

BOARD PAPER - NHS ENGLAND

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<p>Title:</p> <p>Update on the NHS Healthy Workforce programme</p>
<p>Lead Directors:</p> <p>Ian Dodge, National Director for Commissioning Strategy (for the overall programme) Karen Wheeler, National Director for Transformation and Corporate Operations (for NHS England staff offer)</p>
<p>Purpose of Paper:</p> <ul style="list-style-type: none">• To update the Board on progress made by the NHS Healthy Workforce programme and how NHS England is setting an example of what the NHS can do to improve staff health and wellbeing.
<p>The Board is invited to:</p> <ul style="list-style-type: none">• To note the offer being provided for NHS England staff, and to invite Karen Wheeler to report on progress in autumn 2016 and spring 2017.

Update on the NHS Healthy Workforce Programme

NHS England Board – 26 May 2016

CONTEXT

1. The Five Year Forward View set out our ambition for ‘the NHS as an employer [to set] a national example in the support it offers its own staff to stay healthy’. We launched our Healthy Workforce programme last September.
2. Twelve organisations, employing over 70,000 staff, agreed to lead implementation. They committed to develop an organisational culture which promotes health and wellbeing (by securing board and clinical leadership, training line managers, and improving their food offer) and provide a tailored range of initiatives for staff (including mental health and physiotherapy services, offering the NHS Health Check to staff over 40, and promoting physical activity). This will be evaluated and, if successful, could be adopted by all NHS employers.
3. We updated the Board in September on the launch. This paper sets out our progress since then and our plans for 2016/17, including further strengthening our offer to NHS England staff.

PROGRESS

4. Since September the NHS Healthy Workforce programme has made progress across a number of areas:
 - **Local delivery:** we have agreed plans with the leadership teams of twelve organisations (including NHS England) to fully deliver the offer in 2016. All organisations are also investing additional financial resources, matched by NHS England funding. The exact measures vary depending on the local context but, as examples, we expect that over 10,000 staff will have an NHS Health Check at work and 3,500 will benefit from physiotherapy services. We continue to work nationally to strengthen the offer – for example, through partnerships with Weight Watchers and Headspace (a mindfulness app).
 - **Introducing a financial incentive to support health and wellbeing:** A new Commissioning for Quality and Innovation (CQUIN) payment provides a direct financial incentive for Trusts to invest in the health and wellbeing of their staff for the first time. Since April, 0.75% of Trusts contracts with CCGs are dependent on them:
 - introducing evidence-based initiatives to improve the health of their workforce (including offering more mental health and physiotherapy services to tackle the two biggest causes of sickness absence);
 - implementing four specific measures to offer healthier food and drink options on their premises; and
 - increasing uptake of the flu vaccination for clinical staff.We estimate that providers will be able to earn £450m by fully implementing these measures.
 - **National action on healthy food:** We are working with four hospitals to trial an ‘NHS sugar tax’ on their premises from the summer. We have begun trials to apply to the latest behavioural science insights to encourage staff to make healthy food choices. We have convened a group of the major food suppliers to the NHS, and are working with them to encourage them to make it easier for patients, staff and visitors to make healthy food choices.

- **Evaluation:** We are working with RAND Europe to develop and deliver a bespoke health and wellbeing survey for our 12 pilot organisations and a matched control group, which will provide a baseline for our work. We are introducing new questions in future NHS staff surveys which will allow us to track our progress. We will shortly select a contractor for a wider evaluation of the programme.
5. We continue to work closely with Public Health England and NHS Employers as well as Dame Carol Black, Chair of the Nuffield Trust and a government advisor on health and work. We have established an Advisory Board which Dame Carol chairs.
 6. Building on the progress to date, our priorities for 2016/17 are to:
 - i. Develop a **new primary care offer**, building on the General Practice Forward View commitment to mental health and occupational health support for GPs. Whilst we feel much of our offer is transferrable to primary care, parts will need to be adapted to account for different settings (particularly the small scale of many practices) and needs.
 - ii. Ensure the **CQUIN leads to real improvements in staff health and wellbeing**. The first stage in this was publishing a 'how to' guide for Trusts to improve their offer to staff. We will offer support to providers, including linking them to our pilot sites so they can learn from their experience.
 - iii. Continue to improve **hospitals' food offer** by testing the sugar tax and working closely with food suppliers.
 - iv. Carry out a **full evaluation** of the programme, looking at the impact the programme has had on staff and organisations
 - v. Use what we learn from our programme to **encourage action by employers in other sectors**; and
 - vi. Support the **implementation of a strong offer for NHS England staff**. The rest of this paper focuses on this offer.

NHS ENGLAND OFFER FOR OUR STAFF

7. Improving the health and wellbeing of our own staff has been and remains a priority for NHS England since its formation. The National Director: Transformation and Corporate Operations is the Board champion for the health and wellbeing of our staff. Dame Moira Gibb, Non-Executive Member, also has a broader role as Board Champion for NHS England staff.
8. Since 2013, we have built various support mechanisms and offers to encourage our staff to positively improve their physical and mental wellbeing, both at work and personally.

Mental health

9. We will continue to increase our staff's understanding of how best to support colleagues with mental health problems by increasing our mental health first aider (MHFA) network from 300 to 600 qualified MHFAs by March 2016. Training will be delivered using our internal qualified instructors.
10. An enhanced and expanded Employee Assistance Programme will assist staff with personal or work problems that may adversely affect their health, wellbeing or job performance. The extended programme will include access to mediation; and greater provision of face-to-face counselling sessions, along with accessible guidance for line managers to support their staff more effectively.
11. All NHS England staff will be able to obtain a 12 month subscription a guided mindfulness programme which is delivered either online or via a data app.

Physiotherapy

12. We will provide staff access to Physiotherapy Advice Line, a telephone self-referral and triage system which provides rapid access to physiotherapy care. This system offers tailored services including brief advice, online video consultations and clinic treatments for those requiring physical treatment.

NHS Health Check

13. In March 2016, we successfully trialled NHS Health Checks within NHS England. We will expand this offer throughout 2016/17, and aim that a quarter of the 3,200 eligible staff will take this up over the year.

Flu vaccinations

14. In 2013, NHS England introduced an e-voucher system for staff to obtain flu vaccinations. This year, we will complement this with onsite vaccination clinics. This blended approach is with the aim of increasing flu vaccination uptake by NHS England staff.

Healthy eating

15. Whilst NHS England itself is not subject to the CQUIN criteria, we will equally apply this rigour internally. By the end of 2016, we will no longer sell sugar sweetened beverages on NHS England premises; and we will implement behavioural insights into our catering premises to help staff make healthy choices.

Physical activity

16. Building on our previous successful campaigns such as 'Summer of Sport' and 'Fit for '15' we will encourage teams to take part in the Workplace Challenge, to see how far they can travel around the virtual world. We continue to support the cycle 2 work scheme, which 140 staff used in 2015/16. We are working with Weight Watchers and will make 400 places available to staff to access their weight management course at locations which are convenient for them. The approach is based on educating and motivating people to change behaviours to eat more healthily and increase physical activity.

Workplace Wellbeing Challenge

17. NHS England, as an employer, will achieve the "Excellent" standard set by the Workplace Wellbeing by 2017. Our progress will be moderated against a set of nationally agreed criteria.
18. We have actively promoted and will continue to utilise Public Health England's 'One You' campaign marketing resources during 2016/17 to support our internal activities.

RECOMMENDATION

19. The Board is requested to note and be assured by the progress being made in support of the wellbeing of the NHS Workforce and in regard to NHS England's own staff.