

Creating healthy NHS workplaces

.....
A toolkit to support the implementation
of the NICE workplace guidance
.....

September 2015



ABOUT THIS TOOLKIT

This toolkit aims to support NHS organisations to improve the health, wellbeing, effectiveness and productivity of its workforce.

It provides practical, step-by-step information on how to implement the National Institute for Health and Care Excellence (NICE) workplace guidance on the following topics:

- **long-term sickness** (managing long-term sickness and incapacity for work)
- **mental wellbeing** (promoting mental wellbeing at work)
- **obesity** (obesity – guidance on the prevention of overweight and obesity in adults and children)
- **smoking** (workplace interventions to promote smoking cessation)
- **physical activity** (promoting physical activity in the workplace and how to improve the physical environment to encourage physical activity).

For each of the topics, the toolkit includes:

- what the NICE guidance says
- why it's important to take action
- what national research tells us
- suggested recommendations and approaches
- a checklist of practical ways to implement the guidance
- top tips from our health and wellbeing network
- case studies, resources and useful links.

This toolkit can be used in your organisation to engage your workforce and show your organisation is committed to supporting and improving staff health and wellbeing.



WHY HEALTH AND WELLBEING MATTERS

Maintaining and improving the health and wellbeing of NHS staff is fundamental to achieving high-quality, safe and compassionate patient care.

1 in 4
There is a strong link between stress and poor performance.¹ One in four NHS staff feel under excessive pressure every day.²

MORE RESILIENT
Healthier employees are, in general, more resilient and better able to cope with the change, uncertainty and ambiguity.³

INVESTING IN HEALTH
The most common benefits of investing in the health and wellbeing of your staff are:

- increased productivity
- reduced sickness absence
- reduced staff turnover
- increased retention of skills
- improved staff morale
- reduced recruitment and training costs
- improved company reputation as a 'good employer'
- improved financial performance and competitiveness.⁴

STAFF WELLBEING
A strategic approach to improving staff wellbeing is likely to have a positive impact upon patient care.⁵

WHY STAFF EXPERIENCE MATTERS ...
The importance of staff health & wellbeing and engagement.

87% REDUCTION
Highly engaged organisations have the potential to reduce staff turnover by 87%.⁶

ENGAGEMENT
Staff with high levels of engagement are less likely to report suffering from work-related stress.⁷

IDEAL ENVIRONMENT
Cultures of engagement, positivity, care, compassion and respect for all provide the ideal environment to care for patients.⁸

0.1% ABSENCE COSTS £34,941,722

A reduction in sickness absence by 0.1% across the NHS could save £34,941,722 - the full time equivalent of 1,364 staff.⁹

PATIENT SATISFACTION
NHS organisations with higher levels of employee engagement have higher patient satisfaction.¹⁰

WHY HEALTH AND WELLBEING MATTERS

The business case for staff health and wellbeing is well-made – this infographic highlights some of the key research and evidence:

[Download the infographic](#)



In the NHS Five Year Forward View (2014), NHS England called for action to ensure the NHS is an example of a healthy employer and suggested incentives to support this, including:

- cutting access to unhealthy products on NHS premises
- providing healthy options for night staff
- supporting 'active travel' schemes for staff and visitors.

In 2009 Dr Steve Boorman led a review into the health of NHS staff. He recognised that the health, safety and wellbeing of staff directly contributes to organisational success and effective patient care:

“Staff health and wellbeing needs to be seen as central to the NHS and recognised as a crucial issue at board level as much as at ward level. Staff health and wellbeing is the responsibility of every single member of staff.”

Dr Boorman emphasised the need for the NHS to be an exemplar employer and lead the way in improving these key public health issues.

The Five Year Forward View says:

There would be merit in extending incentives for employers in England who provide effective NICE-recommended workplace health programmes for employees. We will also establish with NHS Employers new incentives to ensure the NHS as an employer sets a national example in the support it offers its own 1.3 million staff to stay healthy, and serve as health ambassadors in their local communities.”

- Staff are the main healthcare delivery vehicle for the NHS.
- Staff are your most valuable asset, accounting for at least 40 per cent of your NHS budget.
- Staff health influences patient experience, patient safety and clinical outcomes.
- A healthy workforce is crucial for delivering sustained improvements in patient care.

WHY HEALTH AND WELLBEING MATTERS continued

National audits on implementing the NICE workplace guidance

The Health and Work Development Unit (HWDU) measured in two national organisational audits (2010, 2013) how well trusts across England were implementing the NICE workplace guidance. The 2013 audit was carried out on 178 trusts that together employ 73 per cent of the NHS workforce.

This toolkit includes more detailed findings from the 2013 audit. You can also find further information on our [health and wellbeing web pages](#).

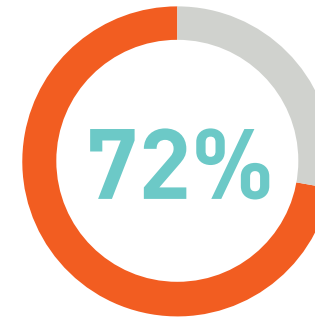
Findings showed that:



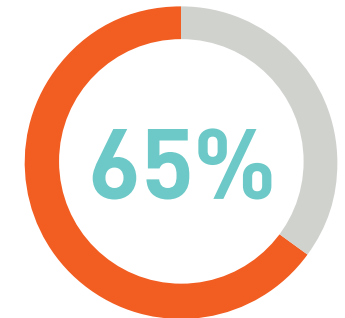
115 trusts are supporting their 562,723 staff with organisation-wide plans or policies on health and wellbeing – up from 275,421 (70 trusts) in 2010.



176 trusts have a board member responsible for staff health and wellbeing.



Health and wellbeing remains a regular board topic for 72 per cent of trusts.

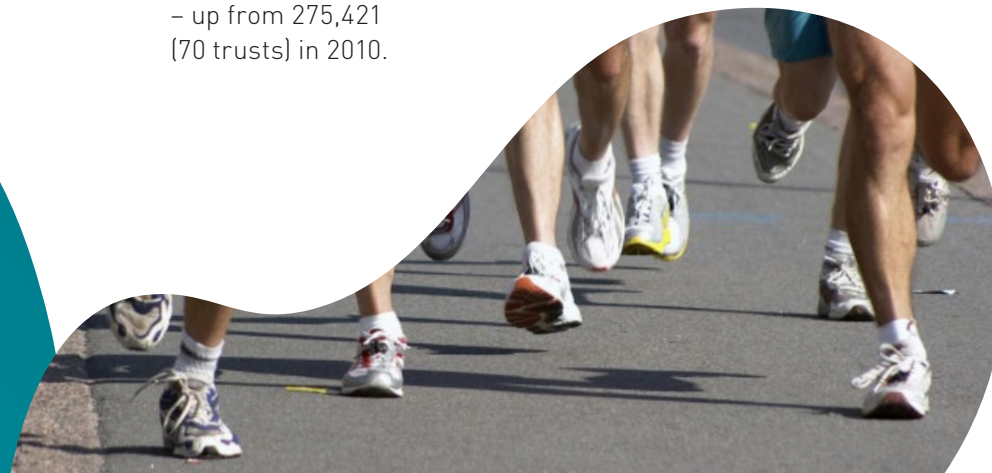


There is an increase in the number of trusts that have an overarching health and wellbeing strategy, up from 41 per cent (2010) to 65 per cent (2013).



NHS trusts are beginning to prioritise staff health and wellbeing, but there is still more to do.”

The Health and Work Development Unit, 2013



MANAGING LONG-TERM SICKNESS AND INCAPACITY FOR WORK

When managing long-term sickness absence the focus needs to be about supporting the staff member and facilitating a return to work.



WHAT THE NICE GUIDANCE SAYS

The NICE guidance defines long-term sickness as an absence from work for four weeks or more. The key recommendation for NHS organisations is to ensure the right support is available to help someone on long-term sickness absence return to work as soon as they are able.

Other recommendations include:

- identifying someone who is suitably trained and impartial to undertake initial enquiries with an employee who is experiencing long-term sickness absence or recurring short or long-term sickness absence
- arranging for a more detailed assessment by a relevant specialist/s (if necessary), which could be coordinated by a suitably trained case worker/s
- coordinating and supporting the delivery of any planned health, occupational health or rehabilitation interviews or services
- developing a return to work plan agreed with the employee.



WHY IS IT IMPORTANT TO MANAGE LONG-TERM SICKNESS?

This infographic shows key facts, figures and ways in which employers can reduce long-term sickness absence:

[Download the infographic](#)

LONG-TERM SICKNESS

The facts, the impact and what employers need to know

Musculoskeletal and mental health are the most common reasons for long-term sickness absences in the NHS.⁴

Reducing long-term sickness absence helps maintain a healthy and productive organisation.⁷

When ill health causes long-term sickness absence, a downward spiral of depression, social isolation and delayed recovery make returning to work less likely.⁷

27% of the UK workforce report that they have a long-standing and work-limiting incapacity.⁵

Long-term sickness costs businesses an estimated **£3.1bn** a year.²

Long-term absence can be **more complex and costly to manage and have more significant consequences for employers.**⁶

Large companies spend around **£620,000** on average each year on sick pay, replacement staff salaries and recruitment costs for replacement.

OVER 50% of sickness absence was part of a long-term absence.²

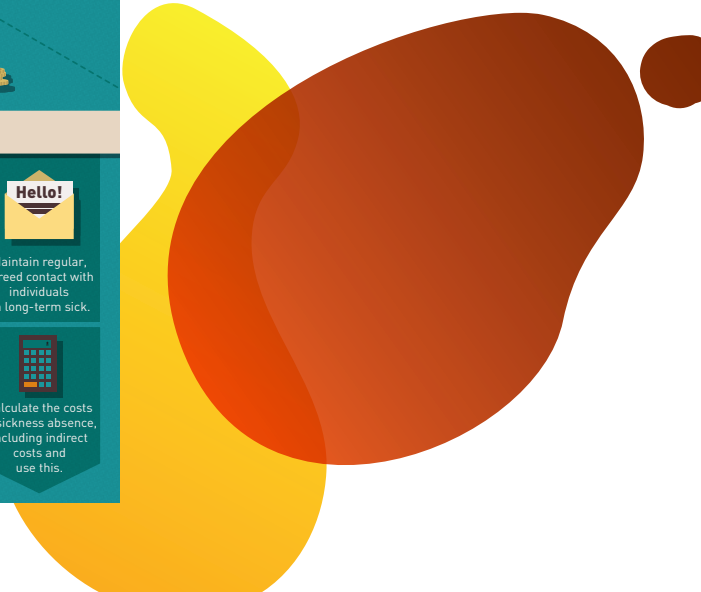
Long-term sickness is going up

- Stress & mental illness
- Acute medical conditions
- Musculoskeletal injuries.⁵

If employees with long-term illness or chronic conditions can be retained and rehabilitated significant cost savings and skills and knowledge retention can be achieved.⁴

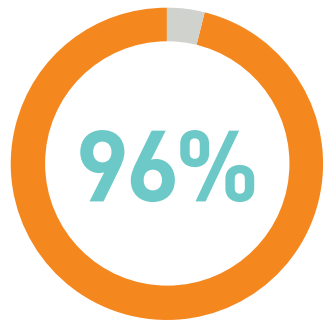
What can you do to reduce long-term sickness?⁶

 Carry out targeted health promotion to increase employee awareness of health and lifestyle issues.	 Consider offering health screening clinics.	 Look into the benefits of offering employee assistance programmes (EAPs).	 Provide fast access to occupational health services and physiotherapy.	 Take a case management approach.	 Provide training for managers, including how to speak to staff about long-term sickness.	 Maintain regular, agreed contact with individuals on long-term sick.
 Take action quickly (early intervention).	 Always consider reasonable adjustments.	 Offer phased and partial return to work.	 Put together robust return to work plans.	 Have clear and simple attendance management policies.	 Measure and monitor sickness absence levels and use data to target action.	 Calculate the costs of sickness absence, including indirect costs and use this.

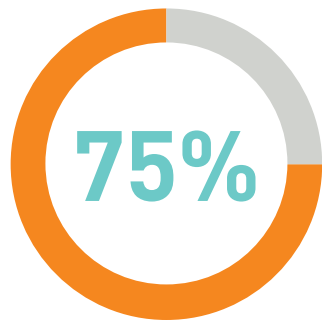


About this toolkit	Why health & wellbeing matters	Long-term sickness	Mental wellbeing	Obesity	Smoking	Physical activity	Leadership	Engagement & communication	Behaviour change	Evaluation
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WHAT THE NATIONAL AUDIT TELLS US ABOUT LONG-TERM SICKNESS



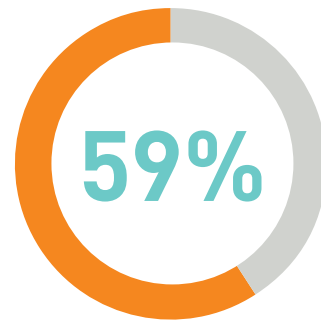
Of the 178 trusts that took part in the [audit](#), all of them had a long-term sickness policy. Staff are engaged in its production and boards sign them off in 96 per cent of trusts.



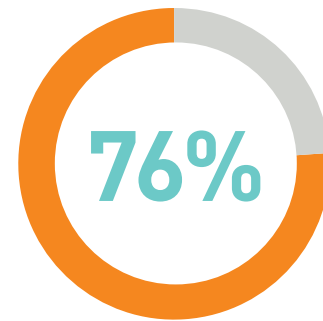
75 per cent of trusts report long-term sickness absence to the board.



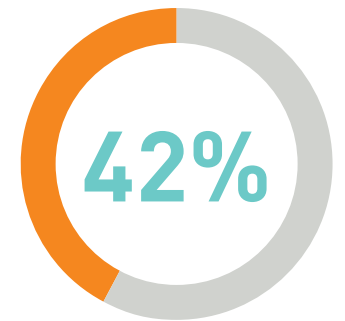
The audit asked whether the trust's long-term sickness policy required managers to contact the staff whose absence extended beyond a week – 94 per cent said yes.



When asked whether the policy gave a trigger for when this should be done, 59 per cent of trusts reported that the trigger was two weeks or less.



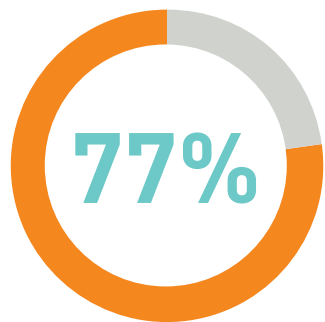
The proportion of trusts who use case managers for complex cases has risen to 76 per cent (64 in round one).



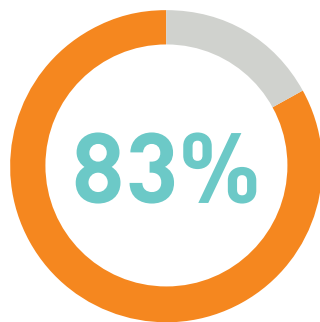
The use of real-time monitoring of sickness absence (for example, through the Electronic Staff Record) remains somewhat limited but some progress has been made, with 42 per cent of trusts saying that they do so.



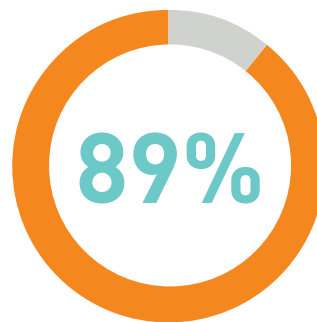
WHAT THE NATIONAL AUDIT TELLS US ABOUT LONG-TERM SICKNESS *continued*



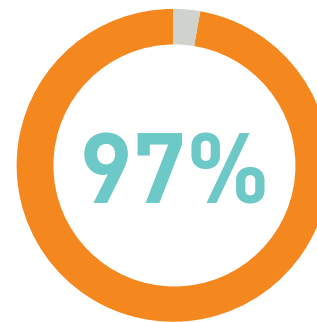
The extent to which occupational health (OH) providers collect and report on timing from start of absence to referral to OH appointment, and to issue of report have all increased. For example, 77 per cent of OH providers now report on the interval between OH appointment to issue of report. Reporting is generally to HR departments rather than to trust boards.



83 per cent of trusts provide education and training events or programmes on mental coping strategies and resilience for staff.



89 per cent of trusts report that physiotherapy is available to staff, but access is sometimes restricted.



97 per cent of trusts provide training for managers on how to manage long-term sickness absence.

Recommendations and suggested approaches


- Make contact early in a period of sickness absence and undertake an initial enquiry into your employee's health in relation to their work.
- Conduct a more detailed assessment if needed, using a suitably trained case worker if required.
- Coordinate and support the delivery of any planned health, occupational health (OH) or rehabilitation interviews or services and develop a return to work plan.
- Ensure there is a coordinated approach to monitoring sickness absence, which is clearly communicated to all staff.
- Have clearly defined reasons for absence coding with links to OH to support categorisation if required.
- Ensure clear data analysis to evidence cost of sickness absence and potential savings.
- Review and report absence data regularly – look at trends and report to the board.
- Work in partnership with OH and related areas, for example, health and safety, risk and legal.
- Provide effective line manager training on organisation policy and softer skills.

(Source: Implementing NICE Public Health Guidance for the Workplace: overcoming barriers and sharing success report)

PRACTICAL WAYS TO IMPROVE MANAGEMENT OF LONG-TERM SICKNESS ABSENCE: CHECKLIST

- ✓ Identify what available data you have about long-term sickness absence in your organisation:

 - Is it accurate? If it's not, what can you do to improve the accuracy?
 - What does the information tell you?
 - What other information could you use with it?
 - Are there any trends or themes?
 - What can you use the data for?
 - Who would it be helpful to share the data with?
 - Does anyone else have any data you could request to inform this further? For example, OH referral information?
 - Do managers know how to record and access the data?
- ✓ Identify what the most common causes of long-term sickness are and work with OH to develop a preventative programme and interventions.
- ✓ Review your long-term sickness absence policy or process:

 - Identify and involve all stakeholders that have an impact on the policy, for example, OH, HR, health and safety, risk, legal, trade unions, managers and staff.
 - Agree the purpose and outcome wanted from the process.
 - Consider using supportive terminology within the policy or process. For example, using 'health indicators' rather than 'triggers', which is potentially threatening or aggressive.
 - Are all stages needed?
 - Agree new process, review dates and a [robust evaluation process](#) .
- ✓ Focus on what contribution the staff member can make to the overall workplace and not just the role they are contracted to. This will help both the organisation and the employee by keeping them connected and involved.
- ✓ Ensure you are aware what is happening next with the employee on long-term sick, such as date of next appointment, awaiting result, next contact call. If you don't know what's next the employee may start to feel isolated and unsupported.
- ✓ Develop a case management approach involving all relevant parties together to enable the best support for the employee. This might include the manager, OH and HR.
- ✓ Consider having a long-term sickness coordinator. One central person with an overview of all those on long-term sick can track all long-term sickness cases and calculate the cost of sickness absence. The post may pay for itself.



PRACTICAL WAYS TO IMPROVE MANAGEMENT OF LONG-TERM SICKNESS ABSENCE: CHECKLIST *continued*

- ✓ Always encourage open dialogue about reasonable adjustments, alternative duties and return to work plans.
- ✓ Maintain contact with the employee, agree who will contact who, when and how.
- ✓ Communicate, educate and train:
 - Put together a communications plan to ensure your policy or process is communicated effectively to all staff.
 - Consider a formal launch to generate interest and profile.
 - Ensure messages are clear, concise and easy to understand.
 - Promote the positives of what your organisation does to support people who are on long-term sickness absence.
 - Ensure that information is available through a variety of channels.
- Consider holding a drop-in session to talk to staff about the new or existing policy or process.
- Be clear about what you expect – for example, that staff are responsible for their own health and wellbeing whilst on long-term sickness.
- Be clear who is responsible for what and how staff can access support. For example, when do I go to OH? What can health and safety do to help me?
- Ensure that line managers are fully briefed so that they can answer questions from staff members or signpost them to the information.
- Provide training for managers on the new process, including softer skills.
- Make sure there is a clear link to patient care and how supporting and managing long-term sickness absence effectively will benefit patient care.



TOP TIPS FROM OUR HEALTH AND WELLBEING NETWORK



Engage with trade union colleagues – include them in discussions about developing a policy and process to support staff who are on long-term sickness absence. »»



Include training on softer skills and presenteeism when developing training for managers and staff about sickness absence, health and wellbeing or managing long-term absence. »»



Ensure there is a robust pathway for reporting absence and that everyone is aware of what to do and why it is important that absence is reported in a timely and accurate way. »»



Create questions and answers (Q&As) for managers and staff with information about the policy, process, support available and contact information. »»



Make sure that managers are aware when it may be appropriate to consider redeployment, what the redeployment options are and the process. Also, encourage managers to be supportive of people who may be redeployed into their areas. »»



CASE STUDIES AND RESOURCES



The Royal Wolverhampton NHS Trust introduced a new absence management policy, including a first day of absence call-back system, to reduce its sickness absence figures.



Managers' guide on supporting workplace mental wellbeing. These web pages offer information and support for line managers on mental health issues. The guidance covers creating a positive mental health culture in the workplace and supporting staff with mental health problems.



Long-term sickness infographic. This infographic highlights key facts and figures about long-term sickness, and ways in which employers can reduce long-term sickness absence.



Mental wellbeing infographic. This infographic highlights key facts and figures about mental wellbeing and what action can be taken to prevent common mental health problems.



Guidance on the prevention and management of stress in the workplace This guidance helps managers throughout the NHS reduce stress in the workplace and better support staff who experience it.



Everything you need to know about sickness absence. This online tool has a dedicated section on long-term sickness.



Calendar of national events and awareness days, weeks and months. This calendar is updated yearly so you can plan your activities ahead. By using a national platform lots of work is already done for you and you may be able to access free promotional materials. You may also wish to partner with other local organisations to make best use of resources.

Useful links

- [Guidance on managing long term sickness and incapacity for work – NICE](#)
- [Business case for employee health and wellbeing – The Work Foundation](#)
- [Managing staff absence – long term illness – ACAS](#)
- [Managing long term absence and incapacity for work – CIPD](#)
- [Advice for line managers on supporting employees with long-term medical conditions – NHS Choices](#)



PROMOTING MENTAL WELLBEING AT WORK

Staff mental wellbeing is equally as important as physical wellbeing. Mental wellbeing at work is determined by the interaction between the working environment, the nature of the work and the individual. When work is well-structured and supported it can promote good mental wellbeing.

We all have physical, mental and emotional health that fluctuates on a daily basis across a spectrum. We attend work, bringing with us all our physical and emotional health, whether that has been affected through work or outside work. Therefore, it's important to take a holistic approach to support staff health and wellbeing.



About this toolkit	Why health & wellbeing matters	Long-term sickness	Mental wellbeing	Obesity	Smoking	Physical activity	Leadership	Engagement & communication	Behaviour change	Evaluation
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WHAT THE NICE GUIDANCE SAYS

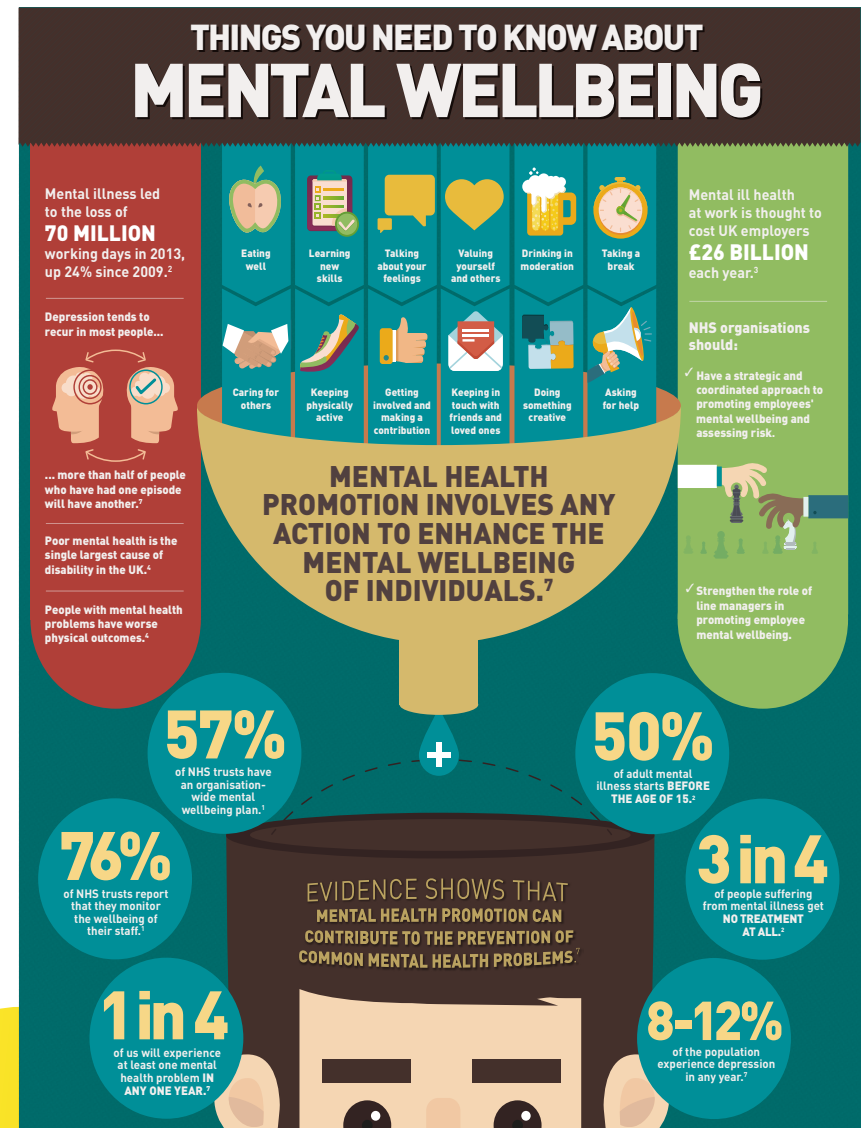
The NICE guidance centres on interventions to promote mental wellbeing through healthy working conditions. The recommendations for NHS organisations include:

- promoting a culture of participation, equality and fairness that is based on open communication and inclusion
- using frameworks such as Health and Safety Executive (HSE) management standards for work-related stress to promote and protect employee mental wellbeing
- considering flexible working arrangements.

Why is it important to address mental wellbeing in the workplace?

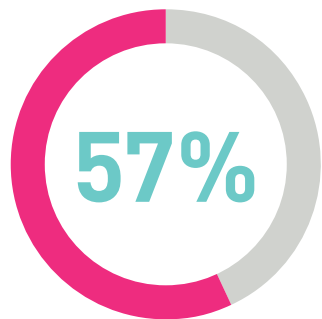
This infographic highlights key facts, figures and information about mental wellbeing and what action can be taken to prevent common mental health problems:

[Download the infographic](#)

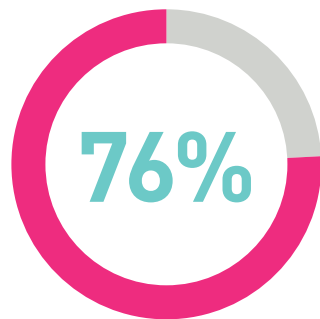


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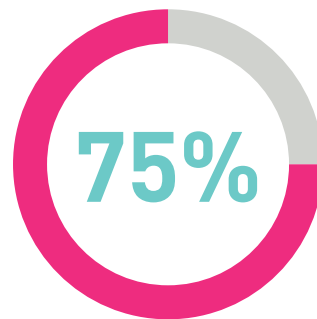
WHAT THE NATIONAL AUDIT DATA TELLS US ABOUT MENTAL WELLBEING



Of the 178 trusts that took part in the audit, 89 (57 per cent) had an organisation-wide mental wellbeing plan, the majority involve staff in its production and have the plan signed off by the board.



76 per cent of trusts report that they monitor the wellbeing of their staff.






75 per cent of trusts offer training for line managers on how to promote and protect employee mental wellbeing (up from 60 per cent).

Recommendations and suggested approaches

- Take a strategic and coordinated approach to promoting employees' mental wellbeing.
- Assess opportunities for promoting employees' mental wellbeing and managing risks.
- Allow flexible working where appropriate.
- Strengthen the role of line managers in promoting the mental wellbeing of employees.
- Provide opportunities for managers to increase their confidence and skills in talking to staff about their mental wellbeing, particularly when not work related.
- Assess and monitor staff needs regularly.
- Provide a clear stance from the trust board on line manager training.
- Ensure manager training takes a holistic view of mental wellbeing, including financial and relationship stressors.

(Source Implementing NICE Public Health Guidance for the Workplace: overcoming barriers and sharing success report 2012)

PRACTICAL WAYS TO IMPROVE MENTAL WELLBEING IN THE WORKPLACE: CHECKLIST

- ✓ Find out what information you already have on the mental wellbeing of your staff. For example, sickness absence figures, staff survey results.
- ✓ Gather new information, talk to staff, hold focus groups and identify other sources of further information, such as occupational health and staff counselling.
- ✓ Be clear what the organisational stance on promoting mental wellbeing at work is and what success looks like.
- ✓ Be clear about what you want to achieve – how will you know you have a mentally healthy workplace?
- ✓ Develop a matrix of what you already have in place to support staff mental wellbeing and how these link and support each other. Look at what the current support does and does not provide and identify any gaps.
- ✓ Use the [NHS definition of emotional wellbeing](#)  to encourage open communication around how staff are feeling on a daily basis. Develop this definition by talking to staff to find out what it means to them and how it can be applied.
- ✓ Find out what your staff do to support their own mental health both at home and at work. By gaining a greater understanding of their behaviour you will be able to better tailor your intervention to meet their needs and [change behaviour](#) .
- ✓ Think about the working environment and what information is available to inform staff about services they can access to support their mental health and wellbeing.
- ✓ Scope out the ways you can encourage staff to take ownership of their mental wellbeing.
- ✓ Communicate, educate and train:
 - Clearly communicate the organisation's commitment to promoting mental wellbeing at work and what this means for staff, including expected positive behaviours.
 - Ensure that you are reinforcing the positive behaviours rather than focusing on negative impacts and unwanted behaviours.
 - Promote what support is available for staff and how they can access it.
 - Provide staff with information that enables them to make informed choices about how to support their own mental wellbeing.
 - Train managers on the softer skills of having a discussion about [mental wellbeing with staff](#) .
 - Take opportunities to learn from situations that have increased stress for staff to allow you to consider future interventions and preventative measures.

TOP TIPS FROM OUR HEALTH AND WELLBEING NETWORK

“
Tailor your messaging to target all staff – not just those who have had a mental health illness.”

“
Up-skill managers to enable them to be confident when having conversations with staff about mental health.”

“
Create factsheets about mental health including information, coping ideas and contacts for support.”

“
Seek high-profile champions in your organisation who have had a mental health illness and are happy to talk to anyone who is affected, or talk about their experience and support they found useful.”

“
Encourage people to talk openly about mental health so as to normalise this as part of your organisational culture.”



CASE STUDIES AND RESOURCES



Buckinghamshire Healthcare NHS Trust

🔗 was awarded the Healthcare People Management Association (HPMA) award in 2012 for excellence in improving employee health and wellbeing. Read about their coaching and fast access to counselling for staff.



Tameside Hospital NHS Foundation Trust

🔗 implemented its health and wellbeing strategy to improve the health of its employees, enhance their performance and improve patient care. Read more about how the trust supported staff to access advice on mental health and stress issues.



In this case study, read how **South London and Maudsley NHS Foundation Trust** 🔗 teamed up with other London trusts to roll out a health and wellbeing pilot to improve staff morale in the workplace. This was then robustly evaluated in collaboration with London Southbank University. Read about their mental wellbeing impact assessments and how they supported their staff.



Nottingham University Hospitals

NHS Trust 🔗 (NUH) has a wellbeing strategy that covers all aspects of staff health and has been developed in collaboration with the School of Health Sciences at the University of Nottingham. Read about their mental wellbeing workshops and Wellbeing Zone website.



Camden and Islington NHS Foundation Trust

🔗 revised its health and wellbeing strategy and, with the involvement of staff, has introduced new initiatives. Read about their reviewed HR training to include information on best practice guidance for managers on work-related stress, as well as HSE guidelines on managing stress in the workplace.



Find out how **Salisbury NHS Foundation Trust** 🔗 saw the direct impact poor mental wellbeing had on patient care and how they developed a new health and wellbeing strategy. The strategy included training for line managers and employing a trained mental health nurse for staff. Read more about their extensive strategy and the impact it has had on staff wellbeing.



CASE STUDIES AND RESOURCES continued



Read how [Birmingham Children's Hospital NHS Foundation Trust](#) aimed to reduce employee stress at work by incorporating a full range of resources and interventions including resilience workshops, exercise classes, mentally healthy workplace training and awareness campaigns.



[Guidance on the prevention and management of stress in the workplace.](#) This guidance aims to help managers throughout the NHS reduce stress in the workplace and better support staff who experience it.



[Calendar of national events and awareness days, weeks and months.](#) This calendar is updated yearly so you can plan your activities ahead. By using a national platform, lots of work is already done for you and you may be able to access free promotional materials. You may also wish to partner with other local organisations to make best use of resources.



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[Managers guide on supporting workplace mental wellbeing.](#) This guidance covers creating a positive mental health culture in the workplace and supporting staff with mental health problems.

Useful links

[Promoting mental health at work – NICE](#)

[The mental health charity – MIND](#)

[Mental illness – Rethink](#)

[Let's end mental health discrimination – Time to change](#)

[Mental health – NHS Choices](#)

[Mental health foundation](#)

[Mindful employer](#)



PREVENTING AND TACKLING OBESITY

Supporting and encouraging staff to maintain a healthy weight can not only have health benefits for staff, but can also improve organisational performance. Given the impact maintaining a healthy weight can have on people's health, it's important that organisations have an obesity prevention plan, and provide and promote opportunities for staff to eat a healthy diet.





WHAT THE NICE GUIDANCE SAYS

The NICE guidance on the prevention of obesity in adults and children (2006) recommends that:

- workplaces provide opportunities for staff to eat a healthy diet and be more physically active, through:
 - active and continuous promotion of healthy choices in restaurants, hospitality, vending machines and shops for staff and clients, in line with existing Food Standards Agency guidance
 - working practices and policies, such as active travel policies for staff and visitors
 - a supportive physical environment, such as improvements to stairwells and providing showers and secure cycle parking
 - recreational opportunities, such as supporting out-of-hours social activities, lunchtime walks and use of local leisure facilities
- workplace incentive schemes should be sustained as part of a wider programme to support staff in managing weight, improving diet and increasing activity levels. For example, policies on travel expenses, the price of food and drinks sold in the workplace and contributions to gym membership
- workplaces providing health checks for staff should ensure that they address weight, diet and activity, and provide ongoing support
- action to improve food and drink provision, including restaurants, hospitality and vending machines, should be supported by tailored educational and promotional programmes, such as a behavioural intervention or environmental changes, for example, food labelling or changes to availability.

NHS organisations should set an example, in particular:

- Onsite catering should promote healthy food and drink choices. For example, by signs, posters, pricing and positioning of products.
- There should be policies, facilities and information that promote physical activity. For example, through travel plans, by providing showers and secure cycle parking and by using signposting and improved décor to encourage stair use.



NHS organisations should set an example in developing health policies to prevent and manage obesity.”

NICE, 2006



WHY DO WE NEED TO ADDRESS OBESITY?

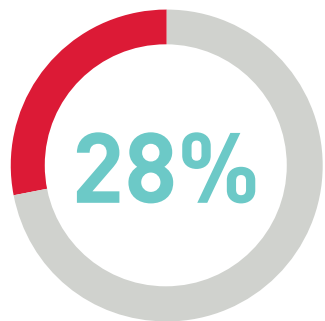
This infographic highlights the facts and figures about the impact of obesity on the NHS:

[Download this infographic](#)

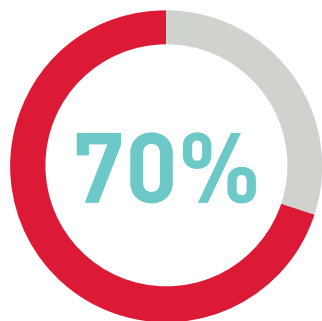




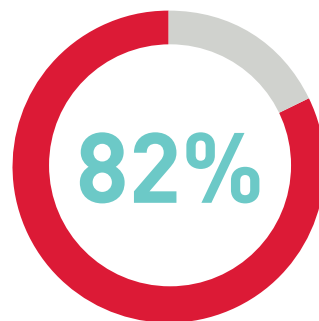
WHAT THE NATIONAL AUDIT DATA TELLS US ABOUT OBESITY



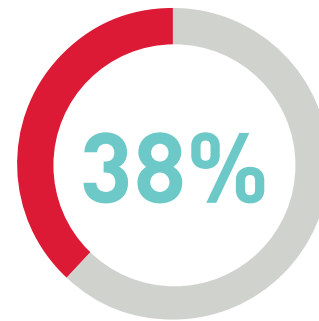
Of the 178 trusts that took part in the national audit, 50 have obesity plans, which has more than doubled from the previous audit where only 23 trusts had obesity plans (an increase from 13 to 28 per cent).



70 per cent of obesity plans are signed off by the trust board.



82 per cent involve staff in design and production of obesity plans.



38 per cent of trusts do not offer similar healthy food options in the evenings compared with the daytime.

Recommendations and suggested approaches

- Key areas for action to support staff in losing weight are:
 - policies and working practices
 - building design
 - physical activity
 - workplace food provision
 - education and promotion (including diet clubs)
 - health checks.
- Address perceptions that this is a sensitive issue for staff and support positive conversations to promote behaviour change.
- Take a sensitive and supportive approach.
- Demonstrate a belief that by educating staff about healthy eating and weight management, patient health would also benefit as staff could pass on this knowledge to patients.

(Source: Implementing NICE Public Health Guidance for the Workplace: overcoming barriers and sharing success report 2012)

PRACTICAL WAYS TO SUPPORT STAFF TO MAINTAIN A HEALTHY WEIGHT: CHECKLIST

- ✓ Identify what data you have about obesity in your organisation. Analyse your demographic data. What does it tell you about the population you serve and how does this link to what you know about your staff?
- ✓ Consider carrying out a health needs survey to find out what your staff do and why with regards to eating habits, eating patterns, attitudes to food and what they want to achieve. By gaining a greater understanding of their behaviour you will be able to better tailor your intervention to meet their needs and [change behaviour](#).
- ✓ Think about the working environment and what you already offer to staff. For example, what food choices are available and at what times (canteen, vending machines), do you offer physical activity or weight management classes, reduced gym membership etc?
- ✓ Review what your organisation has done in the past that has worked well – can you do this again?
- ✓ Do you have any staff who have expertise that could help, such as yoga teachers?
- ✓ Look at what your organisation's specialists have to offer. For example, dieticians, occupational health.
- ✓ Consider who in your organisation you can work with to deliver this agenda. Could you set up a working group? Do you have health and wellbeing champions that could lend their support?
- ✓ Scope out all the ways you can encourage staff to be more [physically active](#), such as, taking the stairs, cycling to work.
- ✓ Consider your quick wins, for example, work with your communications team and get involved with national campaigns, link with local and national organisations who give support and information on maintaining a healthy weight.
- ✓ Communicate, educate and train:
 - Make sure your organisation has a healthy eating statement in place, which details your support for staff to eat healthy foods, and employees are aware of it.
 - Be explicit and tell staff what is expected, for example, you need to look after yourself in order to give the best patient care.
 - Target and tailor your [communications](#). Use positive language, sell the benefits. Don't reinforce the 'problem behaviour'. This often signals to people that they are in the majority, resulting in them continuing this behaviour regardless of the health implications.
 - Make sure staff know what work is being done to help them keep fit and healthy, consider a dedicated web page or leaflet detailing what is available to them.
 - Develop a script and tools for managers to support conversations with staff about maintaining a healthy weight.
 - Ensure the intervention enables staff to make better choices to prevent or reduce obesity.

TOP TIPS FROM THE HEALTH AND WELLBEING NETWORK

“Focus strategy and communications on maintaining a healthy weight rather than obesity.”

“Encourage staff to take their breaks and give staff ideas of fun things they could do in their breaks to encourage physical activity, for example, you could promote walking routes that take different times ten minutes, 15 minutes, 30 minutes and so on.”

“Give staff useful and clear information. For example, low fat is not always a healthy option. Educate staff with information on nutrition.”

“Consider your pricing strategies in staff canteens. For example, ensure salad is cheaper than chips or offer half portions of chips.”

“Introduce competitions or challenges for teams such as weight loss or walking challenges.”

“This is such a sensitive topic. We did shy away from it, but we’re now in discussions with our catering team to establish a number of changes, including adding a traffic light system to our menus.”

Health and wellbeing board champion, NHS acute trust



CASE STUDIES AND RESOURCES



Northumbria Healthcare NHS Foundation Trust has developed initiatives to take forward the NICE recommendations on obesity and physical activity to support healthy weight in the workplace.



Nottingham University Hospitals NHS Trust has a wellbeing strategy that covers all aspects of staff health, including weight management, and has been developed in collaboration with the School of Health Sciences at the University of Nottingham.



Tameside Hospital Foundation Trust implemented its health and wellbeing strategy to improve the health of its employees, which included monitoring the nutritional value of food for staff.



Sandwell and West Birmingham Hospitals NHS Trust focused on improving a different area of health and wellbeing for their staff in each quarter of the year, including obesity.



Royal Wolverhampton NHS Trust introduced a new absence management policy including a first day of absence call back system, aiming to reduce the trust's sickness absence. As part of this policy they introduced fast access to weightwatchers through occupational health.



Camden and Islington NHS Foundation Trust revised its health and wellbeing strategy and, with the involvement of staff has, introduced new initiatives including plans to offer courses on diet and nutrition.



The Walton Centre NHS Foundation Trust developed 'Work Well the Walton Way' – an action plan to support staff health and wellbeing. This included initiatives to tackle obesity.



The Royal Free London NHS Foundation Trust launched its 'Fit at the Free' (FATF) programme to actively champion staff health and wellbeing. FATF aims to support a healthy workforce through a variety of activities, including weight management groups.



Chesterfield Royal Hospital NHS Foundation Trust encouraged its staff to exercise and lose 1,000kg in weight. The trust took part in the Global Corporate Challenge which challenged staff to take 10,000 steps a day over a 100 day period.



CASE STUDIES AND RESOURCES continued



Video from Olympic champion Sally Gunnell OBE [🔗](#) on the benefits of physical activity for NHS employees, including what counts as exercise, how often we should do it and some top tips for keeping motivated.



Obesity infographic. [🔗](#) This infographic highlights key facts and figures about the impact of obesity on the NHS. It sets out the seriousness of the issue and why action needs to be taken now.



Video from Olympic champion Sally Gunnell OBE [🔗](#) on why NHS organisations should support and encourage staff to be more active as part of a wider health and wellbeing plan.



Calendar of national events and awareness days, weeks and months.

[🔗](#) This calendar is updated yearly so you can plan your activities ahead. By using a national platform lots of work is already done for you and you may be able to access free promotional materials. You may also wish to partner up with other local organisations to make best use of resources.



Physical activity infographic. [🔗](#) This infographic highlights the importance of physical activity for the NHS workforce. It sets out how much exercise we should do, the benefits of exercise, as well as some of the ways that NHS trusts support their staff to be more physically active.

Useful links

[Obesity: Guidance on the prevention of overweight and obesity in adults and children – NICE](#) [🔗](#)

[British Heart Foundation](#) [🔗](#)

[Keep weight off – NHS Choices](#) [🔗](#)

[World Health Organisation](#) [🔗](#)

[Obesity – Public Health England](#) [🔗](#)

[National Obesity Forum](#) [🔗](#)

[Obesity Learning Centre](#) [🔗](#)

[Action on obesity – Royal College of Physicians](#) [🔗](#)

[Heart UK](#) [🔗](#)

[British Nutrition Foundation](#) [🔗](#)

[Establishing food standards for NHS hospitals – Department of Health](#) [🔗](#)

WORKPLACE INTERVENTIONS TO PROMOTE SMOKING CESSATION

Reducing smoking and tobacco-related harm is a key government strategy for improving the health of people in England and reducing health inequalities. Smoking has been prohibited in virtually all enclosed public places and workplaces in England since July 2007.

Employers are not legally obliged to help employees to stop smoking. However, NHS organisations should encourage staff to lead the way with their personal health and wellbeing. Supporting staff to access smoking cessation demonstrates that you care for the health and wellbeing of your staff; it encourages staff to set a positive example to patients. It sends a strong message that you promote healthy living and you may benefit from reduced sickness absence and increased productivity.



WHAT THE NICE GUIDANCE SAYS

NICE recommends that NHS organisations do the following to help employees to stop smoking:

- Develop a smoking cessation policy.
- Provide employees with information on local stop smoking support services.
- Allow staff time off to attend smoking cessation services.

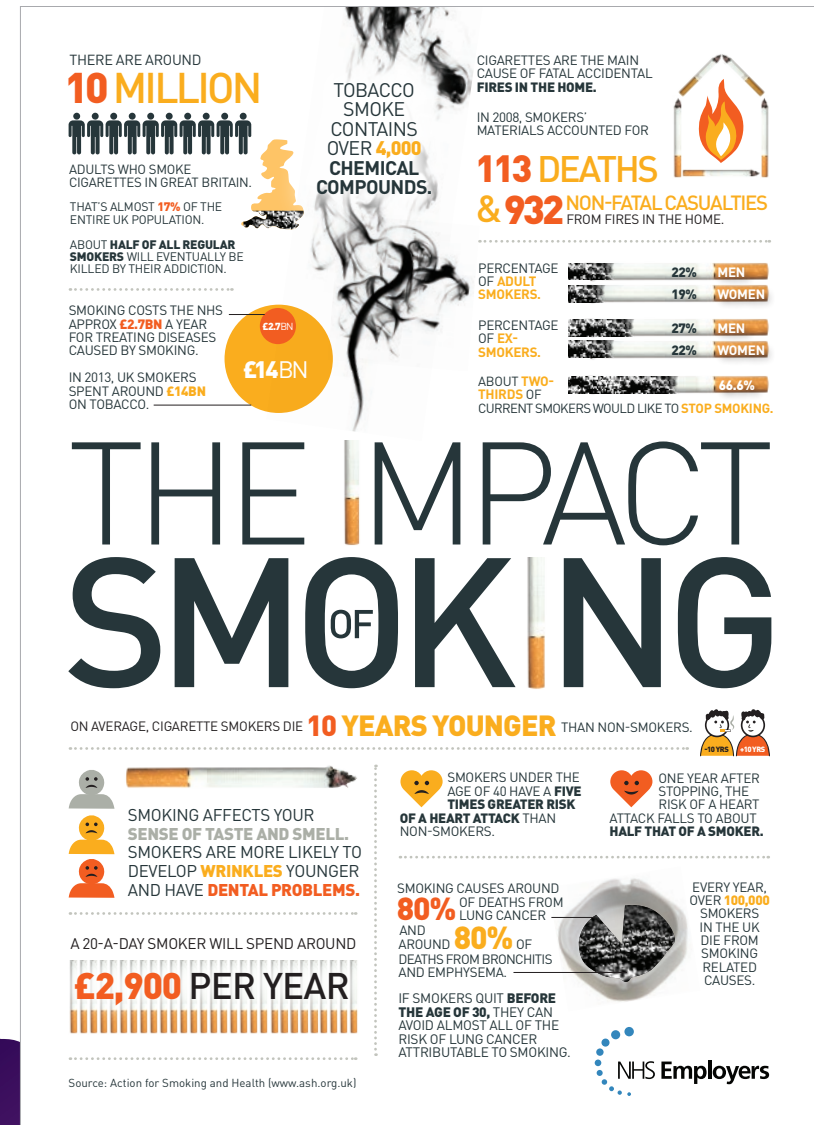
NICE recommends the following to help individuals stop smoking:

- Brief interventions (including opportunistic advice, self-help materials and referral for more intensive support).
- Individual behavioural counselling.
- Group behaviour therapy.
- Pharmacotherapies (for example, nicotine replacement therapy or bupropion).
- Self-help materials.
- Telephone counselling and quit lines.

Why is it important to support employees to stop smoking?

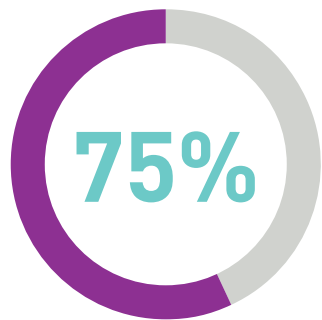
This infographic highlights the facts and figures about the impact of obesity on the NHS:

[Download this infographic](#)

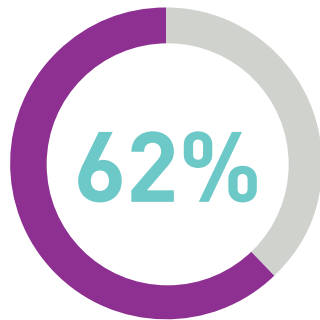


About this toolkit	Why health & wellbeing matters	Long-term sickness	Mental wellbeing	Obesity	Smoking	Physical activity	Leadership	Engagement & communication	Behaviour change	Evaluation
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WHAT THE NATIONAL AUDIT DATA TELLS US ABOUT SMOKING



Of the 178 trusts that took part in the national audit, 75 per cent have an organisation-wide plan to encourage and support staff to quit smoking. Of these trusts, 87 per cent say that they have involved staff in its production and 87 per cent say that the board has signed it off.



62 per cent of trusts say they allow staff to attend stop smoking services during working hours without loss of pay. 38 per cent do not allow it.

Trusts generally provide their staff with comprehensive information about available services, whether on site or not.


Recommendations and suggested approaches

- Develop a smoking cessation policy in collaboration with staff and their representatives.
- Be responsive to individual needs and preferences and, where feasible, provide on-site smoking cessation support.
- Enable staff to attend smoking cessation services during working hours without loss of pay.
- Clearly communicate the organisation's stance on smoking and the support you provide to stop smoking.
- Engage with staff to develop an understanding about perceptions of smoking cessation support and use this to maximise uptake.
- Understand the smoking culture within the local community.
- Ensure that senior managers demonstrate a commitment to being a 'smoke free' site.

[Source: Implementing NICE Public Health Guidance for the Workplace: overcoming barriers and sharing success report 2012]



PRACTICAL WAYS TO SUPPORT STAFF TO STOP SMOKING: CHECKLIST

- ✓ Identify what available data you have about smoking in your organisation.
- ✓ Analyse your demographic data, what does it tell you about the population you serve and how does this link to what you know about your staff.
- ✓ Have a good understanding about staff that smoke. For example, what job do they do? When do they smoke? Where do they smoke? Do they want to stop? By gaining a greater understanding of their behaviour you will be able to better tailor your intervention to meet their needs and [change behaviour](#) .
- ✓ Scope out the ways you can support staff to stop smoking.
- ✓ Compile information for staff about smoking and smoking cessation. For example, frequently asked questions (FAQs), myth busters.
- ✓ Offer accessible smoking cessation services to suit the different working patterns of staff.
- ✓ Encourage managers to allow staff to take time off to access smoking cessation.
- ✓ Have a clear policy on smoking and the use of e-cigarettes, including information about areas where smoking is not allowed.
- ✓ Ensure the intervention enables staff to make better choices.
- ✓ Communicate, educate and train:
 - Ensure you are clear in your messaging that you are supporting staff to access smoking cessation and make a positive change to their lifestyle (not telling them they have to stop smoking).
 - Provide managers with tips to support them to have a conversation with staff about smoking cessation.
 - Make sure staff know where they can access information and services easily.
 - Encourage staff to find out more about what support you can offer them.
 - Be explicit about what is expected, for example you need to look after yourself in order to give the best care.



TOP TIPS FROM OUR HEALTH AND WELLBEING NETWORK

“
Promote staff success stories, ask any staff member who has stopped smoking to share their story with others. ”

“
Highlight the benefits of stopping smoking including health and financial. Give examples such as 'you could save x amount per week, per month, per year'. ”

“
Promote national events such as No Smoking Day and Stoptober and encourage staff to be involved. ”

“
Give staff information on services available to support them, such as smoking cessation, on site groups etc. ”

“
Focus on being supportive and promoting smoking cessation rather than telling staff they cannot smoke. ”



CASE STUDIES AND RESOURCES



Camden and Islington NHS Foundation Trust asked staff about smoking cessation in a health and wellbeing survey, then introduced smoking cessation sessions for staff to access.



The impact of smoking infographic highlights some stark facts and figures about the impact of smoking.



Sandwell and West Birmingham Hospitals NHS Trust launched a nicotine replacement therapy pilot to encourage staff to quit smoking. Read more about how they tackled smoking in their trust and the impact it has had.



Calendar of national events and awareness days, weeks and months. This calendar is updated yearly so you can plan your activities ahead. By using a national platform lots of work is already done for you and you may be able to access free promotional materials. You may also wish to partner with other local organisations to make best use of resources.

Useful links

[NICE guidance on workplace intervention to promote smoking cessation – NICE](#)

[Smokefree NHS](#)

[National Centre for Smoking Cessation and Training](#)

[Quitting smoking - Centres for Disease Control and Prevention](#)

[Smoking – British Heart Foundation](#)

[Stop smoking – NHS Choices](#)

[Action on Smoking and Health – ASH](#)

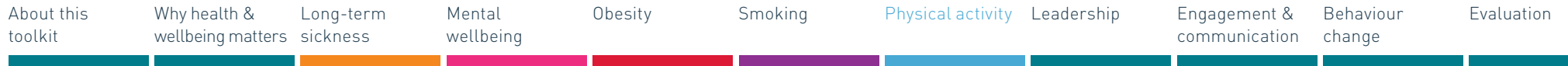
[No Smoking Day](#)



PROMOTING PHYSICAL ACTIVITY IN THE WORKPLACE

Evidence shows the positive effect exercise can have in managing and reducing stress and improving wellbeing. Regular physical activity can help prevent and manage over 20 chronic conditions including coronary heart disease, stroke, type 2 diabetes and many mental illnesses.





WHAT THE NICE GUIDANCE SAYS

There are two pieces of NICE guidance on physical activity with recommendations for NHS organisations:

1. Promoting physical activity in the workplace (2008)
2. How to improve the physical environment to encourage physical activity (2008)

1. Promoting physical activity in the workplace

The key recommendations for NHS organisations are:

- Develop, introduce and monitor an organisation-wide, multi-component programme to encourage and support employees to be more physically active. This could be part of a broader programme to improve health. This should:
 - include measures to maximise the opportunity for all employees to participate
 - be based on consultation with staff and ensure they are involved in planning and design, as well as monitoring activities, on an ongoing basis
 - be supported by management and have dedicated resources
 - set organisational goals and be linked to other relevant internal policies, for example, on alcohol and smoking
 - link to relevant national and local policies, for example, on health or transport.

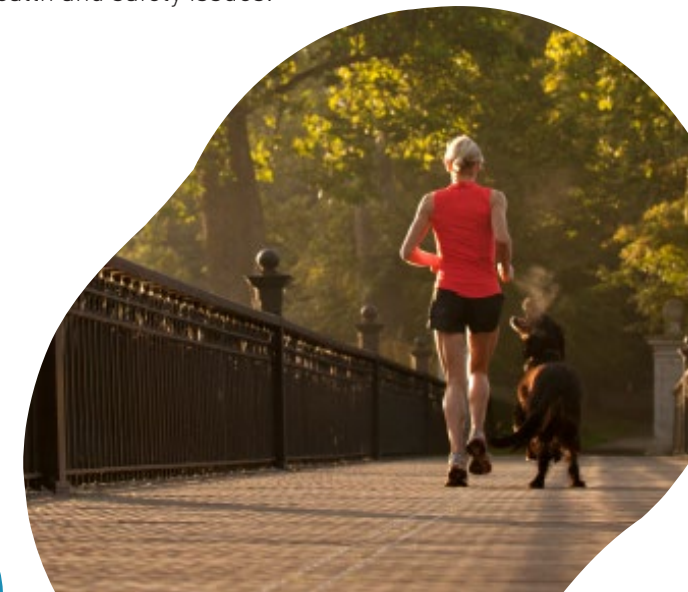
- Encourage employees to walk, cycle or use another mode of transport involving physical activity to travel part or all of the way to and from work. For example, by developing a travel plan. This could include:
 - flexible working policies and incentive schemes
 - policies to encourage employees to walk, cycle or use other modes of transport involving physical activity
 - disseminating information on how to be more physically active and on the health benefits of such activity
 - ongoing advice and support to help people plan how they are going to increase their levels of physical activity
 - the offer of a confidential, independent health check by a suitably qualified practitioner and focused on physical activity.

- Help NHS employees to be physically active during the working day. This could include:
 - encouraging them to move around more at work, for example, by walking to external meetings
 - putting up signs at strategic points and distributing written information to encourage them to use the stairs rather than lifts if they can
 - providing information about walking and cycling routes and encouraging them to take short walks during work breaks
 - encouraging them to set goals on how far they walk and cycle and to monitor the distances they cover, taking account of the nature of the work and any health and safety issues.



NHS organisations should prioritise the needs for all staff to lead physically active lives.”

NICE, 2008



WHAT THE NICE GUIDANCE SAYS *continued*

2. Physical activity and the environment

This NICE guidance offers the first evidence-based recommendations on how to improve the physical environment to encourage physical activity. The recommendations for NHS organisations include:

- ensuring that planning applications for new developments always prioritise the need for people (including those whose mobility is impaired) to be physically active as a routine part of their daily life
- planning and providing a comprehensive network of routes for walking, cycling and using other modes of transport involving physical activity
- ensuring public open spaces and public paths can be reached on foot, by bicycle and using other modes of transport involving physical activity.

Why it is important to encourage staff to be physically active

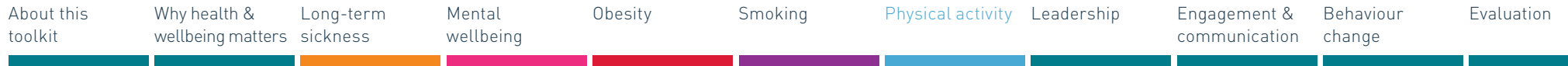
This infographic highlights facts and figures that support the need to increase and encourage physical activity for NHS staff:

[Download this infographic](#)

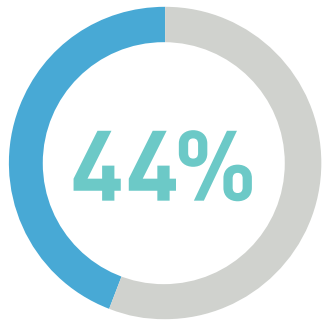
Efforts made in the workplace, alongside wider strategies to increase physical activity levels, could help improve people's health significantly."

NICE, 2008

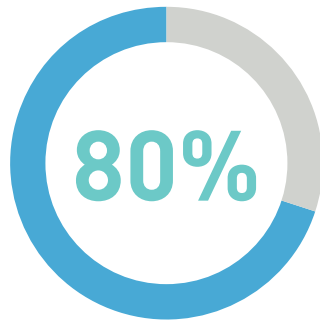




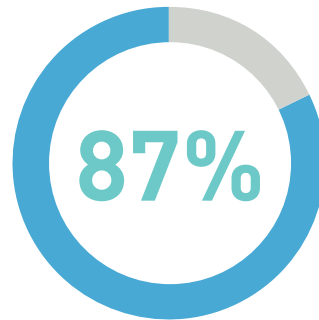
WHAT THE NATIONAL AUDIT TELLS US ABOUT PHYSICAL ACTIVITY



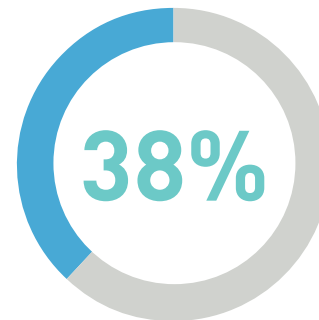
Of the 178 trusts that took part in the national audit, 79 (44 per cent) have a physical activity plan, 63 per cent had this signed off by the board and 84 per cent had involved staff in its production.



80 per cent of trusts have an active travel plan to encourage and enable staff to walk or cycle to work and between sites.



87 per cent of trusts offer reduced membership to local leisure centres, 92 per cent have a bike purchase scheme and 70 per cent have on-site fitness classes.



Regarding inequalities, fewer than half of the 79 respondents with a physical activity plan say that it takes account of ethnicity, staff grade and occupational group and only just over half consider shift pattern and disability.



Recommendations and suggested approaches

- Provide clear, well-communicated organisational messages on encouraging staff to access activities.
- Plan and risk assess carefully to allow staff use of patient facilities, for example, gyms and local walking routes.
- Promote flexible working policies with managers.
- Consult staff about activity choices and schedules.
- Monitor uptake to ensure access for staff with low levels of fitness.

[Source: Implementing NICE Public Health Guidance for the Workplace: overcoming barriers and sharing success report 2012]

About this toolkit	Why health & wellbeing matters	Long-term sickness	Mental wellbeing	Obesity	Smoking	Physical activity	Leadership	Engagement & communication	Behaviour change	Evaluation
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PRACTICAL WAYS TO ENCOURAGE EMPLOYEES TO BE PHYSICALLY ACTIVE: CHECKLIST

- ✓ Consider creating a working group that can support this agenda.
- ✓ Do some research - find out what staff want, what their interests are, find out what you already offer, what do other local organisations offer and what local clubs there are.
- ✓ Consider any quick wins, such as signage around the organisation telling staff how far they have walked or how many stairs there are versus using the lift.
- ✓ Look at all different job roles in the organisation, which are most sedentary? Which are most active? This may help to target the right people.
- ✓ Link up workplace sites and ensure existing and new workplaces are linked by walking and cycling networks.
- ✓ Consider offering fitness classes at different times for night workers and also some female or male-only classes.
- ✓ Provide facilities for employees, such as showers, changing rooms, secure cycle shelters and fresh drinking water.
- ✓ Encourage employees to walk, cycle or jog part of or all of the journey into work and to use staircases. During building design or refurbishment, ensure staircases are designed and positioned to encourage people to use them. For example, ensure they are clearly signposted, well-lit and well-decorated.
- ✓ Make it **easy, attractive, social and timely (EAST)** . Always try and reduce the hassle for your employees, make activities appealing and encourage groups of people to get involved, such as running clubs, to make it sociable.
- ✓ Communicate, educate and train:
 - Remember that information is key. Provide targeted information about travel plans, health benefits and recreational opportunities for staff. Consider changing promotional material throughout the year.
 - What is the board doing to demonstrate their commitment?
 - Be explicit and tell staff what is expected. For example, you need to look after yourself in order to give the best care.
- Encourage staff by introducing the element of competition through physical activity challenges.
- Educate managers on the benefits of encouraging physical activity.
- Target and tailor your **communications** , use positive language and sell the benefits – don't reinforce the 'problem behaviour' as this often signals to people that they are in the majority, resulting in them continuing this behaviour regardless of the health implications.



TOP TIPS FROM OUR HEALTH AND WELLBEING NETWORK

“
Communicate with staff, find out what they are interested in, what they would like to see. Then tell them what the organisation’s plans are as a result.”

“
Engage with other organisations. For example, the local council may have information on local walking routes.”

“
Provide desk exercise sheets for those in sedentary roles.”


“
Create challenges for staff, for example have a ‘take the stairs challenge’ and highlight the number of stairs.”

“
Introduce and encourage standing and walking meetings.”




CASE STUDIES AND RESOURCES




The Walton Centre NHS Foundation Trust  organised the first North West NHS Corporate Games. The aim was to encourage as many staff as possible to take part in sport, as part of a healthy active lifestyle and was particularly targeted at those who did not already undertake regular physical activity.




Camden and Islington NHS Foundation Trust  revised its health and wellbeing strategy and, with the involvement of staff, has introduced new initiatives to help improve their physical activity and mental wellbeing.




Chesterfield Royal Hospital NHS Foundation Trust  encouraged its staff to exercise and lose 1,000kg in weight. The trust took part in the Global Corporate Challenge which challenged staff to take 10,000 steps a day over a 100 day period.



Northumbria Healthcare NHS Foundation Trust  has developed initiatives to take forward the NICE recommendations on obesity and physical activity to support healthy weight in the workplace.



Nottingham University Hospitals NHS Trust  has a wellbeing strategy that covers all aspects of staff health, including weight management, and has been developed in collaboration with the School of Health Sciences at the University of Nottingham.



The Royal Free London NHS Foundation Trust  launched its 'Fit at the Free' (FATF) programme to actively champion staff health and wellbeing. FATF aims to support a healthy workforce through a variety of activities, including exercise on prescription.



CASE STUDIES AND RESOURCES continued



Tameside Hospital Foundation Trust

implemented its health and wellbeing strategy to improve the health of its employees, enhance their performance and improve patient care. Read about the variety of options for staff to get involved in improving physical fitness.



Physical activity infographic.

This infographic highlights the importance of physical activity for the NHS workforce. It sets out how much exercise we should do, the benefits of exercise, as well as some of the ways that NHS trusts support their staff to be more physically active.



Video from Olympic champion Sally Gunnell OBE

on the benefits of physical activity for NHS employees, including what counts as exercise, how often we should do it and some top tips for keeping motivated.



Calendar of national events and awareness days, weeks and months.

This calendar is updated yearly so you can plan your activities ahead. By using a national platform lots of work is already done for you and you may be able to access free promotional materials. You may also wish to partner with other local organisations to make best use of resources.



Video from Olympic champion Sally Gunnell OBE

on why NHS organisations should support and encourage staff to be more active as part of a wider health and wellbeing plan.

Useful links

[Promoting physical activity in the workplace – NICE](#)

[Guidance on physical activity and the environment – NICE](#)

[Physical activity guidelines for adults – NHS Choices](#)

[Physical activity – World Health Organisation](#)

[How much physical activity do you need? Centres for Disease Control and Prevention](#)

[National Centre Physical Activity and Health – British Heart Foundation](#)

[Keeping active – Macmillan Cancer Support](#)

[Physical activity – Cancer Research UK](#)

[What's your heart age? NHS Choices](#)

LEADERS LEADING THE WAY

Ensuring that leaders in your organisation support the implementation of the guidance is central to success.



About this toolkit	Why health & wellbeing matters	Long-term sickness	Mental wellbeing	Obesity	Smoking	Physical activity	Leadership	Engagement & communication	Behaviour change	Evaluation
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LEADERSHIP

The board is a key influential group that makes strategic decisions about resources and priorities. Without board engagement it can be difficult to achieve wider organisational support. The board is interested in the successful operation of the organisation in terms of achieving high-quality patient care while ensuring financial sustainability.

Selling the impact that improved employee health and wellbeing can have on these core organisational outcomes will ensure that health and wellbeing is seen as central to the core business of the organisation, rather than an optional add-on that is nice to have but not essential.

On a very practical level, evidence from organisations that have successfully implemented health and wellbeing and achieved positive results across the whole organisation indicates that a key factor in achieving this was the full engagement and support of the board.

How can you involve the board?

- Write a business case for consideration by the board. Have a look at our [top tips for a successful health and wellbeing business case](#)  – include clear information, for example:
 - What the reasons are for you doing this. What the research and evidence base says and how it links to your organisation. What the trends are, what impact this is having on staff and patients, and what key statistics you can show.
 - State the benefits for the organisation. For example, reduced sickness absence and what this would equate to in staffing, for example, reduced sickness absence by x, equates to x number of staff, which is the equivalent of x number of wards/shifts and in turn better patient care etc.
 - Include quick wins as well as longer term benefits.
- What initiatives are already available, and what impact are they having? For example, weight loss initiatives, healthy eating initiatives.
- Challenge the board to think about strategic decisions, such as building healthy eating provision into contracts when selecting food and vending machine providers.
- Consider asking a board member to be a champion for health and wellbeing.
- Ask board members to share their stories, for example, about eating healthily or being more physical active.

NHS trusts leading the way

We showcased the work of 11 NHS trusts who are doing exemplary work in staff health and wellbeing and engagement at a meeting with senior government representatives in June 2015. We produced case studies to share what these organisations are doing to lead the way in health and wellbeing:

[Birmingham Children's Hospital](#)

[NHS Foundation Trust](#) 

[Bradford District Care NHS Foundation Trust](#) 

[Guys and St Thomas' NHS Foundation Trust](#) 

[Northumbria Healthcare NHS Foundation Trust](#) 

[Nottingham University Hospitals NHS Trust](#) 

[Oxleas NHS Foundation Trust](#) 

[Salisbury NHS Foundation Trust](#) 

[South London and Maudsley NHS Foundation Trust](#) 

[The Walton Centre NHS Foundation Trust](#) 

[West Midlands Ambulance Service NHS Trust](#) 

[York Teaching Hospital NHS Foundation Trust](#) 




ENGAGEMENT AND COMMUNICATION

Effective engagement with your staff is essential to the success of any health and wellbeing intervention.



Who do you need to engage with?

To implement the NICE guidance successfully, you will need to engage with different staff groups across your organisation. Some key groups to consider are:

- The executive board – It is vital to have commitment and buy-in from your executive board before you engage with other staff. This will enable you to demonstrate that staff health and wellbeing is supported at board level and is on their agenda. Find out more in our dedicated web pages about [engaging your board](#) .
- Staff side representatives – Staff side colleagues can support any new initiatives as well as represent staff views and give feedback to staff. Find out more from our [guidance on effective partnership working](#) .
- [Occupational health](#)  – Those working in occupational health have a special knowledge of health and wellbeing for staff in the workplace. They can bring ideas, experience and specialist knowledge.

How to engage effectively

You will need to identify the best way to engage with different groups of people. Roles vary across the NHS, as do work environments. Some staff will have access to a computer on a daily basis, others will not. This is why it is important to engage through different mediums. Some suggested ways to engage and communicate are:


- through health and wellbeing champions
- staff questionnaires / staff survey
- intranet
- social media
- team briefs / staff briefs
- posters / flyers
- drop-in sessions
- pay slip leaflets
- desk calendars
- having a stand or information table in the staff canteen or entrance.

Use in-house expertise, such as your internal communications, for advice on the best way to reach and target specific staff groups effectively and develop your key messages.

Top tips

Put together an engagement strategy to implement any health and wellbeing interventions. This will allow you to identify and consider:

- who you need to engage with – map out the different target audiences
- how you will engage with them – look at what channels and mechanisms are available.
- what your key messages are for each of the target audiences.

See our [staff engagement](#)  web pages for useful information, tools and resources to help you with effective staff engagement and strategy development.



KEY MESSAGES

It's important to tailor messages according to your audience needs. For example, communicate benefits of a health and wellbeing intervention to staff, communicate the financial implications of an intervention to the executive board.

As part of your engagement strategy, consider:

- 1 What the message is that you are trying to get to people. >
- 2 Whether the message is appropriate for everyone. >
- 3 What do you want the communication to achieve – is there a call to action?

Top tips

When putting together your key messages:

- Educate staff through providing facts, figures, practical advice and information.
- Focus on the positives and use positive language.
- Use simple top tips and checklists.
- Use case studies and success stories.
- Highlight the benefits.



BEHAVIOUR CHANGE

Behaviours are routine habits and attitudes that can lead to certain outcomes.



Behaviours are routine habits and attitudes that can lead to certain outcomes. For example, poor eating patterns, lack of physical activity and smoking can lead to:

- premature death
- the development of long-term conditions and chronic diseases, such as cardiovascular disease, type 2 diabetes and cancer
- multiple disorders or illnesses occurring in the same person
- loss of independence.

It can be difficult to implement long-term change as people are often caught in patterns of unhealthy behaviour. When planning a health and wellbeing intervention, it is important to consider the behaviour of your staff and how to change it. If you get this right, you can help staff improve their health and wellbeing and implement long-term change in their lives.

Using behavioural insights

Behavioural insights can help you to analyse your context and how your staff would respond to certain interventions.

At the planning stage of the intervention, analyse what individuals' motivations and repeated behaviours are, to better understand how to encourage long-term behavioural change.

Some questions to help you

- What is the problem you are looking to address with a new intervention?
- What are the contributing factors?
- What is preventing progress?
- What interventions work?
- How can outcomes be improved? Test your intervention, learn from it and adapt it
- How can wider improvements be achieved? Can you publish your work, spread the word and translate it into other contexts?


Top tips

- Remember that changing behaviour is different from changing people's intentions. Intentions often shape our behaviours, but not necessarily immediately or on a long-term basis.
- Measure behaviour change rather than intention or attitude when evaluating the impact of the intervention.




About this toolkit	Why health & wellbeing matters	Long-term sickness	Mental wellbeing	Obesity	Smoking	Physical activity	Leadership	Engagement & communication	Behaviour change	Evaluation
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USING THE EAST MODEL

To help you encourage behaviour change, make the change **E**asy, **A**tttractive, **S**ocial and **T**imely (EAST). This useful framework, developed by the [Behavioural Insights Team](#),  examined what influences and drives behaviour change and why.

Case study:

By examining the demographics and behaviours of its staff, [Sandwell and West Birmingham Hospitals NHS Trust](#)  used behavioural insight to make changes to the physical environment to enable the promotion and supply of healthy food options to its night workers.

EASY

Make the intervention easy to access and understand. You can do this through considering how people become part of the intervention or sign up to the intervention. People are more likely to respond positively to an intervention if they have to opt out instead of opting in. For example, if you were to send a quarterly all-staff email with a focus on health and wellbeing. If you send this to all staff and state they can opt out of receiving the communication you are likely to have a wider reach than if you ask staff to sign up to receive the email.

ATTRACTIVE

Make the intervention attract attention. You could create a hook to draw people in. Work with your communications team to think about the best way to attract attention. Using rewards can be an effective way of increasing participation. For example, you may send out a health needs questionnaire to staff and offer a prize draw to those who complete it.

SOCIAL

Encourage people that it is the social norm to be involved in the intervention. Use the power of networks, such as staff groups and wards. Encouraging people to make a commitment to others also helps to increase participation and long-term change. You may be able to achieve this by having health and wellbeing champions in different areas of your organisation and at different levels, who can encourage and interact with staff in their own environment.

TIMELY

Prompt people when they are most likely to respond. Remind people of the immediate costs and benefits. Help people to plan their responses and come up with a plan of action.

WHY IT'S IMPORTANT TO EVALUATE

NHS organisations often offer a range of staff wellbeing interventions, but how do you demonstrate whether an intervention has had the intended impact? Many of us use feedback forms after an event, which gives us a snapshot in time about how the event went and whether people valued it or not. However, this does not measure whether the intervention has resulted in a change in behaviour.




It is vital to measure the impact and success of your health and wellbeing intervention, as it can help to:


- persuade your board of the long-term benefits of staff health and wellbeing interventions
- create your business case for future interventions, based on fact
- know if the intervention needs any changes to make it more effective and whether it is worthwhile doing again
- give you promotional information for future interventions by showcasing the impact it has had
- see whether the intervention is reaching the right people at the right time to make lasting behaviour change.


What you should measure

Some factors to consider when evaluating the success of an intervention:

- **Behaviour change**  and ongoing commitment to change – Has your intervention made a lasting impact on people's wellbeing?
- Uptake/attendance – How many people have been involved in the intervention and for how long?
- Personal outcomes for individuals – Do people feel that they have achieved their goals or made a change?
- Key performance indicators – Setting these at the start of any new intervention will support you to measure the impact against them.
- External accreditation/recognition – Would this be recognised as good practice by other organisations? If the accreditation or recognition is well recognised staff may be more attracted to it and it may help with future promotion.
- Awareness and understanding – Did everyone in your organisation know the intervention was happening? Did they understand what was happening and why from the messages in your communications?
- Overall satisfaction – Were people satisfied with the intervention, how it was communicated and the outcomes?

How to measure the impact

Metrics are helpful when measuring impact. They are all about making raw and basic data easy to interpret and understand. Look at what data you already have. For example, what does the NHS Staff Survey tell you? Metrics help you recognise good practice and spot areas that you need to improve on. For example, the top five reasons given for staff sickness absence. Metrics can be anything from a simple spreadsheet to a complex set of data and formulae. For more information on how to use metrics, see our [metrics web page](#) .

NHS Employers has published a report, [Evaluating health and wellbeing interventions for healthcare staff](#) , which looks in detail at evaluation. The report outlines the aims of evaluation, how to design, develop and undertake robust evaluations, and offers ten best practice principles of evaluation for organisations to use.



EVALUATION CHECKLIST

- Establish the aims of the evaluation
 - What is the purpose of the evaluation?
 - Who are the stakeholders of this evaluation?
 - What are the key benefits of the evaluation?
 - Who will receive the evaluation results, in what format and by when?
- Gather information about the intervention
 - Which intervention is being evaluated and why?
 - What is the expected impact or anticipated change as a result of the intervention?
 - Is the intervention well established or is it new? Will this influence its impact?
 - Has an evaluation of this type of intervention been implemented before? If yes, are there any factors that might influence the success of the evaluation?
- Formulate the key evaluation questions
 - What are key questions that the evaluation must answer?
 - Developing the evaluation design
 - When will you collect information or data – before, during and/or after?
 - What form will your data collection take? For example, surveys, interviews, and focus groups.
 - Do you have the skills to design an appropriate data collection method?
 - Will you need to pilot the evaluation design?
 - Who will you collect the evaluation data from? The entire organisation's population, or just a sample?
 - How will you deal with the evaluation data that has been collected?
- Identify the project resources
 - Who will oversee/carry out the evaluation?
 - How much time is needed to collect the evaluation data?
 - What support is needed to make the evaluation work?
 - What is the budget to support the evaluation?
- Review the organisational context
 - Is there anything happening around the organisation that might influence the success of the intervention and/or the evaluation?
 - Have you established a communication strategy for the evaluation?
- Reflect on practice
 - Looking back, what can be learned about the evaluation that can inform future evaluations, this or other interventions, or continuous development?

FULL LIST OF TOOLKIT RESOURCES

Case studies

[Birmingham Children's Hospital NHS Foundation Trust](#)

[Bradford District Care NHS Foundation Trust](#)

[Buckinghamshire Healthcare NHS Trust](#)

[Camden and Islington NHS Foundation Trust](#)

[Chesterfield Royal Hospital NHS Foundation Trust](#)

[Guys and St Thomas' NHS Foundation Trust](#)

[Northumbria Healthcare NHS Foundation Trust](#)

[Nottingham University Hospitals NHS Trust](#)

[Oxleas NHS Foundation Trust](#)

[Royal Wolverhampton NHS Trust](#)

[Salisbury NHS Foundation Trust](#)

[Sandwell and West Birmingham Hospitals NHS Trust](#)

[Sandwell and West Birmingham Hospitals NHS Trust \(smoking cessation\)](#)

[South London and Maudsley NHS Foundation Trust](#)

[Tameside Hospital NHS Foundation Trust](#)

[The Royal Free London NHS Foundation Trust](#)

[The Walton Centre NHS Foundation Trust](#)

[West Midlands Ambulance Service NHS Trust](#)

[York Teaching Hospital NHS Foundation Trust](#)

Infographics

[Mental wellbeing](#)

[Long-term sickness infographic](#)

[Obesity and the impact on the NHS](#)

[The importance of physical activity for the NHS workforce](#)

[The impact of smoking](#)

Video

[Sally Gunnell OBE on the benefits of physical activity for NHS staff](#)

[Sally Gunnell OBE on why NHS organisations should support its staff to be physical active](#)

Guidance

[Managers' guide on supporting workplace mental wellbeing](#)

[Guidance on the prevention and management of stress in the workplace](#)

Web resources

[Calendar of national events and awareness days, weeks and months](#)

[Everything you need to know about sickness absence](#)



Contact us

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