

# GOOD PRACTICE

ALDER HEY CHILDREN'S NHS FOUNDATION TRUST

# HEALTH PROMOTION PROGRAMME

## SUMMARY

In 2008 following the formation of a Health & Wellbeing Group chaired by the Director of Human Resources (HR), Alder Hey Children's NHS Foundation Trust conducted a Health, Work & Wellbeing Survey to gain staff views regarding areas of support they wanted to access. An evidence-based programme of health promotion and support was then created, centred around 6 key target areas set out by the Government in 'Choosing Health, Making Healthier Choices Easier' (2004) and influenced by Dame Carol Black's review of the health of Britain's working age population 'Working for a Healthier Tomorrow' (2008). The foundations for this programme have been put in place over the last 2 years but the programme is still ongoing and continues to build upon previous success.



## KEY OUTCOMES AND IMPACT

- Improved staff understanding and awareness of own health and wellbeing as demonstrated by higher staff engagement with campaigns e.g. Think Pink staff participation was up from approx 10% last year to 50% this year
- Improved uptake of staff fitness centre with an increase of membership of 23%
- Sickness absence for regular users of the staff fitness centre is 1%, which is considerably lower than the Trust average



## BACKGROUND

Alder Hey Children's NHS Foundation Trust is one of Europe's biggest and busiest children's hospitals employing approximately 2,800 staff. Founded in 1914, the Trust is now engaged in planning a new, state-of-the-art Children's Health Park in October 2014, marking its 100th Anniversary. It is the first paediatric health promoting hospital accredited by the World Health Organisation.

The Trust serves a catchment area of 7.5 million, with around 250,000 children attending the hospital each year. In addition to the hospital site at West Derby, Alder Hey has a presence at more than 40 community outreach sites and programmes and its consultants hold 800 clinic sessions each year from Cumbria to Shropshire, Wales and the Isle of Man, helping deliver care closer to home.

## PURPOSE

As part of its work towards becoming accredited as England's first paediatric health promoting hospital the Trust developed a Public Health Strategy aimed at patients, families and staff.

The aims of creating this strategy and undertaking a robust campaign were:-

- To deliver a programme that is user lead, meaningful, significant and clearly recognised by staff and others
- To improve the quality of service provision and patient experience
- To improve staff loyalty, advocacy, morale, retention and productivity
- To reduce staff turnover, absence, temporary staffing costs and recruitment and litigation costs

## WHAT WAS DONE?

Initially a Health, Work & Wellbeing group was set up in March 2008 chaired by the Trust's HR Director, Jayne Shaw, and made up of staff from all levels and areas of the Trust including Occupational Health and Staff Side. It also included representatives from external partners. This group worked in close collaboration with the Public Health Steering Group, chaired by Moya Sutton, the Director of Nursing, in order to create a joint health promotion programme

The first step to creating this programme was to conduct a Trust-wide Health & Wellbeing staff survey to gain staff views regarding the support they wanted to access across 6 key areas, as set out by the Government in 'Choosing Health, Making Healthier choices Easier'(2004) and in line with the HSE Stress Management Standards.

The results of this survey led to the creation of an evidence-based programme of health promotion and support. A new Health Promotion Practitioner role led this programme, in collaboration with the lead for Health, Work and Wellbeing for staff.

The focus initially was on improving the physical health of staff. Following refurbishment and installation of new equipment, funded through collaborative working with internal and external partners, the Trust's gym was rebranded and re-launched in May 2009, as 'The Zone' with a wide range of activities on offer for staff. The range and scope of these activities has continued to grow with a focus now not just on the physical wellbeing of staff but also including learning activities such as Skills for Life as well as offering a range of holistic and other therapies, including Fast Track Physiotherapy

A calendar of health promotion campaigns was also drawn up and put into practice, with 26 campaigns in the first year, growing to 28 the following year. These campaigns are influenced by the Health & Wellbeing group and other internal staff groups so that staff continue to engage and inform change.

The following examples show methods that the Trust adopted in order to increase engagement:-

- ▶ Promotional stand located at the main hospital entrance instead of the canteen where there is greater footfall
- ▶ Promotional campaigns taken on to the wards to reach people who can't attend the stands
- ▶ Information put on the intranet for staff unable to attend or concerned with confidentiality issues
- ▶ Weekly newsletters available to staff
- ▶ Campaigns run at night to reach night shift workers
- ▶ Health checks held on the same days as certain campaigns to increase uptake e.g. at the Think Pink campaign
- ▶ Campaign visibility increased by giving away items such as pink ribbons rather than asking for charitable contributions

## KEY OUTPUTS

- Helped the Trust gain World Health Organisation (WHO) accreditation as a Health Promoting Hospital. This was achieved by attaining the WHO's outlined standards in five key policy areas. Namely management policy, patient assessment, patient information and intervention, promoting a healthy workplace and continuity and cooperation.
- Well planned health promotion campaign targeted at staff, patients and parents as well as the local community as a whole
- Dedicated Health Promotion Practitioner
- Improved gym facilities with state of the art fitness equipment and multi-functional free space area for instructor led classes
- Wider range of healthy activities on offer, focused upon mental and physical health
- Onsite health services available from counselling to chiropody
- Participation in the Liverpool Corporate Games and other local sports challenge events, including triathlons and running events
- sign up to the Liverpool PCT Workplace Wellbeing Charter encouraging staff to participate in competitive health focused activities

## WHAT RESOURCES WERE REQUIRED?

Strong partnership working with organisations such as:-

- **The Alder Hey Imagine Appeal**  
– Donation of £30,000
- **Alder Hey Children's NHS Foundation Trust Charitable Funds**  
– Donation of £30,000 to match the Alder Hey Imagine Appeal
- **Liverpool Active City** – provided resistance exercise machines
- **Medicash** – funded 2 pieces of exercise equipment
- **Liverpool PCT** – provided 12 bicycles
- **Tate Liverpool** – Permission to Play Art Programme
- **Boots** – provided 500 samples of Factor 50 sun screen for the Sun Safety Awareness campaign

- **Burns Charitable Fund** - 1000 hair straightener covers
- ...any many others

### Government Funding

- **CQUIN targets** - (Commissioning for Quality and Innovation) Achieving targets set around health promotion, such as alcohol & smoking cessation, funds the Health Promotion Practitioner role

### Self-Generated Funding

- Employee gym membership funds The Zone and the Zone Co-ordinator/Fitness Instructor role



## MAIN ISSUES AND CHALLENGES

In this currently challenging financial climate the Trust was required to be particularly innovative in securing resources. This was overcome by developing robust partnership working with a wide array of external agencies as shown above.

It proved difficult to measure staff engagement in schemes and to benchmark results with previous campaigns. However the adoption of a tailored version of the MacMillan Cancer evaluation tool proved successful in overcoming this hurdle as it allowed different levels of staff engagement with campaigns to be gauged and recorded (see the attached evaluation tool).

Another challenge was the effective evaluation of local community engagement. It is difficult to monitor how far reaching a campaign is locally. However an initiative to take a note of people's postcodes during Dental Awareness week achieved this somewhat as it allowed the Trust to plot how far reaching the campaign was by postcode.

Also it is challenging to deliver health promotion in an environment that was not designed for services as they are currently provided. However our new Children's Health Park will facilitate a great opportunity to capture the benefits of a modern design and greenspace into the environment for the children and staff.

## KEY LEARNING

- It is vital to develop robust partnership working with a wide array of external agencies in order to secure greater funding and resources. Close links with the local community also improves access to various professionals and signposting opportunities
- To improve staff engagement the location and timing of promotional activity needs to be given careful consideration and tailored appropriately to reach as many members of staff as possible, as well as patients and family members
- Branded Health & Wellbeing material make campaigns more readily recognisable
- Visible stands and Word of mouth is the best method of promotion and this is greatly enhanced by giving away freebies as part of a campaign
- Forward Planning by targeting student nurses at an early stage in their postings at the Trust ensures that campaigns reach the future workforce early
- There is a change cycle process for the improvement of health and wellbeing amongst staff, the benefits of which can take years to fully realise. Therefore there needs to be an awareness of this in order to maintain morale and motivation for the campaign
- Matrix Working and collaboration is important. For example collaboration between the Public Health Steering Group and the Health & Wellbeing Group led to overlapping campaigns that could reach more target audiences at once

- It is highly important to be organised and to set up and maintain a well stocked resource room so that material is readily available for upcoming events and also to reach staff between campaigns

## SUSTAINABILITY

Over the last 2 years strong foundations have been put in place that have created a firm platform, upon which the strategy can continue to grow. This is evidenced by staff engagement in campaigns and the increased range and breadth of activities undertaken.

## NEXT STEPS

A launch is planned next year of a Public Health strategy alongside a Health, Work and Wellbeing strategy once they have been ratified by the Trust's Board.

A Leadership & Management development programme is being implemented that includes an emphasis on the links between strong leadership and good management practices to staff health and wellbeing, with the subsequent beneficial impact on ensuring high quality services to the children and their families.

The Health Promotion Campaign itself will be expanded in size, with two dedicated stands as opposed to one and the recruitment of a Band 3 Health Promotion Specialist to help with growing workload

## SUPPORTING MATERIAL

The following resources are available as appendices to this case study

- Health Promotion Calendar 2010
- Evaluation Tool – Levels of engagement & Intervention required
- Completed evaluation form - Bullying & Harassment Event
- Completed evaluation form – Sun Safety Event
- Promotional PowerPoint presentation



## CONTACT FOR FURTHER INFORMATION

- Jackie Waring, Head of Workforce and Modernisation, Lead for Health and Wellbeing for Staff

**Jackie.waring@alderhey.nhs.uk**  
**Telephone: 0151 252 5170**

- Liz Grady, Health Promotion Practitioner

**Elizabeth.grady@alderhey.nhs.uk**  
**Telephone: 0151 252 5024**