



# HIGH IMPACT CHANGES FOR HEALTH AND WELL-BEING: STRONG VISIBLE LEADERSHIP

## INTRODUCTION

Following on from the Hot Topic [Sickness Absence Reporting Methodologies: Reporting the QIPP Challenge](#), it is now an ideal time to look at how organisations can reduce sickness absence rates through managing staff health and well-being.

The NHS faces a huge challenge to reduce its sickness absence rate to an average of 3.4% over the year 2013/14 and all NHS organisations have a part to play to help meet this. To achieve this goal, each Trust needs to develop a clear focus on staff health and well-being, as outlined in the Department of Health's [NHS Health and Well-Being Improvement Framework](#).

The Framework sets out **five** high impact changes to be made by organisations.

1. **Strong visible leadership**
2. Local evidence based improvement plans
3. Supported by improved management capability
4. Access to better, local high quality accredited occupational health services
5. Staff are encouraged, and enabled, to take more personal responsibility

### Strong Visible Leadership

This is the first of five articles looking at each of the changes in turn, linking to documents and case studies to help Trusts achieve a healthier and more productive workforce.

### How can strong visible leadership be achieved?

In order to secure strong visible leadership all the following steps are frequently necessary:

1. Demonstrate the benefits of improving staff health and wellbeing to senior managers and the Board, using useful tools, such as:
  - a. [Health and wellbeing film clip](#)
  - b. [eWIN case studies](#)
  - c. [Sickness absence calculator](#) which will allow you to undertake a sickness absence cost analysis. This is available under 'Tools & Resources' on the benchmarking section of eWIN (please note you must be logged in to use this tool)





2. Designate a Board member to undertake responsibility for championing staff health and well-being within the Trust. The role of the champion is to:
  - a. Gather together senior level support
  - b. Ensure the organisation engages with national health and wellbeing initiatives (see more info below)
  - c. Act as a figure head for all wellbeing communications
3. Produce regular reports of the organisation's well-being for the Board. This will help to communicate commitment and progress. This has developed from recommendations made in the NHS Health and Well-Being report. It also helps to create confidence in staff that their well-being matters to the organisation. Suggested reports include metrics from [NHS Health and Well-Being Improvement Framework](#). An example of some are listed below:
  - a. Sickness absence percentage (including breakdowns by band, cause and location)
  - b. Incidence of long term (more than 4 weeks) sickness absence
  - c. Prevalence of frequent sickness absence (more than 3 spells a year)
  - d. Prevalence of zero sickness absence

## Health and Wellbeing Initiatives

1. [Public Health Responsibility Deal](#): This is a set of four Health and Work and physical activity pledges which employers can sign up to, in order to demonstrate their commitment to improving the wellbeing of their staff. Further information on these pledges is also available from [NHS Employers](#)
2. [The NHS Sport and Physical Activity Challenge](#): David Nicholson has challenged the NHS as a whole to encourage its employees to get actively engaged in sport/physical activity by the time the Olympics arrive in 2012. Local information on events is available at [www.lancashirein2012.com](http://www.lancashirein2012.com) and eWIN is currently gathering information around what local Trusts are up to. This will be collated in one central place on eWIN by early June.
3. [The Workplace Health and Wellbeing Charter](#): This is an initiative designed by Liverpool PCT, which is gaining momentum nationally as a tool to assist organisations to improve wellbeing.
4. [North West Year of Health and Wellbeing](#): This campaign is the start of a 10 year movement to help people in the North West feel good and live well. Organisations can pledge their support for this initiative at this website, which contains many useful resources and links.

## The Next Change

The next high impact change we will discuss in this series of publications will concern developing and implementing local evidence-based improvement plans, focusing on what metrics and data you can look at, and how you could put that information together into a meaningful format.



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