

HEALTH & WELLBEING AWARD REPORT

Guy's and St Thomas NHS foundation Trust

Presented by Kate Baker

Health & Wellbeing Award Specialist

On behalf of Investors in People South of England

November 2015

14-04921

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Introduction and Executive summary

As also highlighted in the Investors in People Gold Standard report, the commitment to the health and wellbeing of staff across the Trust remains firmly in-place, with a continuing investment in a range of wellbeing related initiatives and the support and encouragement of managers (see also information gathered by the internal review team for the Investors in People report).

People remain very appreciative of the commitment to their wellbeing, not only in terms of the commitment set out but also from the emphasis on supportive management.

The Trust is certainly to be congratulated on its continuing commitment to the health and wellbeing of all its staff and the considerable resource it has invested both in terms of time and money in demonstrating, in practical terms, its commitment to staff health and wellbeing. It is also very evident from the provision of a range of activities and initiatives which staff can access, as appropriate to their needs.

The Managing Assessor continues to be very impressed by the Trust's continuing commitment to the health and wellbeing of all its staff and would like to thank the internal review team for all the work they undertook to provide data to support this.

Therefore, as a result of the feedback from a sample of staff across the Trust, the Managing Assessor would like to congratulate the Trust on its on-going commitment to the health and wellbeing of all its staff and recommend that it continue to be recognised against the Health and Wellbeing Good Practice Award.

The Managing Assessor would also like to thank all the internal review team for all their hard work in ensuring that the assessment ran smoothly and for gathering evidence to support the assessment in an in-depth and professional manner. The Assessor would also like to all those who took part in the assessment and gave up their valuable time.

A Few of the Many Areas of Good Practice

- The strong continuing commitment to the health and wellbeing of all the staff across the Trust.
- Supportive and approachable management who believe strongly in the importance of the health and wellbeing of their staff.
- Robust induction processes for staff which also highlights the Trust's commitment to the health and wellbeing of its staff.
- A range of training and development that ensures the health and safety/wellbeing of staff including manual handling, stress management and conflict management.
- Regular Performance Development Reviews and one-to-ones for staff which provides them with dedicated time with their line manager to discuss their training, their performance and any concerns that they might have.

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- A firm commitment to supporting and encouraging staff work life balance through a range of initiatives such as part-time working, job shares and flexible working.

Areas for Consideration

- Consider more prominent advertising for the Employee Assistance Programme (EAP).
- Continue to monitor workloads, particularly where there are staff shortages.
- The Trust should now consider reinforcing/republishing what the Trust has to offer to support the health and wellbeing for staff.
- The Trust may wish to consider tying in with local gyms because of the long commute of many staff.
- There was considerable feedback from staff on the lack of time to access things due to work pressures.

Health and Wellbeing Strategy

“We have a wide range of benefits to improve your health and wellbeing and to recognise that you’re a valued member of staff.”

“Our 5 ways to a healthier you” programme supports our vision to be the healthiest Trust.”

- Although the commitment to staff health and wellbeing is now slightly more informal the overall commitment is as strong, if not stronger and more embedded than at the last review, as it is now part of the culture and not seen as a “bolt-on initiative.”

“I really think they do care about our wellbeing.”

- The commitment of senior management, and in fact, managers at all levels continues to be firm in all aspects of staff health and wellbeing and this was demonstrated throughout the review.
- Likewise managers understand the importance of staff health and wellbeing and are very aware of the emphasis that the Trust places on this aspect of effective staff management, as it is publicised and emphasised in a range of ways.

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- As indicated, feedback comes from a range of sources including the staff survey and various updates and information on the intranet which is accessible to staff. Therefore there is plenty of opportunity for people to feed in their ideas and suggestions and to input into the strategic direction of health and wellbeing across the Trust.

Health and Wellbeing Resources

“We’re delighted to offer a wide range of benefits to employees.”

“The Trust is very supportive of our wellbeing and working in the community I really value the lone worker support.”

- The Trust continues to invest considerable resource in supporting the health and wellbeing needs of its staff through a range of initiatives and support such as the EAP programme.
- Staff are clearly very encouraged about the number of initiatives available to them even though they don’t always have the opportunity or time to access them.
- There has certainly been an increase in mental health awareness and how to deal with stress, even though this is still a key factor for staff and an important issue in the feedback from this review. This has also been supported by training courses such as emotional resilience, mindfulness and other examples.
- “Five ways to health and wellbeing” has further emphasised the range of areas that the Trust is committed to in order to support staff wellbeing and overall this is a considerable investment. In addition, there are a range of more local initiatives to support health and wellbeing such as local walks, Zumba, CBT, the Guy’s Urban Challenge.
- Health and Safety and related training such as lifting and handling, still remain a key part of the Trust’s health and wellbeing strategy, as does conflict management and lone working, which is particularly important for those working in the community.

People Management Strategies

“I can’t always take advantage of what they are offering because of time constraints, but it’s open to everyone.”

- The majority of staff interviewed felt that there were ample opportunities to improve their own health and wellbeing and that the Trust was very supportive of this.
- Although not everyone wanted to access all the activities that were offered, it was firmly acknowledged that everything was available to everyone who worked in the Trust, whatever their role or area of work.

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“The Trust really does try to support work life balance, although it’s not always easy.”

“The Trust is a very family friendly employer.”

- Certainly, it was more than evident that the wellbeing initiatives and the whole profile of health and wellbeing is firmly embedded in the culture and practices of the Trust and that the whole issue of staff health and wellbeing is part of the general ethos.
- This was also evident from feedback from interviewees which clearly demonstrated this commitment and is further supported by a range of quotes given below:

“I think the Trust really does support the wellbeing of its staff.”

“Being able to go to Occupational Health was really helpful.”

“I can work flexibly which is huge help with my family commitments.”

“Working part-time is so important to me.”

“The restaurant traffic light system does help to encourage health eating.”

- As described in the Investors in People report, the Trust firmly believes in the importance of equal access and inclusivity and therefore ensures that all initiatives and activities are open to all staff across the Trust.
- It was also agreed that there is continued support for staff work life balance and that flexible working was available where appropriate, as are opportunities for job-shares and part-time working.

Leadership and Management Strategy

“My manager is so supportive and understands when things are getting stressful.”

- These indicators are also covered by indicators 5 and 6 in the Gold Standard of the Investors in People Standard, which the Trust undertook and achieved at the same time as this accreditation.
- Staff who were interviewed were positive about the amount of support that they received from their managers and how approachable they were, if they were concerned or had a problem.

“It can be very stressful sometimes, but I can always go to my manager.”

- It was this support and the friendly, positive culture of the Trust which contributed to many staff staying for a long time and for general feedback to be positive about the Trust as a good employer.

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- There was clear evidence that staff who were interviewed felt that managers were very approachable and supportive and that there was a culture of openness where people felt that they could access their manager to discuss any issues.
- Support from managers, job shares, part-time working and flexible working were all commented on by a number of interviewees who were very enthusiastic that they have been supported in this way to enable them to have a better work life balance. This was seen as particularly important if people had personal/family matters to attend to.
- Staff who were interviewed stressed how much they felt the Trust continued to be committed to the wellbeing of its staff, as the quotes below support.

“The managers are certainly very supportive and I think they do care about our wellbeing.”

“They’re very pro health and wellbeing.”

“My manager is very good and makes us take a break”

“They do actively encourage you.”

- There are also often wellbeing discussions in one-to-ones, when relevant and which are often followed up in Performance Development Reviews.

Reward and Recognition and Staff Involvement

“We are always given a chance to have our say.”

- These are the other areas which are also covered by the Investors in People Standard, and reinforced through the achievement of the Trust’s reaccreditation as an Investor in People organisation, as discussed in indicators 4 and 5.
- There is generally a culture of saying well done and thank you and there are also a number of local, more informal initiatives which reward achievements, such as teams going out to celebrate success and managers thanking people at team meetings.
- As previously described in detail, it was clearly evident that people really enjoy working for the Trust and those who have joined more recently were enthusiastic about the way they were made to feel welcome and the induction that they received,
- It was also very evident that people continue to feel very appreciated and a number of reasons were cited for this:
 - Supportive, motivating and encouraging management
 - The whole emphasis on staff wellbeing

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- The very evident investment in staff through the initiatives described in “Five ways to health and wellbeing.”
- The continuing emphasis on learning and development for all staff, to name but a few of the many examples (more listed in the Investors in People report).

“They have given us lots of information on all the pension changes.”

“They want our feedback and you do feel that they want our views.”

“I think it’s really good that they consult with us.”

“We certainly have a say in many things.”

Effective Health and Wellbeing

“The Trust’s approach to people’s health and wellbeing is very good.”

- As already discussed, both managers and staff emphasised the wide range of support and initiatives that were available within the Trust. Staff feedback is sought both more locally informally and in team meetings and through the staff survey. Staff needs are also individually discussed in one-to-ones and the Performance Review process when managers are able to talk to their staff about any health and wellbeing related concerns.
- As previously described in the Investors in People report, those who had joined the Trust more recently confirmed that their induction into the Trust had been supportive and helpful and they had been informed of all the health and wellbeing related activities and directed to the intranet for all the relevant policies and procedures.

Performance Measurement

“We evaluate our benefits regularly and adapt them to the needs of our changing workforce.”

“We want to make sure that we are role models for healthy living to our patients and service users.”

- Continuing staff retention and reducing sickness rates are recognised by senior management as on-going benefits of the wellbeing commitment of the Trust, to name but a few of the positive outcomes.
- Senior management are very aware of the benefits of their on-going commitment to its the wellbeing commitment, as this results in more motivated, health-conscious staff and ultimately the achievement of the Trust’s objectives.

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- Staff also continue to talk enthusiastically about the initiatives they had taken part in and how these made them feel.

Continuous Improvement

“We are always looking at ways to improve what we do to support staff wellbeing.”

- The Trust continues to use staff feedback to ensure continuous improvement through staff involvement.
- An excellent example of continuous improvement is the “Five ways to health and wellbeing” intranet pages and the Trust is also pulling together all the policies and information for those in a carer role.
- A further example is the development of an app to provide information on benefits and the 24/7 EAP for staff.
- There is also the staff friends and family test
- The Trust also continues to clearly understand the importance of sharing successes through the intranet, the Trust magazine and meetings

Recommendation and next steps

Having carried out the assessment process in accordance with the guidelines provided for Investors in People Specialists by Investors in People – United Kingdom Commission for Employment and Skills, the Investors in People Specialist is totally satisfied that **Guy’s and St Thomas NHS Foundation Trust** meets all the requirements within the Health and Wellbeing Good Practice Award.

The Health and Wellbeing Good Practice Award is granted indefinitely, with a proviso that an interaction is undertaken within 18 months of being awarded and a full assessment takes place no greater than 3 years apart. Assessments can be undertaken at any time and more frequent assessments are recommended to maintain levels of good practice and continuous improvement.

The organisation should discuss the timing of the next assessment with their Health & Wellbeing/Investors in People Specialist, using the Improvement Planning Meeting to agree the best strategy for future use of the Health and Wellbeing Good Practice Award.

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Customer Satisfaction Questionnaire

Both the Health and Wellbeing Specialist and Investors in People South would welcome your feedback on this assessment and you will shortly be supplied with a Client Satisfaction Questionnaire to complete. Particular importance is placed on the feedback given by client organisation's on Specialists, therefore we would very much appreciate it if you would complete the questionnaire.

Support available

Good Practice Award: Health and Wellbeing Interactive

This free online support tool is designed to guide you through development activities and help you maintain the benefits of using **Good Practice Award: Health and Wellbeing** as a development tool. Obtain an on-going understanding of your organisation's current strengths and development areas by using the tool's diagnostic function.

You can also review and update your progress within the tool and access a wide range of downloads, good practice tips, templates and other resources to inspire and inform:

<http://www.investorsinpeople.co.uk/business-performance/tools>

Promoting continuous improvement

We support organisations at every stage of the Investors in People journey, helping them to realise the power of their people, optimise their performance and achieve their full potential. We see Investors in People as the People Partner for sustainable people solutions.

Please contact your Account Manager Pauline Mycock, on 07834 656 829 or email Pauline.Mycock@iipsouth.investorsinpeople.co.uk to find out more about Investors in People and how we can help your organisation.

Details of the support available to you can be accessed by contacting Investors in People South via: -

T: 020 7728 3456

E: enquiries@iipsouth.investorsinpeople.co.uk

W: <http://iipsouth.investorsinpeople.co.uk>

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Outcomes table - evidence requirements framework matrix (evidence requirements met/not met)

Good Practice Award: Health & Wellbeing										
	Indicators									
ERs	01	02	03	04	05	06	07	08	09	10
1	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
2	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
3	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4	Y		Y	Y	Y		Y	Y		Y
5	Y		Y	Y	Y					Y
6	Y		Y	Y	Y					Y
7	Y									
8	Y									
9	Y									