer to our people

| [Schwartz rounds](#)

Over the last year, we launched Schwartz Rounds, an initiative that brings together all staff to reflect on the emotional experiences of their work.

| [Champions and staff forums](#)

Champions from a variety of staff networks and forums help to promote equality, diversity and inclusivity within the GWH family.

| [Mental Health First Aid](#)

We provide regular training sessions for staff and managers to promote an awareness of mental health difficulties and how best to support or signpost colleagues who may be experiencing emotional distress.

| [Freedom to Speak up Guardians](#)

The Guardians provide support and a listening ear if staff wish to raise a concern. They will support anyone who raises a concern and agree on the best way forward.

| [Trauma Risk Management within departments.](#)

Staff within various departments have been trained in TRiM (Trauma Risk Management) to enable proactive monitoring, support and signposting of colleagues following potentially traumatic incidents.

| Leadership and learning culture

This has been identified as areas which we need to focus on developing and improving.

Our focus over the next five years

- **We aim to achieve a higher uptake in Mental Health First Aid (MHFA) training**, with the aim of training at least an additional 160 staff each year and a particular focus on leaders and line managers to improve their confidence and competence in supporting colleagues experiencing emotional distress.

We will offer MHFA refresher training a couple of times each year to enable all those trained to remain certified (certificates expire after 3 years of training).

We will also conduct an audit of GWH's MHFA training, including a case study on the experiences of line managers, to help promote and showcase MHFA. We will offer group supervision on a quarterly basis to all of our MHFA colleagues to better support them in this role, and would expect the numbers accessing this to increase each year.

- **We will roll out training in Suicide First Aid.** This will be made available to all staff, with the option of either an in-depth (full day) training session or a half day awareness session. We aim to train 200 colleagues each year in Suicide First Aid.

- **We will embed Trauma Risk Management (TRiM) training into more departments.** We will develop training sessions for managers to raise their awareness of traumatic reactions and appropriate referral processes.

This will enable us to proactively monitor signs of trauma in colleagues and signpost them for further support as needed.

We expect to see a steady increase in TRiM referrals over time, with a subsequent increase in the number of colleagues who engage in TRiM assessments.

- **We aim to secure further funding for Schwartz Rounds**, to continue this well received initiative.

- **We plan to work in a more joined-up way with our champions and staff forums**, to further promote our health and wellbeing provision. We will regularly liaise with and attend the various networks and champions meetings such as the BAME, Disability, Equality and Diversity, Freedom to Speak Up and LGBTQ+ networks.

- **We want to achieve the ‘gold standard’ of staff trained in Mental Health First Aid** – This equates to 10 per cent of our workforce.
- **We aim to train and supervise 200 colleagues each year in Suicide First Aid.** We will have offered all managers training in trauma awareness and we will expect them to be using the right referral process for their team following a traumatic incident. We would therefore expect that the numbers referred into and assessed by TRiM practitioners to increase year on year.
- **We will improve our health and wellbeing support for Freedom to Speak up Guardians** by supervising them every three months, and seeing an increase in the uptake of this year on year.

Monitoring

The broad, systemic impact of our health and wellbeing support will be monitored and captured through the annual NHS Survey, including questions around engagement, satisfaction, health and wellbeing, inclusivity, as well through our internal staff sickness and retention levels.