The Walton Centre **NHS**
NHS Foundation Trust

WORK WELL
"The Walton Way"

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NOTE: New policies being developed must adhere to the newly revised document control policy and any policies being reviewed can follow the old

policy until 1st June 2010. As of the 1st June 2010 both existing and new policies being reviewed/developed must adhere to the new document control policy.

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1. INTRODUCTION:

The organisation's Work Well Strategy has been developed in partnership with staff side to promote and encourage health and wellbeing at work. The strategy is endorsed and supported by the Trust Board.

In accordance with our vision & values outlined in the Walton Way, it is acknowledged that staff wellbeing is of paramount importance. Wellbeing is an important factor in the job satisfaction of our staff and is therefore a management issue for the organisation. This strategy is designed to bring existing staff wellbeing issues to the forefront, whilst seeking to create an organisational culture where negative wellbeing issues are identified, minimised and managed before they affect the wellbeing of staff. We have a clear aim to promote the positive aspects and ideas associated with health and wellbeing at work (see appendix 1 Work Well The Walton Way Action Plan).

The issue of staff health and wellbeing is recognised as part of a broader approach to health promotion and prevention that involves all stakeholders associated with our organisation. The Work Well is intrinsic with the Trusts People Strategy and in recent years there have been a number of key documents which provide vision for health and the workplace. Key documents include Dame Carol's Black "Working for a healthier tomorrow" (November 2008), the governments response "Improving Health and Heath and Wellbeing" (November 2009) and Dr Boormans NHS Health and Well being (November 2009)

The organisation has a unique set of features including its organisational culture, structures, system of operation, management practices and workplace environment, which together with staff personal lifestyle factors play a key role in the health and well being of individuals and that of the organisation.

2. Principle Objectives

The main principles relating to promoting a healthy workplace and improved health and well being of staff are:

- Prevention of illness and promotion of wellbeing
- Early intervention for those who develop a health condition
- An improvement in the health of those out of work – so that everyone with the potential to work has the support to do so

- Ability for staff to access comprehensive Occupational Health Services which focus on the promotion of well being and prevention of ill heath as well as the ability to provide reactive services focussed on screening, treatment related to work issues and advice
- Promote good practice across the organisation
- Promote health and wellbeing through its management policies, support services, information networks and health promotions, including alcohol awareness, diet, exercise, self management and by liaising with external agencies
- Prevent, so far as is practicable, those circumstances detrimental to mental health and wellbeing

3. LEGISLATION:

There are specific requirements placed on the Trust in relation to legal responsibilities and other performance management standards.

The organisation's duty of care towards its staff is determined externally by legalisation including:

- Health and Safety at Work Act (1974)
- Human Rights Act (1998)
- Data protection act (1998)
- Disability Act (2001)
- Disability Discrimination Act (2005)
- Equality Act (2010)

Other standards the Trust is measured against includes:

- NHSLA
- Care Quality Commission
- H&S Executive
- IIP Wellbeing Assessment

4. RESPONSIBILITY OF THE TRUST BOARD:

- Promote an emphasis towards good physical and mental health and wellbeing
- Provide central support, resources and advisory services
- Monitor the effectiveness of this strategy through annual reporting
- Allocate resources necessary to allow managers to deliver the agreed strategy on reactive response, promotion of health and wellbeing activities.

5.   RESPONSIBILITY OF HUMAN RESOURCES:

- Establish effective monitoring processes so as to be able to evaluate the impact of the policy
- Make recommendations following consultation with staff on developments and improvements to the policy
- Ensure the promotion of the strategy throughout the organisation
- Provide support and guidance for individuals
- Produce and disseminate guidance notes to polices
- Offer step by step procedures and guidance
- Provide training to staff

6.   RESPONSIBILITIES OF MANAGERS

- Setting an example as role model by adopting and adhering to the agreed Well Work The Walton principles.
- Actively promoting the principles and behaviours contributing to positive staff wellbeing
- Vigilance to employees personal circumstances and offering additional support where appropriate to members of staff experiencing risks to their wellbeing derived from outside work, e.g. bereavement or separation
- Ensuring effective communication between management and staff particularly where there are organisational and procedural changes
- Ensuring that bullying, harassment and discrimination are not tolerated
- Referring employee (with their consent) to Occupational Health Service or counselling services
- Facilitate risk assessments relating to staff wellbeing and implement agreed findings
- Ensure staff are fully trained to discharge their duties
- Ensure staff are provided with meaningful developmental opportunities
- Monitor workloads to ensure staff are not over loaded
- Monitor working hours to ensure staff are not overworking and monitor holidays to ensure staff are taking their full entitlement
- Attend relevant training as required, including management, mandatory training and health and safety training
- Ensure any potential staff wellbeing issues are communicated to a member of the senior divisional management team as soon as possible in order to secure appropriate advice and support

- Ensure effective measures are in place for monitoring all sickness absences for stress related absence
- Ensure absence patterns are monitored and anomalies are reported to senior management

7. RESPONSIBILITY OF STAFF:

All staff are expected to:

- Treat each member of staff with dignity and respect as an individual
- All staff job descriptions now make reference to staff having to take responsibility for managing their own health and wellbeing
- Take advantage of training and information sources
- Uphold confidentiality (wherever safety is not at risk)
- Recognise the limits to what they can do and seek advice at the earliest opportunity
- Share ideas for promoting health and wellbeing in the workplace
- Raise issues of concern with their line manager, HR or a member of the divisional senior management team
- Accept opportunities for occupational health review or counselling when recommended

8. SCOPE

The organisation recognises that mental health is as important as physical health. This strategy applies to all staff employed here and includes those working in a voluntary capacity. It aims to ensure that staff fell supported in their work.

9. CONFIDENTIALITY:

While all dealings with staff are subject to the organisation's policy on confidentiality it must be emphasised that this is often of paramount importance with regard to those experiencing mental health difficulties. However, it must also be emphasised that confidentiality may be necessarily breached in certain circumstances where the individual is deemed to be a risk either to him/herself or to other people. If there is a conflict between these two statements then it should be stressed that the safety of the individual and or the safety of other members of our community takes precedence over confidentiality.

10. KEY INDICATORS:

Experience demonstrates that organisations which adopt a positive approach to improving health and wellbeing across the organisation may achieve substantially reduced costs associated with:

- Absenteeism
- Reduction in bank and agency usage
- Staff turnover
- Risk management
- Increased staff moral, job enrichment, quality of work life
- Improved quality of experience for patients and staff
- Continuous improvement of achievement
- Improved productivity and overall organisational performance
- Litigation

Studies have shown that regular, daily light or moderate exercise is beneficial for the prevention of heart disease and other life threatening diseases. The provision of opportunities for physical activity is one way that workplaces can contribute to promoting health and preventing illness.

There are many psychosocial factors which influence personal health and wellbeing. Mental health promotion in the workplace can prevent stress as well as promoting an understanding of mental illness.

Harmonious working relationships created by effective leadership and staff and involvement in decision making, together with effective administration systems are important contributors to staff health and wellbeing. Effective administrative and professional support can assist staff to undertake their designated role with organisational purpose and direction.

11. MONITORING

Monthly Workforce KPI reports are produced by the HR Team. These are sent to all the divisions and presented at Performance Committee on a monthly basis.

It reports and monitors;

Sickness absence
Workforce establishment data
Reasons for absence
Turnover
Agency and overtime spend
Mandatory training
Induction attendance
PDR rates
Equality data

The Trust will monitor the response rates in relation to questions on health and wellbeing in the staff surveys and produce corporate and divisional action plans on sharing the improvements and addressing the concerns raised.

12. OTHER RELATED POLICIES / DOCUMENTS:

The organisation exercises a duty of care through this strategy and through the following related policies and notes for guidance:

- Health and Safety
- People Strategy
- Equal Opportunities
- Dignity at Work
- Complaints
- Grievance
- Sickness Policy
- Capability
- Stress Management and Prevention
- Occupational Health SLA
- Flexible Working
- Confidentiality/Code of Conduct
- Equality Action Plan
- Disciplinary
- Whistle blowing
- Long Service
- Employee of the Month

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