



THE WALTON CENTRE

'WORK WELL: THE WALTON WAY' - HEALTH & WELLBEING STRATEGY

SUMMARY

The Walton Centre has been implementing a Health and Wellbeing (H&WB) Strategy called 'Work Well: The Walton Way' since March 2011. This supports a number of strategic objectives including; reducing sickness absence, improving the patient experience, supporting staff in improving their own health and wellbeing and achieving Investors in People (IIP) Health and Wellbeing Good Practice Award. This H&WB strategy and action plan have proved very successful due to the involvement of staff and unions in their development and implementation and have led to significant cost savings due to a reduction in sickness absence and agency spend.

KEY OUTCOMES

- Staff sickness has reduced from over 7% in January 2010 to 4% as of June 2012.
- There was an efficiency saving, comparing like for like, of £303,000 for 2010/11 (This does not include increments and cost of living increases).
- The use of bank/agency/locum to cover short-term sickness has decreased.
- Staff survey results show an improvement in overall response rates. Results also demonstrate that staff have a more positive attitude towards health and wellbeing, communication, job satisfaction and many other key areas.

- Feedback has been very positive from staff who attended the twelve week in-house weight management course *"the course was so informative and I have made many lifestyle changes all for the better"*
- The Walton Centre was the first Trust in the north of England to achieve the IIP Health and Wellbeing Good Practice award and the H&WB Good Practice Framework, as a result of the strategy's successful implementation.
- The Trust leads the Northwest Games, which proved very successful in its first year, and is now in its second. These Games have attracted a lot of positive media attention and have helped to improve staff H&WB across the North West as a whole.
- The IIP Assessment required 10% of staff to be selected at random and interviewed to assess how well Health and Wellbeing was embedded. The Trust was given very positive feedback from the assessment team (See Appendix 1 for the full Assessment Report)
- Key Performance Indicators (KPIs) are measured and analysed every month including staff turnover and exit interview data to inform the Trust where it needs to focus its attentions and where the hot spots are. This ensures that it remains an 'Employer of Choice'.
- The Patient Experience Strategy is composed of five campaigns, one being Staff Health and Wellbeing. Therefore the success of this initiative is leading to happier healthier staff, which is working towards improved patient experience and quality of service.





GOOD PRACTICE CASE STUDY



BACKGROUND

The Walton Centre, which became a Foundation Trust on 1st August 2009, is the only dedicated Neurosciences Trust in the UK. It is a purpose built facility with leading edge neuroradiology equipment, 133 beds, and a staff headcount of 948.

Situated in north Liverpool the Centre has a catchment population of over 3.5 million across the north-west, Isle of Man and North Wales. With an international reputation in some areas of expertise, referrals are accepted on the basis of clinical need from across the UK.

Investor in People (IIP) Awards

The Trust Board is fully engaged with the benefits health and wellbeing can contribute to productivity and quality. Therefore in March 2011 the Trust decided to go for the new Investors in People (IIP)

Health and Wellbeing Good Practice Award along with its IIP assessment for education, training and development. This led to the development of "Work Well the Walton Way" H&WB strategy and a comprehensive action plan.

Launched in 1991, Investors in People is the UK's leading people management standard. It specialises in transforming business performance through people, and as such launched the Health and Wellbeing Good Practice Award to help organisations get sustained performance from their staff. IIP has now piloted this new framework with over 440 organisations around the UK. The award is flexible, easy to use and outcome- focused, outlining what organisations need to achieve, but never prescribing how.

KEY AIMS

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 health as well as the ability to provide reactive services focused on screening and 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





GOOD PRACTICE CASE STUDY

KEY STAGES OF SET-UP

Strategy Development

The strategy was developed in conjunction with the joint H&WB leads the Head of HR and the Chair of the Staff side. It was then taken through the Staff Partnership Forum for consultation.

Staff Consultation

The Trust held two open days in collaboration with local business partners in the private and public sector, which over 500 staff attended. At each event staff were consulted on how to populate the H&WB action plan and asked for their suggestions on how to tackle:

- Obesity
- Health Promotion and Prevention
- Smoking Cessation
- Staff Engagement
- Training and leadership
- Increasing physical activity
- Alcohol and Substance Misuse

H&WB/Staff engagement events

- **NW Games** - in 2011 the first NW Games involved 17 North West Trusts all competing in competitive sports including; tag rugby, football, rounders, badminton, netball and athletics, and had several motivational speakers including Olympic runner Diane Modahl. The Games proved so popular that they are running again this year (in Sept 2012).
- **Walton's Got Talent Night** – this celebration event included staff awards and a talent competition where staff could display their hidden talents. The evening consisted of a three course meal in a lovely venue and the staff who performed could have auditioned for the real X Factor. Feedback from staff was unprecedented, with the night still being talked about now!

- **Walton Oscars** – this year's event is for individuals or teams who have achieved something special, demonstrated the Walton Way values, or made a significant difference to improving patient experience, staff experience, quality, productivity and efficiency. Nine gold Oscars have been designed for the winners, the event is held off-site, and staff dressed in formal attire are served a three course meal as part of the experience.

H&WB Initiatives

- In-house weight management course
- Lunch time fitness sessions and Zumba, Pilates and circuit training classes available straight from work. These classes are held locally in conjunction with local businesses.
- Bike Scheme, Running Club and Netball Club
- NHS Discounts & Gym Discounts
- Staff counselling, physiotherapy and alternative therapies

Improved Training Opportunities

- Monthly HR Master classes
- Apprenticeship Scheme
- Bespoke PRIDE leadership development course

Revision of OH/HR policies

- Occupational Health SLA
- Sickness Absence Policy
- Stress
- Dignity at Work
- Appraisal
- Induction
- Buying Annual Leave Scheme
- Staff Recognition Scheme
- Long Service

Communication

These initiatives and revised policies were communicated to staff via H&WB champions, emails, newsletters, and team briefs. The Trust's Intranet site was revised to include a new H&WB site and H&WB Champions were recruited on every ward, forming a virtual group. The Trust continues to monitor staff engagement via KPI reports, staff survey results, and regular staff summits where staff can give direct feedback to the executive team. H&WB Champions also provide two way communication with staff and H&WB leads.





GOOD PRACTICE CASE STUDY

RESOURCES

The Walton Centre has had a lot of support from the staff charitable funds to start up a number of the initiatives and support Open Days, which has been rewarded in lower sickness rates and agency spend costs. In regards to the fitness sessions staff pay a small contribution to cover the costs of the instructor.

KEY CHALLENGES

- **Venues** - finding suitable venues to hold fitness sessions was a challenge, but the team worked with patient gym managers to run staff sessions there once clinics had finished in the evenings.
- **Access** - not all staff finish at 5pm so giving all staff access to fitness sessions was difficult. Therefore lunchtime sessions were introduced three days a week to attract more shift workers.
- **Variation** - increasing physical activity does not suit everyone, so the Walton Centre has introduced access to an allotment and choir and is pursuing a reading club and photography competitions etc in the near future.

KEY LEARNING

- It is important to work on continuous staff engagement and to constantly give staff feedback.
- Small steps are the best way of achieving long-term success.
- Recruiting H&WB Champions from within all departments helps to embed the strategy fully throughout the organisation, thus improving engagement.

NEXT STEPS

- The Trust's IIP Health and Wellbeing Good Practice Award and the H&WB Good Practice Framework will be reviewed again in three years to ensure continuity and sustainability.
- In an endeavour to continuously improve and implement the H&WB action plan, the Walton Centre is taking forward a number of initiatives including patient education on healthy lifestyles during their stay in hospital and upon discharge.

SUPPORTING MATERIAL

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

Appendix 1 – Work Well - The Walton Way - Health and Wellbeing Strategy

Appendix 2 – IIP Good Practice Award: Health & Wellbeing Assessment Report

Appendix 3 – Staff Health & Wellbeing Timetable

Appendix 4 – Wellbeing Day Poster

FURTHER LINKS

For more information on what the Trust has been doing around H&WB, follow them at www.twitter.com/waltoncentre

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