

PUBLIC TRUST BOARD

February 2021

Report Title:	Wellbeing Update
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Previously considered by:	Strategic Workforce Group

Approval
 Discussion
 Information
 Assurance

Executive Summary

As outlined in Strategic Objective 4 of our Trust Strategy, we are committed to supporting and developing our staff. One component of SO4 includes supporting our colleagues to improve their own health and wellbeing, which is more vital than ever given the impact that COVID-19 has had on our valued workforce. Significant focus is also placed on looking after our people in the People Plan 2020/21, particularly the actions we must all take to keep our people safe, healthy and well – both physically and psychologically.

Dedicated resource was identified last year to oversee wellbeing support for our staff during the period of the pandemic. This report therefore provides Trust Board members with:

- i) An update on the progress that has been made to form a new Wellbeing Hub for ESNEFT staff and volunteers;
- ii) A reflection on key achievements over the past 10 months; and
- iii) Current wellbeing priorities that are being progressed by the Wellbeing Hub leadership team.

Action required of the Board

Members are asked to receive and note the content of this report. A further update report will be provided for information/assurance in May 2021.

Link to Strategic Objectives (SO)		Please tick
SO1	Keep people in control of their health	<input type="checkbox"/>
SO2	Lead the integration of care	<input type="checkbox"/>
SO3	Develop our centres of excellence	<input type="checkbox"/>
SO4	Support and develop our staff	<input checked="" type="checkbox"/>
SO5	Drive technology enabled care	<input type="checkbox"/>

Risk Implications for the Trust <i>(including any clinical and financial consequences)</i>	Increased sickness absence rates (particularly around stress, anxiety and depression), retention concerns
Trust Risk Appetite	Potential risk regarding supply and demand of wellbeing requirements as we move into the recovery period which is currently being monitored.
Legal and regulatory implications <i>(including links to CQC outcomes, Monitor, inspections, audits, etc)</i>	Health & Safety at Work implications, NHS Staff Survey outcomes
Financial Implications	Increased pay costs as a result of increased sickness absence rates
Equality and Diversity	Members are asked to acknowledge that COVID-19 is known to have disproportionately affected colleagues from different equality groups with different circumstances.

Wellbeing Update

1. Background

Based on our learning from the initial wave of COVID-19 and predictions on the potential longevity of the pandemic, members will recall that ESNEFT's COVID-19 Wellbeing Group produced an Outline Business Case, which was approved by Executive Management Committee members during the summer of 2020. This business case proposed an exciting vision for the future provision of wellbeing services for our valued staff and volunteers.

This vision was in the form of a Wellbeing Hub, the first of its kind within the NHS locally, regionally and perhaps nationally, which would bring together a huge range of services – including several that are new – so that our staff and volunteers can access fast, effective support for their health and wellbeing.

The structure of the Wellbeing Hub is built around the provision of four key services:

- **Health & Wellbeing** – This new team will inspire and motivate everyone working for our Trust to try out a new activity and get fitter, healthier and happier.
- **Emotional Wellbeing** – Many new services are being introduced as part of our commitment to improve everyone's emotional and mental wellbeing. A Consultant Clinical Psychologist will lead the provision of specialist psychological services for everyone at the Trust.
- **Occupational Health** – Our Occupational Health team make sure that our staff are physically fit to carry out their job to the best of their ability, and can put extra support in place where necessary.
- **Raising Concerns** – It is recognised that some staff may feel anxious about raising concerns, which could in turn have a knock-on effect on their wellbeing. We want to make sure that anyone who wishes to can confidentially share a concern.

2. Key headlines/progress (March to December 2020)

The following list provides an overview (but is not exhaustive) of the work that was progressed from March to December 2020.

2.1 Governance/Communications & Engagement

- A COVID-19 Wellbeing Group was formed and met fortnightly, involving key colleagues from Communications & Engagement, Chaplaincy, Occupational Health, Voluntary Services, Staff Side, Clinical Psychology, Estates & Facilities and our Freedom to Speak up Guardian. A framework for the provision of wellbeing support throughout the pandemic was agreed by members and was based on guidance from The British Psychological Society on '*The psychological needs of healthcare staff as a result of the Coronavirus pandemic*' (produced by the BPS COVID-19 Staff Wellbeing Group).

- The recruitment to new posts within the Wellbeing Hub commenced which resulted in the appointment of Steve Morris, our new Health & Wellbeing Lead (who started on 6 January 2021) and Dr Claire Lamplugh, our new Consultant Clinical Psychologist (who starts on 29 March 2021). The recruitment of further posts including two further Clinical Psychologists is currently underway.
- New material on the Wellbeing Hub was written and uploaded onto the ESNEFT Intranet site in preparation for the launch of the Hub during mid-October 2020. An 'All Staff' briefing was held for colleagues to introduce the Hub and outline the resources/support available.

2.2 Emotional Wellbeing

- Dedicated psychological support was provided to 'high need' areas during weekdays and weekends where mental health distress was more prevalent.
- A new Welfare Team was created which was formed of Mental Health First Aiders who were shielding for health reasons. This team made in excess of 2,500 telephone calls to staff and volunteers who were shielding themselves or working from home. During these calls, a number of staff were identified as being in significant mental health distress and in need of immediate psychological support. The Welfare Team continued to make a number of calls to shielding staff during the second lockdown period during November 2020 and the team were pleased to report that staff were less distressed and more accepting of their personal circumstances.
- 'Brew Crew' teams (comprising of our Mental Health First Aider community) visited Wards/departments on request to make staff a hot drink and to listen to them and share the wellbeing support that was available.
- Group relaxation sessions were held for teams on request that included taking time out to focus on calming breathing techniques.
- A partnership arrangement was formed with Mental Health First Aid England who are supporting us on our journey, as we become the first NHS organisation to achieve our vision of training 10% of our workforce as Mental Health First Aiders, and to ensure we are able to effectively introduce mental health awareness training for all staff and leaders. During July to December 2020, another 100 Mental Health First Aiders were trained which now brings the total of MHFAiders for ESNEFT to 180.
- Relationships and connections were made with key external wellbeing services including Suffolk Wellbeing Service (Suffolk IAPT service), Health in Mind (Essex IAPT service), Suffolk MIND, Essex Partnership University NHS Foundation Trust and Norfolk & Suffolk Foundation Trust.
- Regular discussions were held with CiC, our Employee Assistance Programme provider, and with external psychotherapists, clinical psychologists, counsellors and CBT therapists to ensure adequate capacity is in place to meet the potential demand in colleagues who may need access to therapeutic support.

2.3 Health & Wellbeing

- Wellbeing support was put into place for staff who were living in hotel accommodation to keep their family members safe. Food, drink and personal hygiene items were delivered to staff in hotels who became unwell with COVID-19. Regular calls and text messages were made by a Mental Health First Aider over weekend periods to check on their welfare.
- A sub group was formed and chaired by the Associate Director of Charities & Voluntary Services to oversee the programme of work to provide Oasis spaces across the organisation. Temporary rest facilities were also provided for staff on both hospital sites from December 2020 to provide colleagues with additional space in which to take a break from their area of work.
- General wellbeing queries and requests for welfare check calls were responded to and supported via the new wellbeing@esneft.nhs.uk Inbox.
- Connections were made with regional and national NHS wellbeing networks which has seen ESNEFT being recognised by the East of England team as leading the way in the work that is being progressed.

2.4 Occupational Health

- Our Head of Occupational Health was invited to be part of a national steering group that is reviewing the rollout of a new integrated national support offer for enhanced Occupational Health provision across 14 pilot sites (systems).

2.5 Freedom to Speak Up

- A number of Assistant Freedom to Speak up Guardians were appointed to support Tom Fleetwood, our Freedom to Speak up Guardian.

3. Key priorities from January to March 2021

The following list provides an overview (but is not exhaustive) of the work that will be progressed over the next 2-3 months.

3.1 Governance/Communications & Engagement

- New wellbeing material has been designed and approved which includes a new 'Care Card' (wipe-able, credit card size) that can be handed out to all colleagues which includes three key contact numbers they can call for wellbeing support (Occupational Health, Chaplaincy and our EAP). In response to feedback from staff regarding difficulties with their sleeping pattern, a new sleep hygiene leaflet has also been produced. Both resources will be available for distribution week commencing 1 February 2021.
- A communications plan has been produced by our Communications & Engagement Team which outlines all comms focussing on wellbeing to the end of March 2021.

- All Wellbeing Hub leaders will be meeting for the first time on 10 February to discuss key priorities across all four Wellbeing Hub functions during 2021/22 as we anticipate moving into a period of recovery. These discussions will be supported by Richard Spencer, Non-Executive Director and Wellbeing Guardian.
- Regular presentations will continue to be given to key internal committees/teams on the availability of the Wellbeing Hub resources and sources of support (as provided to CDSG on Friday 22 January 2021).
- An analysis of wellbeing data/key performance indicators will be undertaken.

3.2 Emotional Wellbeing

- Dedicated psychological support will continue to be provided in 'high need' areas.
- Virtual 'coffee and catch-up' sessions are being held with our Mental Health First Aider community to review the resources that are available for staff to help them as they signpost colleagues to support, to also discuss the mental health first aid they have been providing to staff during the pandemic and to share details of the support that will be made available to them as our valued MHFAider community.
- 'Brew Crew' support has been identified from our existing Mental Health First Aid community and this work started week commencing 25 January.

3.3 Health & Wellbeing

- A programme of virtual wellbeing events are being arranged for all staff which will start to be rolled out week commencing 1 February. These online sessions cover the following topics:
 - An Introduction to Your Wellbeing Hub
 - Employee Assistance Programme Support
 - Caring for your team during COVID-19 (for leaders)
 - Sleep hygiene
 - Looking after you (physiotherapy advice)
 - The importance of good diet and nutrition
 - Managing stress
 - Relaxation techniques
 - Mindfulness
 - Laughter Yoga
 - Let's get active
 - Occupational Health – How we can help you
- Wellbeing Hub colleagues will be producing a proposal for consideration to introduce mandated Wellbeing Conversations/Assessments during Q1 of 2021/22 which will ensure every member of staff has a conversation with their line manager that focusses on their wellbeing and the support that they may require. It will be proposed that the outcome of these assessments are captured at divisional level to ensure complete oversight of the areas that are most in need of wellbeing interventions. It

will also be proposed that each DMT will have dedicated time with the Wellbeing Hub leadership team to review the outcome of their assessments during this quarter and agree key wellbeing actions for their staff during 2021/22 and beyond.

3.4 Occupational Health

- Dedicated wellbeing support is being provided by the Occupational Health team to a number of Wards and departments.
- Further discussions will take place to move forward the plan to introduce self-referral menopause clinics for our staff.
- The business case for the provision of self-referral physiotherapy will be concluded and shared with the appropriate committee for onward discussion with divisional leadership teams.

3.5 Freedom to Speak Up

- The appointed Assistant Freedom to Speak up Guardians will undergo their relevant training and begin to provide support with the raising concerns programme of work.

4. Recommendation

Members are asked to receive and note the content of this report. A further update report will be provided for information/assurance in May 2021