



GOOD PRACTICE CASE STUDY



Health Education Yorkshire and the Humber

SHEFFIELD CHILDREN'S NHS FOUNDATION TRUST

HEALTH AND WELLBEING



AT SHEFFIELD CHILDREN'S NHS FOUNDATION TRUST

SUMMARY

The project involved the launch, implementation and ongoing work of the Health and Wellbeing initiative at Sheffield Children's NHS Foundation Trust. This was developed in line with the national agenda, (impacted by the Boorman Review, Operating Framework etc.), as well as in response to local Staff Survey feedback in which employees had reported areas that could be improved.

BENEFITS

We aimed to develop an awareness and understanding of the importance of Health and Wellbeing (H&W), and promote this agenda across the Trust. As such, we aimed for this to have a positive impact on individuals, the organisation and therefore patient care, through improved staff morale, satisfaction and wellbeing.

We also wanted to improve staff engagement and motivation by getting people involved in this positive piece of work.

We intended to evaluate this work through the Staff Survey results as well as through evaluation of specific H&W events.





GOOD PRACTICE CASE STUDY



Health Education Yorkshire and the Humber

BACKGROUND

Sheffield Children's NHS Foundation Trust is one of only four dedicated children's hospital trusts in the UK. Established in 1876, it has provided services under the NHS since 1948. It became an NHS Trust in 1992 and Sheffield Children's NHS Foundation Trust on 1 August 2006.

The Trust provides integrated, highly specialist healthcare for children and young people in Sheffield, South Yorkshire and beyond. The Trust's specialist services receive both UK and international referrals. Services provided by the Trust include:

- General and specialist services - highly specialised healthcare includes medical and surgical specialist treatment for children and young people living across South Yorkshire, North Trent, Lincolnshire, and the Humber and in some cases from across the country. Secondary healthcare includes a range of hospital services for the children and young people of Sheffield.
- Community based services include health visiting, school nursing, community paediatrics, child development, support for adoption and fostering, medical safeguarding advisory services and services for children with neurodisability.
- Child and adolescent mental health services - the Trust works closely with partner agencies in Sheffield to provide a full range of mental healthcare services for children and young people.
- Children and infants' transport service – the Embrace transport service move very ill children and infants from across the region to the best facility to meet their clinical needs. Professional healthcare staff travel with the patient in specially designed ambulances.
- Specialist pathology and genetics includes a number of highly specialised pathology services, including newborn screening and genetics.

KEY AIMS

We aimed to develop an awareness and understanding of the importance of H&W, and promote this agenda across the Trust. As such, we aimed for this to have a positive impact on individuals, the organisation and therefore patient care, through improved staff morale, satisfaction and wellbeing.

We also wanted to improve staff engagement and motivation by getting people involved in this positive piece of work.

We continue to provide access for employees to improve their H&W through the promotion of local and national services, training, offers, Champions and activities within the Trust.

Supporting data upon evaluation of the project includes:

- Sickness absence remains low
- H&W event days have evaluated well
- H&W master classes and workshops have evaluated well
- more detailed work will be undertaken into analysing this year's Staff Survey results and we have also asked some local questions on the Staff Survey about H&W

KEY STAGES

1. A working party was established, chaired by Zoe Lintin, Deputy Director of HR and OD, with representatives from HR, Staff Side, the Communications Team, staff and managers from across the Trust. We asked for volunteers to engage people with an interest in this initiative. The Director of HR and OD was also a member of the group and is the Executive sponsor.
2. HR and Communications worked together to develop a H&W brand and logo, which we use on all our communications. We also introduced a H&W page on our intranet, which includes the facility for individuals to make a suggestion about H&W at work.
3. We had a well-publicised launch day at the Trust in February 2011 with various guests and stalls, including:
 - Sainsbury's, who provided healthy eating demonstrations in Reception (the cook had cooked in the X Factor house!)
 - a local gym who brought free day passes
 - lung function testing
 - a raffle with freely donated prizes
 - offers for staff
 - staff feedback questionnaires to gather views and suggestions about H&W
 - held a launch day at one of our off-site locations
 - local media coverage for the launch day
4. Further themed event days have included; 'look after your heart' to tie in with Valentine's Day in 2012 and an Olympics themed event in July 2012. The H&W logo has been adapted to match the themes, e.g. holding a heart or the Olympic flame rather than an apple. These events have involved stalls, local gyms, Sainsbury's, Occupational Health etc. as well as staff 'challenges'. For example, a doubles table tennis challenge at the Olympics summer event.
5. Quarterly seasonal newsletters that include articles on events employees have been involved in. For example, individuals 'championing' certain activities, healthy recipes from staff etc. We also publicise the various H&W initiatives we are running. For example, stress awareness workshops, Cycle to Work scheme, signpost to resources etc.
6. A detailed and comprehensive H&W action plan is reviewed by the working group and co-ordinated by HR representatives. Once actions have been undertaken, we move these to a 'completed' plan and keep a 'live' plan with current actions. This is reviewed at the bi-monthly working group meetings.

This is an ongoing initiative, which we refresh regularly.





GOOD PRACTICE CASE STUDY

Health Education Yorkshire and the Humber



HOW IT WORKS

The H&W working party has bi-monthly meetings, chaired by Zoe Lintin. The group is responsible for co-ordinating activities, generating new ideas, organising events etc. There is also a HR lead for H&W (Senior HR Manager) and the overall initiative tends to be led and co-ordinated by HR.

WHO WAS INVOLVED?

Our approach to establishing the working group was to ask for volunteers from across the organisation and different staff groups.

Our main challenges have been in maintaining engagement and commitment to the group. This is an ongoing challenge, which we try to address through getting different people involved in activities, for example, the event days. Two event days were held in March 2013; one at the main hospital and one at 2 other Trust sites, members of the working group were actively involved.

RESOURCES

We do not have an allocated H&W budget although we have spent a limited amount from the HR budget to support communications and the launch/ongoing event days, for example, branded pens and fridge magnets to promote the H&W brand.

We have maximised the use of free resources, such as line manager mental health resources and encourage ideas from staff.

We contact local businesses to support our event days, either by attending the days or by donating prizes to raffle. We work hard to come up with ideas to make the most of the resources that are freely available or at minimal cost!

KEY CHALLENGES

The key ongoing challenges are around maintaining staff engagement and continuing to raise the profile of the H&W initiative across the organisation. This is more challenging in some areas, for example, communicating with staff that do not have regular access to emails.

We also have a number of sites away from the main hospital site as well as community based staff, so we are mindful of ensuring initiatives can reach these staff wherever possible. For example, holding workshops at other sites as well as the main site.

Another challenge is around funding, as we do not have a dedicated H&W budget we need to be creative with our ideas. We also do not have dedicated time or staff to work on H&W. H&W has become a part of people's roles, rather than the Trust having dedicated resource for this work.

KEY LEARNING

One of the key learning points relates to trying to reach and engage with all staff and taking on board feedback to adapt our methods. For our event days in March 2013, we decided to hold a H&W roadshow and take activities to wards rather than holding stalls in Reception and the dining area only. We had received feedback from previous event days that less people from certain staff groups were attending, for example, nursing. This new approach was successful in encouraging wider involvement with staff throughout the hospital and 2 other sites enjoying the hula hooping challenge, tasty snacks trolley and advice and freebies from Occupational Health!

We handed out questionnaires at event days to understand what people are most interested in and what they want from the H&W group, and we have continued to learn from these responses.

Other key learning points are the importance of Board level support and sponsorship in the project from initiation, and the importance of continuous

communication. It has proved very beneficial to develop the H&W brand and logo at the start of the project, as this has given us a strong identity.

SUSTAINABILITY

The working group, with bi-monthly meetings, regular communications and newsletters, website and event days have helped to embed the initiative in everyday practice.

NEXT STEPS

- Ongoing action plan and working party ideas
- Two event days held in March 2013
- Quarterly newsletters
- Continue to promote H&W and the work of the group

SUPPORTING MATERIAL

Our Health & Wellbeing logo

Action plans (live and completed)

Newsletters from Summer and Winter 2013

Newsletter from the launch day



CONTACT FOR FURTHER INFORMATION

- Zoe Lintin
Deputy Director of HR and OD

Email: Zoe.Lintin@sch.nhs.uk
Telephone: 0114 271 7079

