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Which Principles of the NHS Constitution Apply? Please list from principles 1-7 which apply Principles 1 and 7		Which Staff Pledges of the NHS Constitution Apply? Please list from staff pledges 1-7 which apply Staff Pledges 1 and 4	
Does this document meet the requirements of the Equality Act 2010 in relation to Race, Religion and Belief, Age, Disability, Gender, Sexual Orientation, Gender Identity, Pregnancy & Maternity, Marriage and Civil Partnership, Carers, Human Rights and Social Economic Deprivation discrimination? Yes			
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BEHAVIOURAL STANDARDS FRAMEWORK

To help create a great place to work and a great place to be cared for, it is essential that our Trust policies, procedures and processes support our values and behaviours. This document, when used effectively, can help promote a workplace culture that values the contribution of everyone, shows support for staff as well as patients, recognises and celebrates the diversity of our staff, shows respect for everyone and ensures all our actions contribute to safe care and a safe working environment - all of which are principles of our Behavioural Standards Framework.

Behavioural Standards Framework – Expectations ‘at a glance’

Introduce yourself with #hello my name is... 	Value the contribution of everyone	Share learning with others
Be friendly and welcoming	Team working across all areas	Recognise diversity and celebrate this
Respect shown to everyone	Seek out and act on feedback	Ensure all our actions contribute to safe care and a safe working environment
Put patients at the centre of all we do	Be open and honest	For those who supervise / manage teams: ensure consistency and fairness in your approach
Show support to both staff and patients	Communicate effectively: listen to others and seek clarity when needed	Be proud of the role you do and how this contributes to patient care

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1. SUMMARY

Our Trust employs over 5,300 staff including a number of volunteers and contractors who work with us across our sites. As a Trust we have developed a number of strategic objectives concerning, Our Patients, People, Partnerships and Performance as part of a framework which is made up of our Vision and our Values.

- Our staff and volunteers are the ones who make a difference. They understand and share our Trusts values and this is reflected in the work of Flourish.

University Hospitals of Morecambe Bay NHS Foundation Trust is committed to making the Trust “a great place to be cared for; a great place to work” through the delivery of the highest possible standards of compassionate care and the very best patient and staff experience.

Our Key Values

Are compassion, dignity, respect and working in partnership with our staff, volunteers and partner organisations.

Our Vision

To be recognised as a health promoting Trust, one that makes an active contribution to promoting and improving the wider health and wellbeing of those with whom we come into contact.

Our Ambitions

We have identified three broad ambitions, reflecting the three groups of people with which we come into contact – our staff, our patients and the wider community. These ambitions will underpin our vision and be reflected in our annual work programmes.

- Every employee will be supported to improve their health and wellbeing and encouraged to act as a role model to their colleagues and the broader community.
- Every patient contact will count for promoting health and wellbeing.
- The wider community will also benefit through our involvement in the broader countywide health and wellbeing agenda.

2. PURPOSE

Our Objective is to further develop a highly skilled, motivated and engaged workforce which continually strives to improve patient care and trust performance.

- Every employee will be supported to maintain and improve their health and wellbeing and every employee will be expected to take responsible steps to improve their own health and wellbeing.

These sentiments are echoed in the “Five Year Forward View” of the NHS proposed by NHS Chief Executive Simon Stevens in October 2014¹ with some very clear direction in

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terms of the importance of workplace health generally and in particular, the ambassadorial role of NHS staff. Addressing this subject directly, Simon Stevens writes;

“We will also establish with NHS Employers new incentives to ensure the NHS as an employer sets a national example with the support it offers its own 13 million staff to stay healthy and serve as “health ambassadors” in their local communities.”

The Five Year Forward View poses the challenge facing our Trust and the NHS as a whole as illustrated in the two boxes below. This is a hugely important challenge and one we are prepared to accept. This Flourish strategy helps to illustrate how our Trust will meet this challenge.

Five Year Forward View

- ▶ “Getting serious about prevention”
- ▶ Hard hitting national action on obesity, smoking, alcohol and other major health risks
- ▶ Incentivising and supporting healthier behaviours
- ▶ Targeted prevention – primary and secondary
- ▶ Empowering patients and supporting people and communities to be actively involved in their own health – to stay healthy, assist in managing long term and other conditions
- ▶ Supporting NHS staff to stay healthy and serve as “ambassadors for health” in their communities
- ▶ New models of care dissolving traditional boundaries, working in partnership and engaging the whole community

National Facts

- ▶ Smoking remain the single biggest cause of preventable ill-health in the UK
- ▶ The average consumption of alcohol by adults in the UK is 10% higher than the EU average. In 2010 alcohol use was the third leading risk factor contributing to the global burden of disease after high blood pressure and tobacco smoking
- ▶ There has been a marked increase in rates of obesity over the last ten years – around a quarter of both men and women nationally are classed as obese and almost half of these have high blood pressure
- ▶ Mental and behavioural disorders (22%) and muscular skeletal (MSK) disorders (31%) account for over half of all years lived with disability in the UK
- ▶ Long term health conditions now consume 70% of the NHS budget

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3. SCOPE

The entire workforce of this Trust which includes volunteers and directly employed staff.

4. STRATEGY

4.1 Components of Flourish

This strategy has been developed by our Flourish Steering Group which includes representation from staff side groups.

In simple terms, it sets out what we, as individual employees, can expect from our employer, University Hospitals of Morecambe Bay NHS Foundation Trust and what, in return is expected of us.

Our Flourish campaign has four components:

- Move More :** which raises the awareness of the positive impact that physical activity has to an individual's health encouraging them to participate in activities.
- Be Mindful :** raising the awareness of mental health issues and strategies and approaches to reducing stress.
- Nourish :** encouraging healthy eating and raising awareness of the benefits of a healthy balanced diet.
- Healthy Heart :** continue to nurture and develop our staff motivation and enthusiasm for Flourish



move more



be mindful



nourish yourself



healthy heart

4.2 Staff Health and Wellbeing – Key External Policy Documents

The importance of staff health and well-being is underlined in a number of key policy documents as illustrated below:

World Health Organisations (WHO) definition of Health

“Health is a state of complete physical, mental and social well-being and not merely the

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absence of disease or infirmity.”²

Alliance Institute for Integrative Medicine

“We view wellness as much more than just a state of physical health. It also encompasses emotional stability, clear thinking, the ability to love, create, embrace change, exercise intuition and experience a continuing sense of spirituality.”³

National Wellness Institute

Wellness is an active process of becoming aware of and making choices towards a more successful existence.⁴

Wellness is multi-dimensional, encompassing the following six dimensions;

- Social
- Occupational
- Spiritual
- Physical
- Intellectual
- Emotional

The four areas of our ongoing Flourish campaign, Move More, Be Mindful, Nourish yourself and healthy heart assist to reinforce the idea that the mind, body, spirit and community are all interrelated and interdependent:

4.3 The Compelling Case for Action

Our Responsibilities

Our responsibilities for the health and wellbeing of our staff extends far beyond a core responsibility to provide a safe working environment. We seek to be an excellent employer an “employer of choice” within the NHS and we recognise the concept of “good work” – work which is healthy and safe and offers the individual some influence over how the work is done and as a consequence, an increasing sense of self-worth.

In addition to these outcomes, which in themselves are positive for staff, there is also a significant impact on the care that we are able to offer our patients.

The link between a healthy workforce and positive outcomes for patients is well documented. A number of significant public figures have produced the evidence base which encourages organisations to go beyond the core health and safety perspective described about, to positive health promotion. Notable contributors include Dame Carol Black, Working for a Healthier Tomorrow (2008)⁵, Lord Darzi, High Quality Care for All (2009)⁶ and Dr Steve Boorman, NHS Health and Wellbeing (2009)⁷

All of the above make very clear the link between improved staff health and wellbeing and improved patient care. This was further enshrined within the NHS Constitution (2009)⁸ with the pledge to staff that organisations would “provide support and opportunities for staff to maintain their health, wellbeing and safety.”

It is really important that we are open and honest with staff about the mutual benefits that arise from a staff health and wellbeing strategy.

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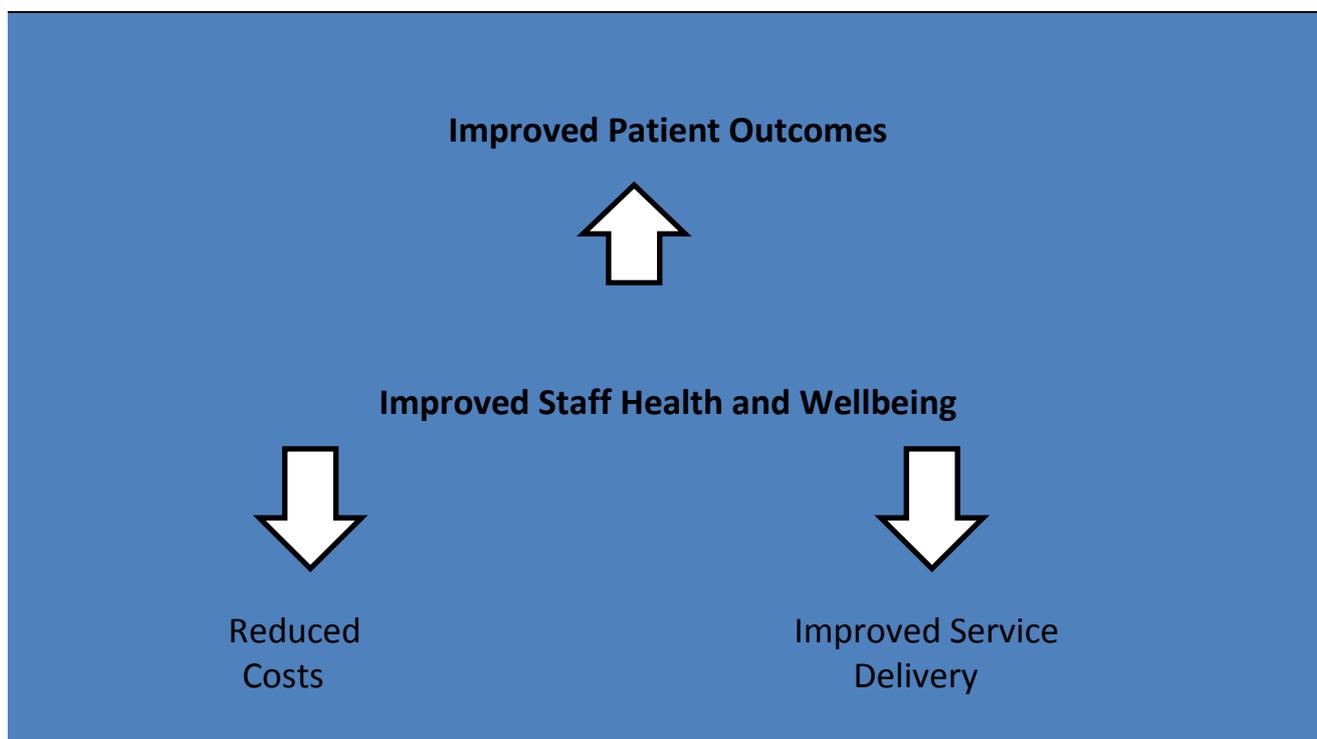
As part of this honesty about the mutual benefits, there is the compelling economic argument for improving the health and wellbeing of our staff. It is estimated currently that something like 92,000 full-time equivalent days are lost to the Trust annually. This is equivalent to losing 383 full-time staff with an annual cost of up to £10 million, at a time when effective management of resources, whether staff or costs, is a top priority.

It is estimated that if through effective promotion of staff health and wellbeing we reduce our current absence rates from 3.75% to the Department of Health target of 3%, the net financial gain to the Trust would be in excess of £1m, which in turn which could be used for reinvestment of services.

Whilst managing absenteeism is a crucial component of any staff health and wellbeing strategy, it must not be and is not, the main thrust. Staff turning up to work when they clearly shouldn't, "presenteeism" is believed to cost the NHS even more than absenteeism as it inevitably leads to conditions not being treated at the appropriate point with potential for longer term conditions to develop.

Our approach therefore in developing this strategy is less around enforcement of policies, and more about the empowerment of our staff and volunteers to take a greater interest in their own health and wellbeing and providing the opportunities for them to do so.

This will include an equal focus on mental health and wellbeing. In recognition of this being an increasing issue both nationally and locally, we will be mindful about the distinctions between work-related issues and non-work-related issues, but will focus on ensuing appropriate signposting of managers and staff to appropriate resources and in particular, attempting to remove the stigma associated with such conditions.



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4.4 How the Wellbeing of our Workforce affects Patient Experience of Care

In May 2013, a report entitled “Does NHS staff wellbeing affect patient experience of care?”⁹ stated that while it may be reasonable to presume patients receive better care from staff who feel happier in their work, in the past little had been known about the strength or possible impact of associations between staff wellbeing and patient outcomes including their experiences of the care provided.

This study demonstrated that individual wellbeing is an antecedent, rather than a consequence of patient care performance. This is, if staff wellbeing at work is good, it is likely that staff will perform better in their jobs.

The study demonstrated the importance of investing in and supporting individual staff wellbeing at work, to enable staff to deliver high quality patient care. In addition, it highlighted the importance of investing in the local work climate and the wider organisation to support staff wellbeing and patient care performance through:

- Good team leadership – team leaders have a critical role in setting values, behaviours and attitudes to support the delivery of patient-centred care. Supportive leadership and supervision needs to be in place.
- Supportive teams – attention needs to be given to the nature and quality of the team environment.
- Monitoring staff absence – high sickness absence may be indicative of a poor local work climate and organisational and wider contextual issues. Sickness absence levels should be seen as a barometer of wellbeing issues that affect the quality of patient care.
- Resourcing occupational health departments – to work together with workforce and organisational development departments to view staff experience, such as staff absences, as an organisational issue rather than an individual issue. Thus rather than tackling high levels in a reactive and punitive way, staff wellbeing is proactively managed and supported in organisations to ensure quality.
- Organisational good governance practice; staff wellbeing – a strategic approach to improving staff wellbeing is likely to have a positive impact upon patient care and experience. Examples are a Board Executive champion for staff health.

4.5 Taking our Staff Health and Wellbeing forward

We are using the five key strategies set out in the “NHS Health and Wellbeing” (Boorman 2009)⁷ to underpin our approach:

- Ensuring senior level ownership of health and wellbeing
- Investigate, understand and target local needs and underlying influences

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- Map all health and wellbeing services
- Involve staff in identifying and designing appropriate interventions
- Learning from good practice

In turn these key strategies will be supported by 5 “high impact” interventions recommended in the report by NHS Employers in April 2014, “Reducing Sickness Absence in the NHS Using Evidence Based Strategies.”¹⁰

- Developing local, evidenced based improvement plans
- Strong visible leadership
- Improved management capacity
- Access to local, high-quality, accredited occupational health services
- Encouragement and enablement of staff to take personal responsibility.

Clearly this will incorporate the “strong visible leadership” referred to in the Boorman 2009 report. We will build on existing activity which includes;

A Trust Flourish Staff Health and Wellbeing Steering Group chaired by the Medical Director oversees the development and ongoing delivery of the staff health and wellbeing agenda. This group provides assurance of progress to the Trust Workforce Assurance Board.

The Executive Director of Workforce and Organisational Development sits on the Workforce Assurance Committee (WOAC) and the Joint Staff Side Chair sits on both the Flourish Steering Group and the WOAC. The presence of, and ownership by, senior management including staff side colleagues of this agenda is designed to not only raise the profile of health and wellbeing issues within our Trust, but more importantly to drive positive change and solutions.

This strategy is closely aligned to and supports our Trust’s Employee Health and Wellbeing Plan, which also complements the Trust’s vision and values. The core principals of these two documents complement the Better Care Together Strategy and the related investment for staff health and wellbeing.

4.6 Developing a Healthy Workplace

NHS Employers define a healthy workplace in “The Healthy workplace handbook”¹¹ as:

- A place where health risks are recognised and controlled if they cannot be removed
- A place where work design is compatible with people’s health needs and limitations
- An environment that supports the promotion of healthy lifestyles
- A place where employees and employers recognise their responsibilities for their

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health and the health of colleagues

4.6.1 Strategic Approach

Through this strategy and action plan we will embed our wellbeing mission to create a healthy, happy and safe working environment by utilising:

- Reactive activity (that will help to support those with ill-health to return to work as soon as possible)
- Preventative activity – to reduce ill-health and improve wellbeing through quality work and management practice
- Evaluative activity that will help monitor progress.

The Trust has outlined in its Better Care Together Strategy its investment in our staff from a Health and Wellbeing perspective:

“We want to develop a flexible, highly skilled, motivated and engaged workforce.

We will continue to develop our approach to supporting employee health and wellbeing, rewarding good attendance and promoting personal responsibility.

Some of our staff, like those in the wider community, have long-term medical conditions and we want to improve how we support and look after them.”

4.6.2 Organisational Culture

Board level support and commitment underpins the Flourish Staff Health and Wellbeing Strategy and action plan and forms an integral part to the day to day operational delivery in the teams. This practical support will assist to drive this strategy and role model good management practice ensuring two way communication which is vital to the meaning and success of achieving our workforce wellbeing mission to create a healthy, happy and safe working environment for our staff.

Day-to-day management behaviours form the foundation of our workplace culture as outlined within the Trust’s Values. The behaviours and attitudes of staff towards their work are vitally important as part of a two-way process for improving health and wellbeing. There is evidence to suggest that being at work should add value to people’s lives in terms of a sense of purpose and being in daily contact with others. Being away from work can lead to a sense of worthlessness and poor mental and physical health (*G.Waddell, A.K. Burton: Work is Good for You, 2006*)¹². However, staff being in control of how much time is spent at work and how this is balanced with other priorities in their life is the important factor. This balance will be different for each individual and where staff have appropriate work demands and a degree of control over the work, will be where there are the best outcomes for staff, patients and the Trust. (*D. Coats, R. Lekhi, Good Work: Job quality in a changing economy, 2008*)¹³.

The value of looking after the workforce by promoting health and wellbeing will come naturally for some. However, for others additional information and support through training and development will be required. This will be supported through the Trust’s Leadership

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and Management Development Framework. Leaders and managers at all levels will be the role models for positive leadership behaviours and enabling a culture of wellbeing management which can cascade throughout our Trust, setting high but realistic expectations of staff. This approach will help influence our organisational culture which will firmly put health and wellbeing of the workforce as a high priority where staff can achieve a healthy work-life balance.

We are working to create a healthy, happy and rewarding working environment that promotes and supports:



Fundamental to the delivery of this is our approach to employee health and wellbeing. We believe that staff who are healthy, engaged and safe will consistently deliver high-quality patient care and ensure that we will achieve our aim of 'a great place to be cared for; a great place to work'.

4.7 Measuring Success

This is a long-term strategy to improve and maintain the health and wellbeing of all those who work in our Trust. It is important therefore to recognise that whilst there are some aspects of improved health and wellbeing that can be measured in the short term, of greater importance is consistent and constant improvement.

There are a number of tangible measurements that we will consider immediately which are already built into the Trust's annual objectives agreed with the Department of Health to reduce sickness absence to below 3%.

There are a number of questions within the annual staff survey specifically dedicated to health and targeting improvements on these will be crucial.

Other metrics to be considered include numbers of staff who refer themselves to stop smoking services as well as the number of those joining clubs/societies promoting health.

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In addition we are seeking feedback from those colleagues who are leaving us via the exit interviews as well as new starters to enable us to set benchmarks and measure progress.

A number of metrics are also being explored in support of evaluating the impact of the four phases of our Flourish staff health and wellbeing campaign.

To consolidate all of these ideas, the Flourish Steering Group will agree and publish an annual work plan to be shared with the Trust Board and internal stakeholders. In the first year this will include actions that have supported the launch of Flourish and the underpinning themes of Move More, Nourish, Be Mindful and Healthy Heart.

“It is health that is the real wealth not pieces of gold or silver”, Mahatma Gandhi

4.8 Our Future Objectives

- Develop a compelling campaign built around the four elements of Flourish each year to improve the health and wellbeing of our staff, including our responsibilities under the Public Health Responsibility Deal¹⁴ at work and the Time to Change campaign¹⁵.
- Follow a nationally recognised accreditation staff health and wellbeing programme in support of providing an evidence-based approach to the work we deliver.
- De-stigmatise issues surrounding mental health by providing training to staff which will help them to identify issues in themselves and others and signposts to appropriate services.
- Develop further a sense of community amongst those working in the Trust.
- Use all our data sources including reasons for sickness, staff health needs assessment and our national staff survey to design interventions to improve the health and wellbeing of our staff.
- Ensure our staff are able to access appropriate clinical care which will enable them to return to their duties at the earliest opportunity.
- Promote and publicise our Flourish campaign ensuring that staff are aware of all of the opportunities to maintain and improve their health and are encouraged to act as role models to their colleagues and to the broader community.

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5. ATTACHMENTS	
Number	Title
1	Equality & Diversity Impact Assessment Tool

6. OTHER RELEVANT / ASSOCIATED DOCUMENTS	
Unique Identifier	Title and web links from the document library

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7. SUPPORTING REFERENCES / EVIDENCE BASED DOCUMENTS	
References in full	
Number	References
1	Five Year Forward View”, NHS England, October 2014 (accessed 30/08/2017) https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf
2	World Health Organisation, “What is the WHO definition of health?” (accessed 30/08/2017) http://www.who.int/suggestions/faq/en/
3	Alliance Institute for Integrative Medicine, “Our Mission” (accessed 30/08/2017) http://myhealingpartner.com/about-us/alliance-integrative-medicine/
4	National Wellness Institute, “Definition of Wellness” (accessed 30/08/2017) http://www.nationalwellness.org/?page=Six_Dimensions
5	Dame Carol Black, Working for a Healthier Tomorrow (2008) (accessed 30/08/2017) https://www.gov.uk/government/publications/working-for-a-healthier-tomorrow-work-and-health-in-britain
6	Lord Darzi, “High quality care for all: NHS Next Stage Review final report” (2008) (accessed 30/08/2017) https://www.gov.uk/government/publications/high-quality-care-for-all-nhs-next-stage-review-final-report
7	Dr Steve Boorman, NHS Health and Wellbeing Review (2009) (accessed 30/08/2017) http://webarchive.nationalarchives.gov.uk/20130103004910/http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_108799
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9	King’s College London, Policy+, Issue 39 (May 2013) (accessed 30/08/2017) https://www.kcl.ac.uk/nursing/research/nru/policy/Currentissue/Policy-Plus--Issue-39.pdf
10	NHS Employers, “Reducing Sickness Absence in the NHS Using Evidence Based Strategies”, April 2014 (accessed 30/08/2017) http://www.nhsemployers.org/~media/Employers/Publications/Reducing%20sickness%20absence%20in%20the%20NHS.pdf
11	NHS Employers Healthy Workplace Team, “The Healthy Workplaces Handbook: The NHS Reference Guide to Staff Well-being” (2007)
12	G.Waddell, A.K. Burton: “Work is Good for You”, 2006 (accessed 30/08/2017) https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/214326/hwwb-is-work-good-for-you.pdf
13	D. Coats, R. Lekhi, “Good Work: Job quality in a changing economy” (2008)
14	Department of Health, “Public Health Responsibility Deal” (2011) (accessed 30/08/2017) https://responsibilitydeal.dh.gov.uk/health-at-work-pledges/
15	Time to Change Campaign: https://www.time-to-change.org.uk/

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8. DEFINITIONS / GLOSSARY OF TERMS	
Abbreviation or Term	Definition

9. CONSULTATION WITH STAFF AND PATIENTS		
Enter the names and job titles of staff and stakeholders that have contributed to the document		
Name	Job Title	Date Consulted

10. DISTRIBUTION PLAN	
Dissemination lead:	Marie Spencer
Previous document already being used?	No
If yes, in what format and where?	
Proposed action to retrieve out-of-date copies of the document:	
To be disseminated to:	
Document Library	
Proposed actions to communicate the document contents to staff:	Include in the UHMB Friday Corporate Communications Roundup – New documents uploaded to the Document Library

11. TRAINING		
Is training required to be given due to the introduction of this policy? *Yes / No * Please delete as required		
Action by	Action required	Implementation Date

12. AMENDMENT HISTORY				
Version No.	Date of Issue	Page/Selection Changed	Description of Change	Review Date
1.1	10/10/2017	Page 3	BSF page added	01/01/2020

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Appendix 1: Equality & Diversity Impact Assessment Tool

Equality Impact Assessment Form

Department/Function	Corporate			
Lead Assessor	Marie Spencer			
What is being assessed?	Flourish: Staff Health and Wellbeing Strategy 2016-2019			
Date of assessment	30/08/2017			
What groups have you consulted with? Include details of involvement in the Equality Impact Assessment process.	Equality of Access to Health Group	<input type="checkbox"/>	Staff Side Colleagues	<input type="checkbox"/>
	Service Users	<input type="checkbox"/>	Staff Inclusion Network/s	<input type="checkbox"/>
	Personal Fair Diverse Champions	<input type="checkbox"/>	Other (Inc. external orgs)	<input type="checkbox"/>
	Please give details:			

1) What is the impact on the following equality groups?		
Positive:	Negative:	Neutral:
<ul style="list-style-type: none"> ➤ Advance Equality of opportunity ➤ Foster good relations between different groups ➤ Address explicit needs of Equality target groups 	<ul style="list-style-type: none"> ➤ Unlawful discrimination, harassment and victimisation ➤ Failure to address explicit needs of Equality target groups 	<ul style="list-style-type: none"> ➤ It is quite acceptable for the assessment to come out as Neutral Impact. ➤ Be sure you can justify this decision with clear reasons and evidence if you are challenged
Equality Groups	Impact (Positive / Negative / Neutral)	Comments
		<ul style="list-style-type: none"> ➤ Provide brief description of the positive / negative impact identified benefits to the equality group. ➤ Is any impact identified intended or legal?
Race (All ethnic groups)	Neutral	
Disability (Including physical and mental impairments)	Neutral	
Sex	Neutral	
Gender reassignment	Neutral	
Religion or Belief	Neutral	
Sexual orientation	Neutral	
Age	Neutral	
Marriage and Civil Partnership	Neutral	
Pregnancy and maternity	Neutral	
Other (e.g. caring, human rights)	Neutral	

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2) In what ways does any impact identified contribute to or hinder promoting equality and diversity across the organisation?	
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<p>3) If your assessment identifies a negative impact on Equality Groups you must develop an action plan to avoid discrimination and ensure opportunities for promoting equality diversity and inclusion are maximised.</p> <ul style="list-style-type: none"> ➤ This should include where it has been identified that further work will be undertaken to further explore the impact on equality groups ➤ This should be reviewed annually.
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Action Plan Summary

Action	Lead	Timescale

This form will be automatically submitted for review for Policies and Procedures once approved by Policy Group. For all other assessments, please return an electronic copy to EIA.forms@mbht.nhs.uk once completed.

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