The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Meeting:	Board of Directors (in Public)		
Meeting Date:	5 October 2021	**Agenda item:**	20
Report Title:	Wellbeing Guardian		
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Executive Sponsor:	Laura Skaife-Knight, Deputy CEO Sue Hayter, Non-Executive Director Lead		

Implications

Link to key strategic objectives
[highlight which KSO(s) this recommendation aims to support]

KSO1	KSO2	KSO3	KSO4	KSO5	KSO6
Safe and compassionate care	Modernise hospital and estate	**Staff engagement**	Partnership working, clinical and financial sustainability	**Healthy lives staff and patients**	**Investing in our staff**

Board assurance framework	Strategic Objective 3: Strengthening staff engagement to create an open culture with Trust at the centre. Strategic Objective 6 - Maximising opportunities for our staff to achieve their true potential so that we deliver outstanding care.	
Significant risk register	None	
	Y/N	If Yes state impact/ implications and mitigation
Quality	N	
Legal and regulatory	N	
Financial	N	

Assurance route

Previously considered by:	People Executive Group - 10 September 2021 People Committee – 22 September 2021

Executive summary

Action required:	Approval	**Information**	Discussion	Assurance	Review

Purpose of the report:	This paper summarises the role of the Wellbeing Guardian, the role's purpose at QEH and details work to date and next steps.
Summary of Key issues:	The NHS People Plan 2020/21 set out national health and wellbeing policy ambitions to enable system stakeholders to create a culture of wellbeing, where staff are well looked after and cared for. These policy areas outline three key roles: 1. **Wellbeing Guardians**: A Non-Executive Director (or equivalent) who looks at the organisation's activities from a health and

	wellbeing perspective and acts as a critical friend. 2. **Health and Wellbeing Champions**: People at all levels of our NHS organisations who promote and identify ways to enable the wellbeing of their colleagues. 3. **Health and Wellbeing Conversations**: Supportive conversations between colleagues and their line managers (or those with caring responsibilities) at least once a year to openly discuss their health and wellbeing and develop a personalised plan. This paper provides a summary of the national context and the approach and actions being taken at QEH in each of these priority areas as part of the Trust's Staff Engagement Programme and Culture Transformation Programme, which has at its heart a focus on the health and wellbeing of staff.
Recommendation:	The Board of Directors is asked to note the content of the report, including the extensive work being undertaken to ensure the Trust's workforce is physically and psychologically safe and healthy and agree the next steps and oversight of progress of this priority work.
Acronyms	NED - Non-Executive Director NSS - National Staff Survey QEH - Queen Elizabeth Hospital

REPORT OCTOBER 2021 - WELLBEING GUARDIAN

1. National Context

The NHS Staff and Learners' Mental Wellbeing Commission (2019), launched by the Secretary of State for Health and Social Care, identified a lack of uniformity in Board-level leadership around the wellbeing of our NHS people.

The review recommended improving the consistency across NHS Boards through the introduction of a Board-level Wellbeing Guardian role, which has more recently been referenced in the NHS People Plan (2020/21).

The expectation is that this role is introduced in every local, regional, and national NHS organisation.

The role will work in line with the intentions outlined in the NHS People Plan and People Promise. There are nine Board Principles which the Wellbeing Guardian will support (as below).

1.1 Board principles

One page summary of the 9 board principles supported by the wellbeing guardian

NHS

Principle One
The health and wellbeing of our NHS people and those learning and working in the NHS should not be compromised by the work they do for the NHS.

Principle Two
Where an individual or team is exposed to a particularly distressing clinical event, board time should be made available to assure the board and the wellbeing guardian that the wellbeing impact on those NHS staff and learners has been checked.

Principle Three
Regular assurance will be provided to the wellbeing guardian to ensure that wellness induction (previously wellbeing 'check-in') are being provided to all new NHS people on appointment and to all learners on placement in the NHS, as outlined in the 2019 NHS Staff and Learners' Mental Wellbeing Review's recommendations.

Principle Four
The wellbeing guardian will receive assurance that all our NHS people and those learning in the NHS have ready access to a self-referral, proactive and confidential occupational health service that promotes and protects wellbeing.

Principle Five
The death by suicide of any member of our NHS people or a learner working in an NHS organisation will be independently examined and the findings reported through the board to the wellbeing guardian.

Principle Six
The NHS will ensure that all our NHS people and learners have an environment that is both safe and supportive of their mental and psychological wellbeing, as well as their physical wellbeing.

Principle Seven
The NHS will ensure that the cultural and spiritual needs of our NHS people and those learning in the NHS are protected, and equitable and appropriate wellbeing support for overseas NHS people and learners working in the NHS.

Principle Eight
The NHS will ensure the wellbeing and make the necessary adjustments for the nine groups protected under the Equality Act 2010 (including consideration for how intersectionality may impact wellbeing).

Principle Nine
The wellbeing guardian will provide suitable challenge to the board to be assured that the organisation is working with system leaders and regulators, to ensure that wellbeing is given the same weight as other aspects in organisational performance assessment.

This is coupled with the context that COVID-19 has had a very profound impact on staff health and wellbeing, which has understandably led to a greater focus nationally, regionally, and locally, including at QEH, on workforce burnout and resilience of our people (*House of Commons, Health and Social Care Committee – Workforce burnout and resilience in the NHS and social care, second report 2021/22).

1.2 Vision for the role

The Wellbeing Guardian is recommended to be a Board-level role providing oversight, assurance, and support to the NHS Board to fulfil their legal responsibility in ensuring the health and wellbeing of staff.

The role will work inclusively to encourage a model of wellbeing leadership building on the pre-existing internal resources. The role will hold the organisation to account with the aim of ensuring a wellbeing culture seeking assurance that this is an organisational priority and may, at times, involve asking difficult questions in addition to:

- Working closely with and supporting the Director of People and other Executives who lead in this area
- Being confident in challenging the Board and other senior leaders, questioning decisions that could impact on the wellbeing of staff, and challenging behaviours or aspects of the culture that are likely to be detrimental to others
- Being fully cognisant of the protected characteristics outlined in the Equality Act and be committed to ensuring that disparities on the basis of a protected characteristic are eradicated.

2. QEH approach and actions

In July 2021, Sue Hayter, Non-Executive Director (NED), was appointed as the Wellbeing Guardian for the Trust. Sue is a dedicated and passionate nurse and has worked in healthcare for over 50 years, in both acute and community hospitals.

Within her role of Wellbeing Guardian, Sue will work alongside a range of key internal stakeholders at QEH, including the Trust's Head of Staff Engagement and Wellbeing Lead, to monitor and provide assurance to the Board on the delivery, robustness and effectiveness of the Trust's Health and Wellbeing Programme, a summary of which is detailed below for 2021/22.

2.1 QEH Health & Wellbeing Programme 2021/22

Central to QEH's Year Two Corporate Strategy milestones is further improving Staff Engagement, the culture of the organisation and investing in and prioritising staff health and wellbeing, building further on the work the Trust undertook in 2020/21.

This commitment is clearly described in the Trust's Corporate Strategy, notably in relation to the milestones for Strategic Objectives Three and Six of the Corporate Strategy for Year Two (Engagement and Healthy Lives). Wellness, kindness, and fairness are the organisation's top priorities for the year as part of its Staff Engagement and Culture Programme.

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A summary of QEH's extensive health and wellbeing programme for 2021/22 is below:

- Two full-time and dedicated Clinical Psychology posts for staff (including one who specialises in Post Traumatic Stress Disorder) to support the increasing number of referrals – in 2020/21, 220 staff members benefited from this service, and 148 staff have used the service year-to-date (April-August 2021)
- Clinical Psychology Team reflection sessions and 1-2-1 appointments for staff and follow-ups and team sessions
- Dedicated Clinical Psychology helpline
- Free health offers (gym membership), NHS discounts, free pamper days, exercise classes and advice on healthy eating and living, health MOTs and smoking cessation support
- Mindfulness training
- Mental Health First Aiders support (there are now 16 Mental Health First Aiders supporting staff across the organisation). Since the start of quarter one 2021/22, 148 staff members have been supported through referrals to this service
- Professional Midwifery Advocacy Service
- Menopause Policy, Menopause Champions and Menopause Café as well as a dedicated staff clinic commencing December 2021
- Financial support and advice for staff (Wagestream)
- Winter wellness programme (incl: Flu vaccine)
- End of day checklist
- Exercise classes
- Couch to 5K
- Slimming World
- Access to free Yoga/meditation Apps
- Free staff Acupuncture
- Smoking cessation support
- New long COVID support group and clinic for staff
- Access to new Health and Wellbeing reading materials with funding allocated to the library budget for this purpose
- Improvements to the environment including in direct response to staff feedback, including upgrading staff rest and changing rooms and more outdoor benches to support the importance of rests/break times.

Health and Wellbeing Conversations

The Trust has made good strides, as part of its Culture Transformation Programme, to introduce Health and Wellbeing conversations. Whilst the national guidance describes 'at least once a year' conversations, at QEH we want to go much further than this and ensure such conversations are regular and routine practice for line managers and staff. This includes via:

1. New appraising with values approach, launched April 2021, incorporates wellbeing conversations, via a specific question: 'How is your wellbeing at work and what can be done together with you/your manager to support you?'
2. Line managers are encouraged in 1-2-1s and team meetings to introduce wellbeing conversations
3. Encouragement to start each meeting with: 'how are you and how are you feeling'?

Health and Wellbeing Champions

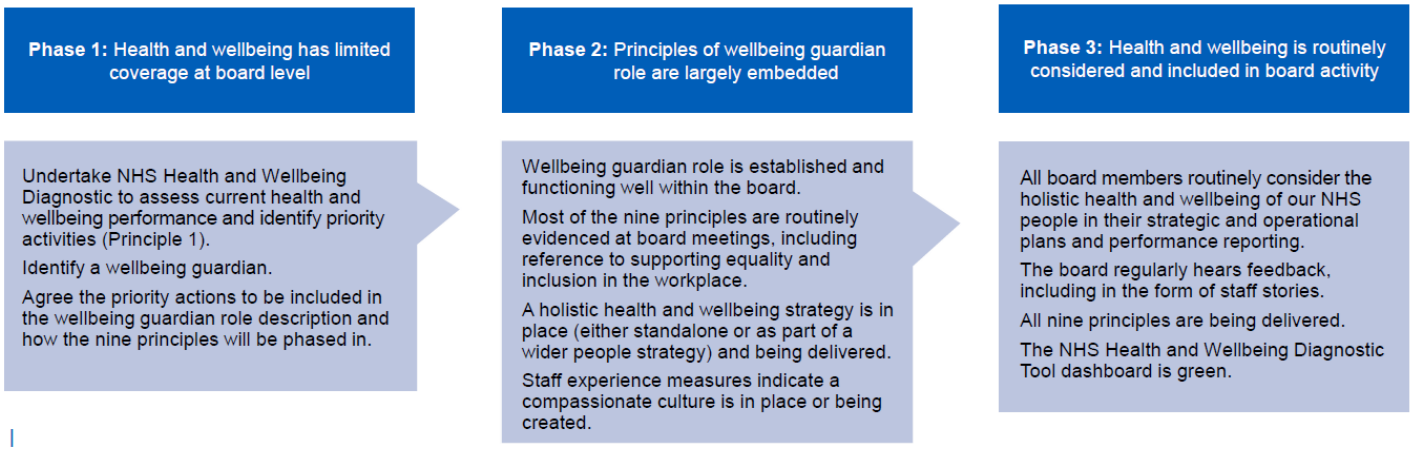
To support our Wellbeing Guardian and as part pf the NHS People Plan Wellbeing policy, we will introduce Wellbeing Champions across the organisation by the end of 2021. Given the nature of the role within our teams of Mental Health First Aiders, Freedom to Speak up Champions and Menopause Champions these roles will automatically become Wellbeing Champions. This pool of already effective and trained resource means that we will have 45 Wellbeing Champions helping to promote and signpost staff to services and support to make positive behavioural changes for the benefit of their health. Our Champions will be supported with monthly development sessions undertaken by NHS England and Improvement and by our Head of Staff Engagement.

2.2 Implementation

The implementation of the Wellbeing Guardian role will be undertaken over three phases, following the clear national guidance from NHS England and Improvement.

In line with the guidance, an initial self-assessment has been completed to determine QEH's starting position and to inform the next necessary steps.

Phased approach



3. Self-Assessment

1. We have completed our NHS Health and Wellbeing Diagnostic assessment against the national framework to assess our current health and wellbeing performance and identified priority activities. The outcome of this work was shared in more detail at People Committee, and shows how the Trust performs against a number of 'key enablers', such as leadership and management, data and communications and healthy working environment, and also how we perform against a number of key 'health interventions', including mental health, Musculo-skeletal support and heathy lifestyles. The diagnostic has provided a good overview of the Trust's starting point and the next steps very much align with the Staff Engagement and Culture programmes that are already in place. This includes a focus on: leadership and management (line manager support) and further strengthening our overall support for staff, which will be a key feature of the new integrated Wellness Service for staff which will be in place by the end 2021/22
2. Have a Non-Executive Director appointed to our Board.
3. Identified a suitable candidate as our Wellbeing Guardian.
4. Feel confident to move on to phase two.

Completion of the above tasks confirm that we have successfully passed all requirements for phase one and as an organisation we are ready to prepare to progress to phase two which focuses on embedding the role and principles of the Wellbeing Guardian role into the Board.

4. Proposed next steps

- An update to October 2021's public Board of Directors' meeting on work to date in relation to the Wellbeing Guardian, Health and Wellbeing Conversations and Health and Wellbeing Champions – which are the three national policy priorities.
- Agreed priority actions which should be included in the Wellbeing Guardian role description and how the nine principles will be phased in. Discussions are underway with QEH's Wellbeing Guardian to look at the priority areas of focus which support delivery of the Trust's Health and Wellbeing agenda and strategic objectives.
- Develop a health and wellbeing dashboard which can be monitored at People Committee on a quarterly basis.
- To update the People Committee on a quarterly basis and Board on a bi-annual basis of progress against the staff wellness programme.
- An annual Board development session on staff health and wellbeing.
- To better integrate the work of improving workplace culture, Freedom to Speak Up, health and wellbeing, Equality Diversity and Inclusion and compassionate leadership as part of the transition of the Staff Engagement and Culture programme portfolio to the Director of People in quarter four of 2021/22.
- To ensure the new integrated Staff Wellbeing tender incorporates the national requirements in relation to health and wellbeing, as set out in this paper, consistent with the National People Plan. The Head of Staff Engagement and Wellbeing Guardian are active participants within the monthly East Region Staff Experience and Wellbeing Collaborative. The Head of Staff Engagement also attends the NHS Employer Health and Wellbeing Network and the NHS Norfolk & Waveney Clinical Commissioning Group Health and Wellbeing Group Meeting (Norfolk and Waveney Health and Care Partnership).