



NHS TRAFFORD, TRAFFORD HEALTHCARE NHS TRUST AND TRAFFORD COUNCIL

# DOING THINGS BETTER TOGETHER

## A PUBLIC SECTOR PARTNERSHIP APPROACH TO WELLBEING IN TRAFFORD

### SUMMARY

The 2 NHS organisations in Trafford, NHS Trafford (PCT), and Trafford Healthcare NHS Trust (Hospitals) plus Trafford Council set out in 2010 to adopt a joined up approach to the wellbeing of their staff. Building on existing good practice and developments in the individual organisations, a joint steering group for wellbeing was established across the 3 employers. The group are now able to coordinate planning on health and wellbeing initiatives and activities resulting in an enhanced offer to their combined workforce of almost 10,000 staff working in the 3 organisations in Trafford. Sharing ideas and activities also ensures that all staff working in health and Local Authority multiagency teams can access health and wellbeing opportunities.

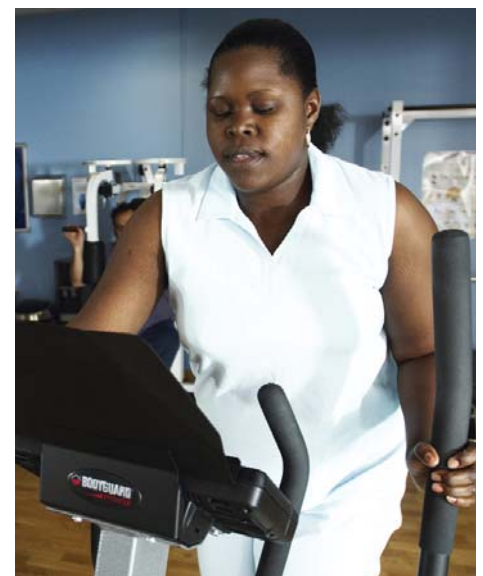
Although early days this project has already been successful in delivering so much more for staff by working together than would ever have been achieved by a single organisation

### KEY OUTCOMES

- Work on the wellbeing agenda is now shared across the 3 partners and due to this more is being offered to staff (see Notice board as an appendix)
- A 'joined up' approach supports multiagency working where staff from the 3 partners working alongside each other experience access to the same or similar wellbeing opportunities
- The partners, working together have signed up for the NHS physical activity 2012 challenge which aims to get 25% of the population physically active. They have also been awarded the Olympics Legacy 'Inspire Mark' for their multi-agency Touch Rugby League programme
- Senior managers in each of the 3 organisations are sponsoring the partnership and are providing the executive leadership necessary to raise the profile of the wellbeing agenda and this multiagency approach
- The size of the workforce across the partners has been a critical factor in working with external providers who are encouraged to offer free and discounted wellbeing services

in return for the benefit of advertising. It also means bigger buying power when negotiating benefits for staff such as gym membership

- Partner communication departments now working together on effective communication with staff on the Wellbeing agenda
- Health and wellbeing opportunities such as Touch Rugby League and physical activity sessions are also open to family and friends thus supporting and extending the promotion of health and wellbeing into the wider community





# GOOD PRACTICE CASE STUDY



North West

## BACKGROUND

Trafford Healthcare NHS Trust provides a wide range of services within the borough of Trafford, west of Manchester. The Trust was established in 1994 and has 2,000 staff, supported by over 200 volunteers. Services are provided at Trafford General, Altrincham General and Stretford Memorial Hospitals and in the community

NHS Trafford is the Primary Care Trust (PCT) for the borough, responsible for commissioning and providing all primary and community healthcare services for Trafford residents. They employ 690 staff and cover the same area as the Local Authority, serving a population of about 227,492 people, from Old Trafford in the north of the borough to Hale in the south.

Trafford is thriving, diverse, prosperous and culturally vibrant. A Borough at the heart of the Manchester City Region celebrated as the enterprise capital of the North West and home to internationally renowned cultural and sporting attractions. Trafford Council has set out its vision for 2021 that:

“All Trafford’s people and communities will enjoy the highest quality of life in a safe, clean, attractive, healthy and sustainable environment with excellent education and first-class services.”

In 2010 the PCT and Trust, having already established health and wellbeing project leads and groups, (the Trust making it part of a wider staff engagement strategy), decided to approach the local council to formalise joint public sector working on this agenda. Each had previously had a number of wellbeing initiatives, including their own wellbeing group, strategy and action plans. The PCT had been working on this agenda since

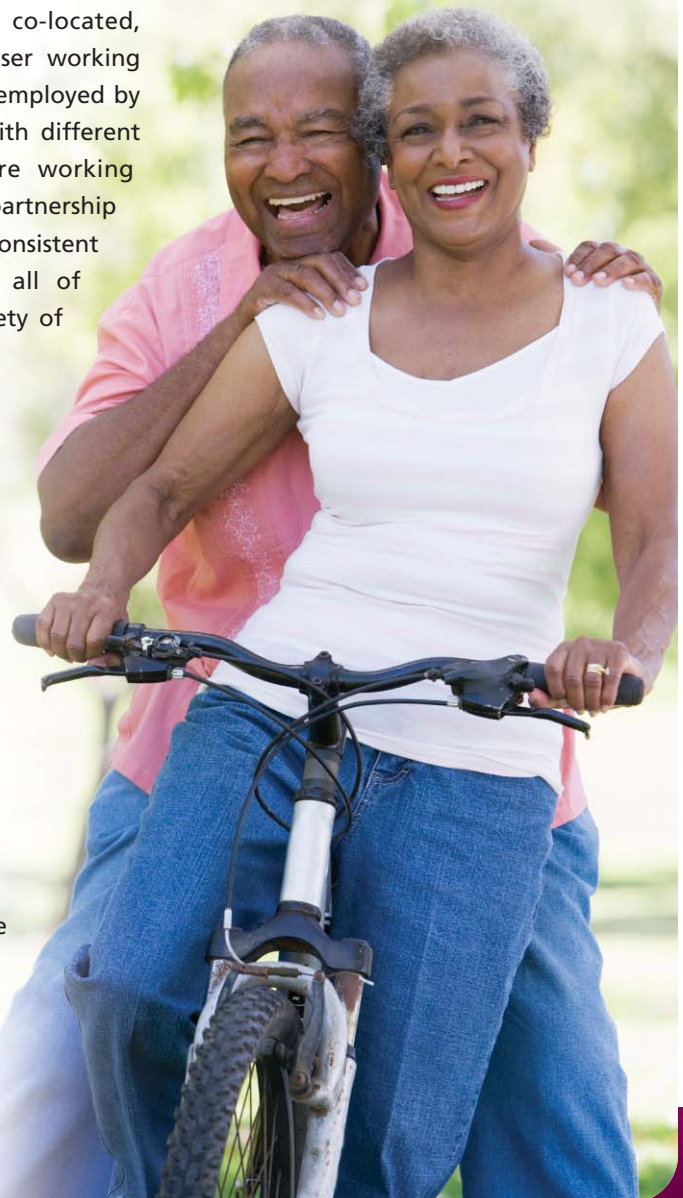
2006 and had made significant progress which was recognised in 2008 when they won the national ‘Leading Health and Wellbeing Award’. They also presented at the HWB conference 2009 and were showcased as best practice as part of the Boorman report in 2009.

The Local Authority had a strategic priority of improving the health and wellbeing of its population and as part of this commitment was keen to enhance its support for staff wellbeing.

There are many examples of strategic partnerships and multiagency working across the 3 organisations including Children and Young People’s Services (CYPS). Some staff are co-located, many are developing closer working relationships where staff employed by different organisations with different terms and conditions are working together. The wellbeing partnership was seen as providing a consistent support programme for all of these staff despite a variety of employment terms.

Currently all of the 3 Trafford partners are going through substantial change. NHS Trafford is about to see the transfer of its Community services, under Transforming Community Services (TCS), to a temporary arrangement with ALW Community Healthcare Trust. Wellbeing initiatives have been specifically built into the support offering for staff to help them manage the changes. Trafford Healthcare NHS Trust has recognised that it will be beneficial to move into another organisation

and is in the process of being ‘acquired’ and staff transferred. Trafford Council has set out on a transformation agenda and is also restructuring services. All of this will be affecting staff and their resilience is needed during this turbulent time. Their health and wellbeing is vital to ensure smooth transitions and continuity for patients and service users. The wellbeing partnership approach underpins this agenda and is a key component in supporting the workforce at this time.





# GOOD PRACTICE CASE STUDY

## PURPOSE

- To raise the profile of Health and Wellbeing across the Trafford partners
- To 'work better together' across the partners on the Wellbeing agenda following the Boorman report by sharing the workload to deliver more
- To support multi-agency working by providing public sector staff in Trafford a shared programme of wellbeing support
- In this period of public sector reorganisation, support workforce resilience
- To gain more wellbeing ideas and initiatives by working together than if each worked alone
- Support the NHS Institute for Innovation and Improvement High Impact Actions for nursing and midwifery 'Fit and Well to Care'
- To invest in the prevention of ill-health through the promotion of good health and ultimately reduce sickness absence and improve productivity. This is a longer term aim although the PCT, where a Wellbeing Strategy was adopted in 2006, has already seen a reduction of sickness absence from 6.3% in 2007/8 to 4.3% in 2008/9 and is currently being maintained at this level. Sharing of good health and wellbeing practice across the partnership should result in better management of sickness levels across all 3 workforces.
- To raise the profile of well-being across the wider population of Trafford

## KEY STAGES OF SET-UP

- Each organisation had an identified Project Lead, Health and Wellbeing (HWB) Strategy and HWB group supported by staff side
  - The Project Leads agreed to work together on the Wellbeing agenda and gained Executive level support in their organisations
  - A HWB multi-agency group was established by extending the membership of the PCT Wellbeing group and Terms of Reference were produced and adopted
  - The multi-agency arrangements were formally launched at Trafford Healthcare NHS Trust's event in October 2010 which was open to all multi-agency staff and attended by over 250 staff from across the partnership. It set out to promote joint working across the partners and to publicise the shared access to HWB opportunities for staff and their friends and families. The event was based on the 5 Boorman review health promotion areas and the Foresight report - 5 ways to wellbeing. It received excellent feedback and incorporated the launch of a range of evidence based employee support facilities available across the partnership. These included:
    - o An employee HWB suggestion scheme
    - o Buddy scheme – social support network
    - o Employee Health and Wellbeing pledges – which are followed up and staff are asked to report on progress
    - o Taster sessions provided by local providers/partners (Shops and Leisure facilities)
    - o Competitions to win Wellbeing prizes – hand massages, mini-makeovers, gym membership, etc
    - o Discount opportunities with local Wellbeing providers
  - Further events planned and implemented.
  - Communication departments across the 3 partners began working together on the HWB agenda.
  - Strong links were developed with the local Leisure Trust and Sports Trafford, integration into the Greater Manchester health promotion network and other HWB providers
- In January 2011 a multi-agency branded 'New Year: new you' theme included separate events covering the 5 health promotion areas. This was held to support employees in realising their HWB related New Year resolutions. Activities included feature events covering mental wellbeing through a de-stress charity themed relaxation massage therapy event and a health heart charity event run on Valentines Day which also raised money for the British Heart Foundation; smoking cessation; 'drink wise'; free British Military Fitness taster sessions; free Nordic walking taster sessions together with free gift pack; a multi-agency weight management programme; World Book Day quiz, and other related cultural and social involvement themes including a Changing Seasons photography and a poetry competition.
- The partnership has now launched 'Put a Spring in your step' incorporating Red Nose Week activities; a further British Military Fitness Taster session; promotion of Sport Trafford's Cycle Treasure Hunt and dance taster sessions such as Zumba, Discocise and Dance Mats.





# GOOD PRACTICE CASE STUDY

## HOW IT WORKS

The 3 public sector partners continue to have individual strategies and action plans that were in place prior to the partnership approach. They also have their own Project leads and Wellbeing Groups.

The PCT had adopted a Wellbeing Strategy in 2006 and had a well developed programme of staff support. Deborah had previously opened up access to events and was passionate about implementing more programmes and activities but realised there were significant advantages of working with a larger pool of staff and the greater capacity gained from working with the other project leads; Phil, through his experience of partnership working recognised the need to support and facilitate multi-agency working through simplifying the health and wellbeing offer to staff across the partner agencies.

The Trafford Healthcare Trust used the Boorman findings and a supporting literature review to inform local data analysis to identify priority areas. A detailed analysis of the 2009/10 staff survey and 2009/10 sickness absence statistics was undertaken. The findings were used by Phil, as Project Lead to inform their individual strategy.

The multi-agency (joint) steering group brings together representatives from the 3 organisations and has agreed Terms of Reference. This group leads the shared approach to Wellbeing and organises events and activities.

If one organisation is planning an event such as Trafford Healthcare and the 'New Year: new you' activity, they then open it up for all staff across the partnership. The Council are currently experiencing a Transformation programme which is limiting their ability to organise shared events. However, the other partners are happy to support continuity in the delivery of

health and wellbeing opportunities in the knowledge that this is further supporting multi-agency working and it is likely that in future they may be in a position to maintain continuity of the project whilst other NHS partners are going through similar change.

A schedule of events for the year is being produced by the NHS partners but will be circulated to Council staff and enhanced once the council's changes have been finalised. To support continuity, a monthly multi-agency Health and Wellbeing Notice Board (example attached) has been produced and is shared widely across the partner agencies.

## RESOURCES

The 3 Wellbeing Project Leads have dedicated time in their roles to take forward this agenda. They have not been allocated specific budgets for Wellbeing. However, within existing resources they have been extremely successful in building relationships with external providers such as the Leisure Trust who are willing to provide sports activities at no cost or discounted rates for staff. Their skills in negotiating and influencing have led to an excellent programme for staff that has been possible in the main from within existing resources

## KEY CHALLENGES

- Administration support for events and promotions have been a source of pressure on the Project Leads. However, much of the administration is now done by the external providers of activities.
- Trust and confidence in each other as partners especially when one partner may not be able to contribute as much at any one time. Understanding and support for each other has helped.
- Need to work hard to make the partnership work. Communication between the organisations is important and needs to be effective
- Keeping the partnership alive when other priorities are demanding and it is simpler to work alone. All have slightly different agendas but the partners have needed to keep a focus on the benefits of partnership to make it work
- Cultural differences mean that sometimes the partners would suggest different ways of doing things so there sometimes has to be compromise
- Evaluation of programmes is often subjective and direct measures can not be made in the short term. Indicators used are staff satisfaction surveys and sickness levels





# GOOD PRACTICE CASE STUDY

## KEY LEARNING

- Engagement with managers, staff and staff side is vital
- Communication can be difficult with numerous sites – use the expertise of existing internal communication departments
- Buy in from the top is essential to keep Wellbeing high on the organisation's agenda
- Many activities may be taking place but not co-ordinated so an audit of wellbeing activity will help identify existing good practice
- Know your limitations as you can't do everything
- Don't be despondent if you come up against a brick wall – there will be a way if you persevere
- It can be hard work as staff and managers take time to be persuaded of the value of time being given to the activities
- Experience of partnership working is valuable
- Benefits will outweigh the frustrations
- Plan a programme well in advance (at least 12 months)
- Having working parties in each organisation with an overarching steering group works well – for Trafford it had 3 'think tanks' contributing to the programme
- There is a need for Project leads with dedicated time to make it work



## SUSTAINABILITY

The organisations in the partnership are all going through massive change which will affect staff and their wellbeing. The activities supporting those staff are contributing to their resilience and help them to avoid adverse effects of change. Managers and staff are more accepting of the value of the programme and funding is starting to come in to support specific interventions. Relationships with external volunteer groups to run events and provide activities are building and local leisure facilities and services are keen to offer discounts for staff. A local gym offers yearly membership for £100 based on over 150 staff taking up the offer – which is always going to be more feasible with almost 10,000 staff.

In addition, although the organisations provided a corporate offer, a key feature of the partnership is to encourage staff to 'buddy-up' and share employee led facilities across the partnership. For example, if a member of staff wishes to set up or increase participation in a particular sporting or other activity e.g. photography, then this is shared across organisations. The groups are actively encouraged to be self maintaining with corporate support offered - for example negotiating discounts where possible.

## NEXT STEPS

- Understanding and delivering shared priorities eg stress management training for managers
- Showcasing of the approach and programme to the organisations that 'acquire' the Trust and the PCT Community Services to propose an extension to the partnership

## SUPPORTING MATERIAL

The following resources are available as an appendix to this case study

- Terms of Reference for the Multi-agency Wellbeing Group
- Strategy and Action Plan for NHS Trafford and Trafford Healthcare NHS Trust
- Monthly Health and Wellbeing Notice Board



## CONTACT FOR FURTHER INFORMATION

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