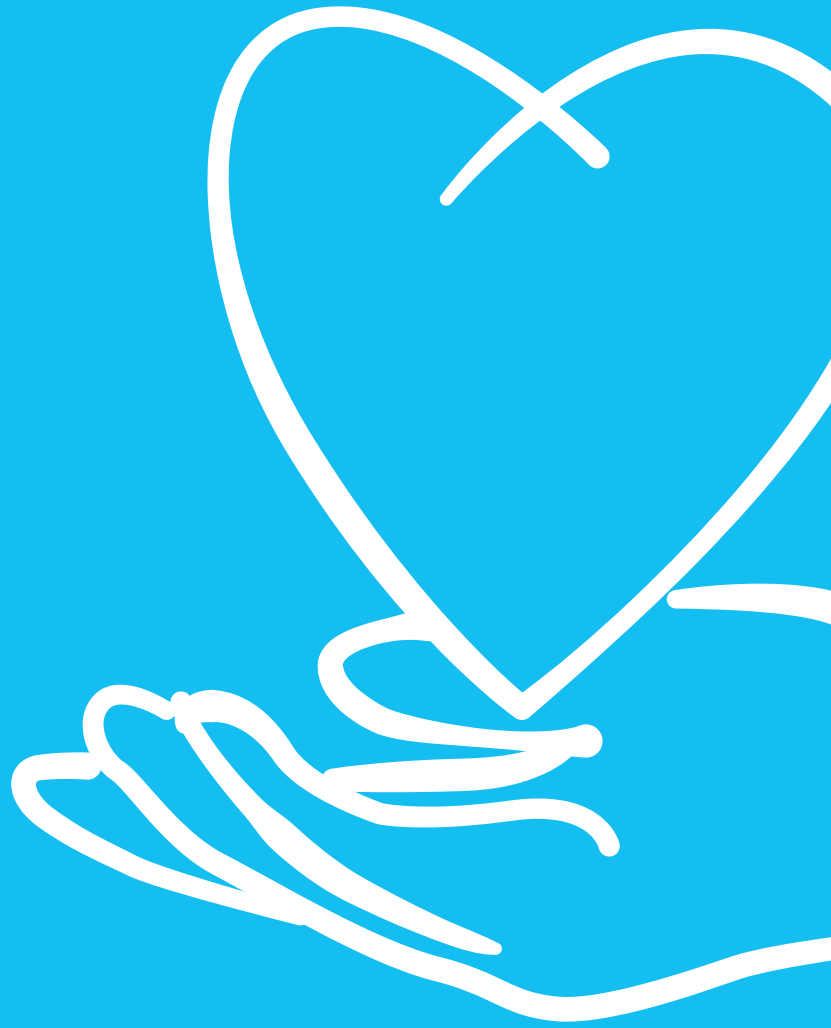




**NHS**

Great Ormond Street  
Hospital for Children  
NHS Foundation Trust



# Mind, Body and Spirit

## Our Health and Wellbeing Framework 2020–2022

Making GOSH a great place to work

# Contents

<b>FOREWORD</b>	<b>3</b>
<b>1. INTRODUCTION AND PURPOSE</b>	<b>4</b>
<b>2. PRIORITIES AND BELIEFS</b>	<b>5</b>
<b>3. DRIVERS FOR CHANGE</b>	<b>5</b>
<b>4. OUR PEOPLE AND PROCESSES TODAY</b>	<b>8</b>
<b>5. BUILDING ON GOOD PRACTICE</b>	<b>9</b>
<b>6. OUR HEALTH AND WELLBEING PRIORITIES AND PROGRAMME OF WORK</b>	<b>10</b>
<b>7. MEASURING AND MONITORING SUCCESS</b>	<b>15</b>
<b>REFERENCES</b>	<b>18</b>

## Foreword

GOSH is an inspiring but also challenging place to work. Working with seriously ill children and their families, many of whom have complex conditions and uncertain futures is physically and emotionally demanding. Having safe places, spaces and people to go to, where and when we need them has always been important and perhaps now more than ever.

During the pandemic our staff have been amazing. They have been flexible, creative, innovative and supportive of each other, despite high levels of anxiety. They have worked at pace, rolling out and accommodating new services for patients and families, and have adapted to new ways of working with colleagues, continuing to deliver high standards of patient care and maintaining essential support services, in what has been a constantly changing, uncertain and at times, distressing environment. The impact of sickness and the sad loss of family, friends and colleagues has definitely taken its toll.

Responding to COVID-19 has reinforced our responsibility as an organisation to really focus and enhance the support we offer. This framework is part of our commitment to make GOSH a great place to work, where everyone feels cared for and cared about. At its heart is a desire to support people to be healthy in mind and body and to feel safe, secure and connected. Whether you're directly employed by GOSH, a contractor, volunteer or temporary staff member, your role is vital to the successful running of our hospital and we want to support you to be able to do that and feel part of the GOSH community.

In the past we haven't always prioritised individual health and wellbeing as much as we should have. Through this framework we want to create an environment where people feel safe to have open conversations about health and wellbeing, to reach out to each other, and know that it's ok, not to be ok. We want to support our managers to think more broadly about what being ok at work could be and could mean for individuals, as well as teams and themselves, so we can offer the right support when it's needed.

Hospitals run on team work and collective contributions and focusing on building that connection is incredibly important, particularly now as we work in different ways and increasingly in different places, whether that's at home or on site. Feeling part of the community, feeling part of something bigger than just us and just our teams, is really important. Individuals and teams that feel connected are happier and more productive. Connected organisations work better.

So, we want everyone to feel that at GOSH we take a genuine interest in the whole person – who you are and how you are – and that as an organisation, GOSH will prioritise your health and wellbeing as an essential part of how we work.



Caroline Anderson  
Director of HR & OD

**Our people are the head, the heart, the hands and the face of Great Ormond Street Hospital (GOSH). They make us who we are and allow us to do extraordinary things. We value and respect them individually and collectively for who they are, as well as what they do. As a Trust we are committed to ensuring all our people are well led and well managed, but also, supported, developed and empowered to be, and do, their best.**

People Strategy  
2019-22

## 1. Introduction and Purpose

Here at GOSH, every member of staff should feel cared for and cared about. They should be supported to be healthy in mind and body, feel safe and secure while working – whether on site or at home – and feel part of the GOSH community. That’s what this framework is all about.

Responding to the COVID-19 crisis has been an incredible collective endeavour. But the pressure on individuals, at work and at home, has been immense. Never has compassionate and inclusive leadership been more important. Never has there been such need for wellbeing and support services to keep people healthy, well, engaged, supported, motivated, and safe.

GOSH rose to the challenge of the pandemic with a positive culture and a wealth of new initiatives to support wellbeing (see page 7). Now it’s time to embed those initiatives and deliver on the commitment set out in our [People Strategy](#) – to provide a more holistic approach to managing health and wellbeing across the organisation.

**“Working with seriously ill children and their families, many of whom have complex conditions and uncertain futures, is physically and emotionally challenging. It places huge demands on our staff day in and day out. While there are a wide range of support arrangements in place for staff, they have been introduced over time and are therefore uncoordinated and sometimes difficult to navigate. The situation is further exacerbated by a lack of organisational infrastructure, and strategies which promote trust, respect, inclusion and health and wellbeing.**

People Strategy 2019-22

This Health and Wellbeing Framework covers the period from September 2020 to December 2022. Oversight of delivery will be overseen by a new staff forum, with formal assurance provided through the People and Education Assurance Committee, and a mid-year and annual review report. The implementation plan will be reviewed alongside our new Diversity and Inclusion Framework.

It will be delivered by the Trust and supported by both NHS funding and charitable donations from the GOSH Children’s Charity, without whose generous support many of the health and wellbeing services needed to support staff simply could not happen.

The first year’s activity will focus on reviewing existing health and wellbeing services to ensure they are connected, integrated and accessible. We will roll out enhanced support services to staff, including counselling, coaching and revised Occupational Health services. We will also establish a Health and Wellbeing Steering Group to co-design health and wellbeing interventions. In the second year, we will build on external partnerships and develop capacity and capability internally, implementing a different way of working which embeds health and wellbeing into our DNA.

At the end of 2022, we will review progress against the Framework and revisit our vision for the future to ensure that it aligns with the People Strategy and Above and Beyond, the organisation’s overarching strategy which takes us to 2025.

Board and Executive involvement in this framework will ensure a ‘Board-to-ward’ approach and we will learn from the best practice of our partner organisations at a local, regional, national and international level. Our approach will be cohesive and consistent to bring together a range of mutually reinforcing initiatives, new and existing, that support health and wellbeing in the widest sense.

This framework has been developed through consultation with GOSH staff and their representatives. In particular, the engagement and feedback from members of our Health and Wellbeing Steering Group have been key.

## 2. Priorities and Beliefs

We have identified three key areas of focus for health and wellbeing:

1. **Our Mind:** focusing on mental health and wider wellbeing
2. **Our Body:** focusing on our physical health while working, whether at home or on site
3. **Our Spirit:** focusing on safe travel to and from sites; safety and security while we are working; and focusing on the GOSH community and how we work together as #OneTeam.

Our approach to, and programme of work in each of these areas is described in section 6.

Our work will be based on **five core beliefs** about health and wellbeing:

1. That staff health and wellbeing and sense of belonging have a positive impact on patient experience and patient outcomes
2. That staff who feel cared for and cared about, will be able to deliver high quality services
3. That individual staff have different risks and different needs for health and wellbeing support, so resources should be tailored to meet those needs
4. That managers play a vital part in identifying and discussing aspects of health and wellbeing ,both in the moment and at structured touch points
5. That the impact of health and wellbeing interventions should be measured by using both quantitative (sickness absence, staff survey results) and qualitative (listening events, themes) data.

## 3. Drivers for Change

### 3.1 Above and Beyond – a strategy for GOSH

Wellbeing is at the heart of our first priority in the Trust's five-year strategy, Above and Beyond.

In this the Trust commits to **making GOSH a great place to work by investing in the wellbeing and development of our people**. It states that, as a GOSH community, we must value and respect each other, work together as one team, and put in place the support, education and development opportunities to help us be at our best, every day.

### 3.2 Our People Strategy

In November 2019 we launched our new People Strategy. We set out a three-year plan to create an inclusive organisation where our people are valued for who they are, as well as what they do. Through our People Strategy we will look at our most urgent workforce issues; ensure clear, shared expectations to help our people learn and thrive; and develop the skills we need to respond to a changing NHS – embracing new ways of working at GOSH and beyond.

This **Health and Wellbeing Framework (H&WB)** will sit alongside a new **Diversity and Inclusion Framework (D&I)**. Together they will provide the foundations to reinforce the commitments set out in our People Strategy, creating the environment and a work programme to ensure they are delivered and, in doing so, help us meet the expectations set out in the NHS People Plan (see section 3.5).

### 3.3 NHS Workforce Health and Wellbeing Framework (2018)

This framework provided a guide for organisations in developing and improving their staff support programmes and activities. It listed leadership and management, data and communication, and a

healthy working environment as organisational enablers, and mental health, musculoskeletal (MSK) health and healthy lifestyles as health interventions.

### 3.4 The NHS Long Term Plan (2019-2029)

This brought together learning about staff health and wellbeing from the previous ten years and made a commitment to make the NHS a consistently great place to work.

**“We will seek to shape a modern employment culture for the NHS – promoting flexibility, wellbeing and career development, and redoubling our efforts to address discrimination, violence, bullying and harassment.”**

### 3.5 The NHS People Plan (August 2020)

The People plan for 2020/21 ‘*We are the NHS – action for us all*’ was published in August 2020.

The Plan sets out what the people of the NHS can expect – from their leaders and from each other – for the rest of 2020 and into 2021. It sets out actions to support transformation across the whole NHS. It states how much we must all ‘*continue to look after each other and foster a culture of inclusion and belonging, as well as action to grow our workforce, train our people, and work together differently to deliver patient care*’.

It recognises that ‘*our NHS people have been under increasing pressure since the response to COVID-19 began, and there will be further challenges ahead. Workload remains a pressing concern and we have all been reminded how critical it is to look after our people – and that we need to do more. To address this now, and for the future, the NHS needs more people, working differently, in a compassionate and inclusive culture*’.

The Plan sets out practical actions that employers and systems should take, as well as the actions that NHS England and NHS Improvement and Health Education England will take over the remainder of 2020/21. It focuses on:

- **Looking after our people** particularly the actions we must all take to keep our people safe, healthy and well – both physically and psychologically
- **Belonging in the NHS** highlighting the support and action needed to create an organisational culture where everyone feels they belong
- **New ways of working and delivering care** emphasising that we need to make effective use of the full range of our people’s skills and experience to deliver the best possible patient care
- **Growing for the future** particularly by building on the renewed interest in NHS careers to expand and develop our workforce, as well as retaining colleagues for longer.



### 3.6 The Health and Well-being at Work report from the Chartered Institute of Personnel and Development (March 2020)

This report said that presenteeism (people coming to work when they were not well) and leaveism (people working beyond their contracted hours or using annual leave for work or illness) were critical indicators of the health of an organisation’s culture. These unhealthy work practices have serious implications for the physical and mental health of employees and for organisational productivity.

### 3.7 The Impact of COVID-19 on the Workforce

COVID-19 has changed the way we work, maybe forever. During the pandemic staff at GOSH responded quickly to set up a number of new Health and Wellbeing Services (see below). We will take the good practice implemented during this time and put it in place for the long term. This means focusing on things like personal protective equipment (PPE) and social distancing in a way that we have not had to consider before.

<p><b>Psychological Support:</b> Ensuring staff get access to wellbeing services, providing signposting and psychological first aid. Care First providing information services and counselling.</p>	<p><b>Occupational Health Service:</b> Providing specific individual guidance and support to keep people well and safe based on their risk. Undertaking fitness to return to work assessments following COVID-19 symptoms.</p>	<p><b>Track and Trace:</b> Identifying staff who have had contact with infected individuals, offering testing to staff with symptoms, and offering antibody testing for COVID-19. Providing appropriate advice and support including self-isolation.</p>	<p><b>Personal Protective Equipment:</b> Supplying and fitting staff with appropriate PPE to carry out their roles safely. Advising on face coverings and other measures to facilitate a safe commute to work.</p>
<p><b>Social Distancing:</b> Assessing all wards, offices, corridors etc. in the Trust to ensure the appropriateness of their use and ability to social distance. Identifying all COVID-19 secure areas.</p>	<p><b>Safer Travel:</b> Working with staff to consider ways of getting to and from work safely, such as working different hours and using alternative modes of transport.</p>	<p><b>Risk Assessments:</b> Assessing and reassessing the risks to our staff and making reasonable adjustments where practical to do so.</p>	<p><b>Remote Working:</b> Continuing to support remote working where possible and ensure staff have what they need to work safely in the office or at home.</p>

## 4. Our People and Processes today

The environment of the NHS is stressful and we know that here at GOSH, caring for critically ill children is emotionally challenging yet incredibly rewarding. As an organisation it is important to us to understand the stresses and challenges faced by staff in order to help us decide what services we need. We use the data we collect about the health and wellbeing of our people to plan future support.

### What we know about our organisation:

Our Organisation	Our Annual Staff Survey (2019-20)
<ul style="list-style-type: none"><li>• We employ around 5,000 staff</li><li>• Around 75% of our staff are female and over half of our staff are aged under 40.</li></ul>	<ul style="list-style-type: none"><li>• 22% of staff felt that the organisation took positive action on health and wellbeing</li><li>• 71% felt that their immediate line manager took a positive interest in their health and wellbeing</li><li>• 51% of staff were satisfied with flexible working opportunities</li><li>• 74% felt that their line manager was supportive in a personal crisis</li><li>• 44% of staff felt that communication between senior management and staff was effective</li><li>• 67% of staff would recommend GOSH as a place to work.</li></ul>
<b>Our Health and Wellbeing</b>	
<ul style="list-style-type: none"><li>• Sickness related to psychological and mental health challenges accounted for nearly 15% of reported sickness in 2019-20</li><li>• We had 85 referrals to Occupational Health in 2019-20 related to work-based stress</li><li>• Our highest rate of sickness is amongst our Estates and Ancillary staff (4.6%), closely followed by Additional Clinical Services (4.4%).</li></ul>	

During COVID-19, the ability of the organisation to understand its data and use it for the benefit of staff became crucially important. In June 2020 we ran our first In Touch pulse survey to gauge how people were feeling as we managed the difficult challenges posed by COVID-19. This short survey had a specific emphasis on staff wellbeing and communications. Over 1,500 (30%) staff responded, 61% of which were based on site and 39% were at home.

<b>We found that:</b>
<ul style="list-style-type: none"><li>• 18% of respondents were finding it hard to cope</li><li>• Most people (80%) knew where to get health and wellbeing support</li><li>• 64% of on-site workers felt safe or very safe being on site</li><li>• 71% of respondents felt their manager was taking an interest in their wellbeing (which is the same as the annual staff survey)</li></ul>
<b>Our In Touch Pulse Survey (June 2020)</b>

Over the next two years we will improve our data collection and our data analysis so that we are better able to prioritise our efforts and provide appropriate health and wellbeing support in the areas of most need.



## 5. Building on Good Practice

### Health and Wellbeing Projects 2019/20

Across the Trust, a number of Directorates have implemented local projects and practices to improve staff health and wellbeing. Some examples are below.

#### Body, Bones and Mind:

- Have a daily debrief
- Use a going home checklist
- Run sisters' wellbeing check-ins twice a week
- Run recharge hubs on the wards to help staff move from COVID-19 ways of working to business as usual
- Plan to continue running staff support groups that were set up during COVID-19 because of the positive response received from staff.

#### Bear Ward:

A shielding member of staff set up 'Zoom Health and Well-being clinics' in which they organised a one-to-one catch up session with each member of staff. The lead nurse conducting the sessions provided staff with up-to-date information taken from the Health and Wellbeing Hub on GOSHWeb. The lead nurse downloaded, tried and tested the mindfulness apps in order to give an honest, informed opinion. The team used recurring themes from staff conversations to guide what help and support information they sent out to all members of the team.

#### Nursing Workforce:

- Improved implementation and access to flexible working and flexible retirement
- Improved use, ownership and understanding of Health Rostering
- Offer equitable access to unsocial hours, bank shifts
- Share good practice around pastoral care and have improved provisions currently in place in Heart and Lung, and continue to offer education on this through the Nursing Workforce Action Group and matron meetings
- Created new wider staff recognition awards at both local and Trust-wide level
- Use a going home checklist and staff huddles following success in Body, Bones and Mind
- Proactively signpost to support services including financial, health and wellbeing, staff benefits and career clinics
- Established five day access to support and advice via the Nursing Workforce team.

### Staff Forums

We have set up four staff forums:

- **The Black, Asian and Minority Ethnic (BAME) Staff Forum**
- **The LGBT+ and Allies Forum**
- **The Women's Forum**
- **The Disability and Long-term Health Conditions and Friends (DLHC&F) Forum**

They are critical to informing the way we operate as a Trust. In the future, we plan to add a fifth forum, the **People's Forum**, which will be a key partner in holding us to account for delivering this framework.

### Activities and Incentives at GOSH

The organisation provides a number of additional health and wellbeing activities and incentives for staff such as yoga, pedometer challenges, netball, football, walking tours, a choir and much more. More information is available on GOSHWeb.

## 6. Our Health and Wellbeing Priorities and Programme of Work

We have identified three key health and wellbeing priorities: **Mind, Body and Spirit**. All three are interlinked. What we think impacts on the way we feel and what we feel impacts on what we do. This framework has tried to find the most appropriate theme for our plans in years one and two. But in many cases, they could fit across more than one priority. For example, the year one plan for Our Body priority says that we will undertake a full independent review of the Occupational Health Services. This will also support us to deliver on Our Mind priority.



### Cross Cutting Priorities: Our Mind, Our Body, Our Spirit

A number of programmes of work will help us deliver on all three of our priority areas. They are:

**A Responsive and Ready Wellbeing Hub:** During the COVID-19 pandemic, the Trust developed a number of Health and Wellbeing support services, at pace, in order to respond to the immediate needs of staff dealing with high stress, both in work and at home. We at GOSH set out a pan-trust wellbeing service that was predominantly delivered through digital and virtual platforms, interspersed with targeted, face-to-face interventions for higher risk groups. To support us to continue the valuable work of the Hub and bring it in to mainstream operation, extending its accessibility, we will:

- Develop a network of trained Peer Support & Wellbeing Practitioners
- Deliver and implement, REACTMH, a recognised wellbeing awareness programme for new clinical staff that join the organisation
- Recruit and train Wellbeing Coaches to support staff to better regulate their emotions and build their coping strategies and resilience
- Recruit and train Trauma Risk Management (TRiM) practitioners.

**Full Roll Out of HealthRoster:** The roll out of HealthRoster commenced in 2018 and is now live across most services at GOSH. By October 2020, all staff members across GOSH will be live on HealthRoster and this will be the main web-based electronic tool to monitor staff members' working patterns and ensuring they are fair and equitable. This is such an exciting opportunity for GOSH to modernise our systems and business processes, inevitably resulting in some of us doing things differently, but in a positive and cohesive way. During the pandemic, the use of HealthRoster has

become our fundamental platform for monitoring staff attendance and absences. There are many benefits of this new system including:

- Streamlining the monitoring of staff attendances and absences by providing full visibility and analysis of staff availability
- Ensuring compliance with working time regulations and supporting health and wellbeing of both staff and service users
- Monitoring the working patterns staff to improve staff wellbeing and retention rates
- Managing sickness across teams and ensuring it is documented correctly, monitored and followed-up appropriately
- Fast, efficient rostering which improves quality, and meets the needs of staff and service users.

**Developing GOSHWeb for the Digital Future:** The COVID-19 crisis has shown just how important it is to share accurate information as quickly as possible in a clear and compelling way. To support anxious staff, worried families and nervous patients, the hospital has invested time and resource in communications and engagement. COVID-19 will be with us for years to come, and what we now know is that the hospital intranet – our repository for guidance, support and advice – is not fit to meet the challenge of our continued response to the virus. A new, innovative intranet with focus on communication and information will:

- Be fully searchable, so people can find important information
- Be accessible on site and off site, taking mobile access into consideration
- Host media formats like videos so that we can share guidance about things such as how to use personal protective equipment (PPE) safely and effectively
- Host our new leadership and management network to support GOSH leaders to lead through change and manage future demands
- Provide easy access to Care First advice and guidance, e.g. financial support and counselling.

## Priority 1: Our Mind – Ensuring that the concept and promotion of wellbeing is embedded right across the organisation

The emotional impact that caring for sick children has on individuals is recognised across the organisation.

At GOSH, good mental health is essential to good leadership, a positive culture, inclusive team dynamics and excellent performance. We need to make changes at both an organisational level and an individual level to ensure that the concept and promotion of wellbeing is embedded right across the organisation.

Experience during the COVID-19 pandemic has shown us that we need to:

- Monitor the wellbeing needs of staff
- Provide relevant teaching and training to ensure staff are competent
- Identify vulnerable staff groups
- Ensure support services are accessible to staff who need them
- Ensure that the Trust is responsive and flexible in meeting changing healthcare demands and addressing the impact this has on the workforce.

### In Year One we will:

- Continue to develop a sustainable package of support to ensure that emotional wellness is a fundamental element of our culture. This package will include Wellbeing Coaches, Peer Support and Wellbeing Practitioners
- Develop the new Health and Wellbeing Hub to reflect the new framework and become a 'one stop shop' for support, continuing the good practice established during COVID-19
- Ensure that mental health first aiders are networked and accessible to staff at the right time and with the right skills.

### In Year Two we will:

- Train managers to recognise stress in their staff and provide support to those managers in supporting others
- Embed staff health and wellbeing into new HR policies and guidance
- Build the health and wellbeing of staff into the way that we monitor quality and performance as a Trust.

**High sickness absence is linked to high patient mortality.**

Prof Sir Bruce Keogh. NHS England, 16 June 2013

**Staff experience has a direct impact on patients' experience.**

Maben et al., National Institute for Health Research, 1 November, 2012

**Safe, effective patient care is intimately linked to good staff health, wellbeing and engagement. Research has found that doctors who feel more engaged are significantly less likely to make mistakes, while a study of nursing practice similarly found that higher staff engagement was linked to improved patient safety. Better staff wellbeing is even associated with reduced MRSA infection rates and lower standardised mortality figures.**

Work and wellbeing in the NHS: why staff health matters to patient care, Royal College of Physicians, March 2015

## Priority 2: Our Body – Promoting good physical health supported by effective occupational health and support services that meet the needs of our changing context

Health and wellbeing is crucial to performance at work and home and to living the best life you can. Increasingly, research is being conducted on the impact of lifestyle behaviours on mortality. Smoking, excessive alcohol consumption, poor nutrition and physical inactivity are important modifiable risk factors.

Here at GOSH our Occupational Health service aims to promote, maintain and protect the physical health of everyone throughout their working life in the organisation.

### In Year One we will:

- Undertake a full independent review of the Occupational Health Services being provided at GOSH to ensure they meet the needs of our changing landscape
- Work with our staff forums to adapt and personalise health and wellbeing support for hidden and specific staff groups
- Rewrite our Sickness and Absence Policy to reflect a positive wellbeing focus
- Develop a Physical Wellbeing platform to raise awareness, improve knowledge and provide opportunities to enhance wellbeing. This will include education and advice about nutrition, hydration, sleep, physical activity, smoking cessation and alcohol consumption
- Signpost staff to the wide variety of services to support good health choices.

### In Year Two we will:

- Build the ability of managers to hold health and wellbeing discussions and signpost to healthy choices
- Develop specific health and wellbeing support, reflecting the greater reliance on digital technologies and remote working self-assessments to set individual health goals dependent on ability, with improvements along a personal, physical wellbeing journey.

Research with employers found that informal meetings between employees and line managers with a good understanding of the employee's condition(s) are useful in dealing with employment-related health issues. The success of OH interventions by employers was considered to be highly dependent on how accommodating managers and companies are, as well as how interested they are in helping employees.

Understanding the provision of occupational health and work-related musculoskeletal services, IFF Research for DWP and DHSC, May 2020

**Happiness is contagious: Our happiness influences the people we know and the people they know. Research shows that the happiness of a close contact increases the chance of being happy by 15%. The happiness of a 2<sup>nd</sup> degree contact (e.g. a friend's spouse) increases by 10% and the happiness of a 3<sup>rd</sup>-degree contact (e.g. a friend of a friend of a friend) increases by 6%.**

Action for Happiness, Happiness Fact 03/06/20

## Priority 3: Our Spirit – Ensuring that all staff feel safe, secure and connected, building a strong community at GOSH

It is important that all staff feel safe, secure and connected at work. We know that the way staff feel at home impacts the way they feel in work, in the same way that thoughts about work impact on life at home. Communities are adaptive and changing and we seek to ensure that we build a strong community at GOSH where everyone feels connected, valued and unique. We are committed to making GOSH a great place to work for everyone within the GOSH community which includes all our staff, volunteers and subcontractors.

**Engaged staff are significantly less likely to make mistakes.**

Royal College of Physicians,  
12 October 2015

### In Year One we will:

- Promote practical support for staff who want to travel using sustainable methods
- Review flexible working to acknowledge the needs of services, driven by the needs of patients, and also be responsive to the needs of individual members of staff. We will be flexible in our approach to work, seeing it as a function rather than a location, supporting staff living in a world with COVID-19
- Consider the needs of parents and carers, and the childcare and holiday play provisions on site as part of our review of flexible working
- Develop specific support for staff with higher health risks, by working with managers, our wider forum groups and Staff Partnership Forum
- Maximise our support to people in financial hardship and those seeking financial advice
- Continue working with the Chaplaincy and Spiritual Care team, who are an essential part of GOSH for patients, their families and our staff, to provide a support service for the faith, spiritual, and philosophical needs of individuals
- Raise the profile of health and wellbeing in our appraisal policy and process
- Use the results from our In Touch pulse survey and other surveys and tools to shape the way we respond and adapt to the changing health and wellbeing needs of our staff
- Increase the ways that we communicate as a GOSH community, taking into account 'Smarter Working'
- Launch our 'Speak Up for Our Values' programme with support for peer messengers and managers
- Encourage and promote staff 'Praise' and opportunities to provide positive feedback.

### 2019 NHS Staff Survey:

Humans have three core needs and it is particularly important these are met in the workplace. They are the needs for belonging, competence and autonomy.

#### Belonging:

- bullying and harassment from staffs has shown little or no decrease – 18.1% in 2015 to 19% in 2019
- 53.4% report strained relationship at work

#### Competence:

- Is undermined by chronic excessive workload and 77% report unrealistic time pressures
- 31.5% do not believe they are able to deliver the care they aspire to

#### Autonomy:

- 52% say they are involved in changes affecting their team, the same as 2015
- 34.5% say that senior managers act on staff feedback

Michael West, The Kings Fund, 19 Feb 2020

### In Year Two we will:

- Build our connections with the local community to support integrated working and a sense of belonging
- Monitor the ongoing impact of COVID-19 and develop responsive and adaptive plans
- Review staff policies to ensure consistency with the key aspects of the Health and Wellbeing Framework
- Extend our community to work with our contracted services, volunteers and honorary contract holders to ensure they have access to health and wellbeing support
- Put in place advice surgeries linked to development opportunities and career progression, and ensuring improved job satisfaction and job security across the workforce
- Embed our Speak Up for Safety programme into wider HR policies and guidance
- Set up a variety of engagement mechanisms regarding personal safety to ensure that everybody's voice can be heard, including contracted staff.

## 7. Measuring and Monitoring Success

This framework sets out how we will support staff health and wellbeing over the next two years. We intend that at the end of the first year we will have taken the good wellbeing practices developed during the COVID-19 pandemic, learnt from them and further developed them to ensure that the health and wellbeing support available to staff across the organisation is high quality, responsive and flexible. At the end of the second year we will have invested in staff training and development to ensure that caring for staff health and wellbeing is business as usual and embedded within our culture at GOSH.

To help us achieve these goals, we will develop an implementation plan through which we can be held to account for delivering on our actions.

This implementation plan will be developed and overseen by a core Health and Wellbeing Steering Group with representation from different professions. We will develop sub-groups to act as challenge and critical friends in each of the three themes, and work together to co-design the right solutions and uphold our key principles.

This framework will be measured through a variety of mechanisms including benchmarking against our staff survey responses and WRES and WDES reporting.

Oversight of delivery will be overseen by a new staff forum, with formal assurance provided through the People and Education Assurance Committee, and a mid-year and annual review report. The Health and Wellbeing Framework implementation plan will be reviewed alongside our new Diversity and Inclusion Framework.

### Proposed Metrics

Theme	Measure	Source	Current Performance	Targets (to be agreed)	
				Year 1	Year 2
Mind	Does your organisation take positive action on health and wellbeing? (Q11a)	Staff survey	22%		>34%
	Number of Peer Support Workers trained	Training records			
	Number of staff accessing the Health and Wellbeing Hub	Hits on the website			
	Number of staff accessing the staff support well.being@gosh.nhs.uk	Data from well.being email			
	Staff satisfaction of Health and Wellbeing Hub	TBC			
	Number of Wellbeing coaches trained	Training records			
	Number of TRiM (trauma) practitioners trained	Training records			
	My immediate manager...is supportive in a personal crisis. (Q8e)	Staff survey	74%		>78%
	HR policies include reference to health and wellbeing	Policy audit			
	Quality and performance monitoring to include	New performance			

	reference to health and wellbeing	reports designed utilised			
	Number of referrals to Care First	Care First reports			
	Number of follow up sessions offered from Care First	Care First reports			
	During the last 12 months have you felt unwell due to work related stress? (11c)	Staff survey	43%		<38%
Body	Review of Occupational Health services	Review document			
	Implementation of Occupational Health services review recommendations	Implementation plan and performance reports			
	Adapt and personalise health and wellbeing support for hidden and specific staff groups	TBC			
	Develop a Physical Wellbeing platform	User access/hits			
	My immediate manager takes a positive interest in my health and wellbeing. (Q8f)	Staff survey	71%		>72%
	Health and wellbeing support reflecting the greater reliance on digital technologies	Support specifically for remote working			
	Health and wellbeing themes acted upon – quarterly reports and qualitative feedback	Care First reports			
	Sickness and Absence monitoring	Divisional Performance Reports			
Spirit	Number of staff taking up the Cycle to Work scheme	HR system			>5% increase
	How satisfied are you with the opportunities for flexible working patterns? (Q5h)	Staff Survey	51%		>56%
	Number of staff accessing financial advice service	Care First			
	Roll out of Speak Up for our Values	Speak Up activity data			
	Number of staff, contracted services, volunteers and honorary contract holders engaged in personal safety activities	HR data			
	Improvements in In Touch pulse survey results	In Touch pulse survey			



	Communication between senior management and staff is effective. (Q9b)	Staff survey	44%		>46%
	Number of Praise submissions	Praise data			
	Number of community events	Partnership data			
	I would recommend my organisation as a place to work. (Q21c)	Staff survey	67%		>74%
	Take-up of health and wellbeing support by contracted services, volunteers and honorary contract holders	HR data to be refined			
	Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age? (Q14)	Staff survey	76%		>86%
	How likely are you to recommend your organisation as a place to work?	Annual Staff Survey	67%		>74%

## References

Campling, P. (2015) "Reforming the culture of healthcare: the case for intelligent kindness," *BJPsych Bulletin*. Cambridge University Press, 39(1), pp. 1–5. doi: 10.1192/pb.bp.114.047449.

Great Ormond Street Hospital NHS Foundation Trust, Above and Beyond Strategy  
<http://goshweb.pangosh.nhs.uk/corporate/strategyandplanning/Pages/default.aspx>

Great Ormond Street Hospital NHS Foundation, Trust People Strategy  
[http://goshweb.pangosh.nhs.uk/staff/hr/Documents/GOSH\\_People\\_Strategy\\_Report.pdf](http://goshweb.pangosh.nhs.uk/staff/hr/Documents/GOSH_People_Strategy_Report.pdf)

Health and Well-being at work, CIPD, March 2020  
[https://www.cipd.co.uk/Images/public-sector-summary\\_tcm18-73787.pdf](https://www.cipd.co.uk/Images/public-sector-summary_tcm18-73787.pdf)

NHS Employers – What is financial wellbeing?  
<https://www.nhsemployers.org/-/media/Employers/Publications/Reward/FinancialWellbeingStratInfographic.pdf>

NHS People Plan 2020/21: We are the NHS – action for us all  
[https://www.england.nhs.uk/wp-content/uploads/2020/07/We\\_Are\\_The\\_NHS\\_Action\\_For\\_All\\_Of\\_Us\\_FINAL\\_24\\_08\\_20.pdf](https://www.england.nhs.uk/wp-content/uploads/2020/07/We_Are_The_NHS_Action_For_All_Of_Us_FINAL_24_08_20.pdf)

NHS Pledge – Healthier staff, higher quality care  
<https://www.nhsemployers.org/-/media/Employers/Documents/Retain-and-improve/SIGNED-PLEDGE.pdf?la=en&hash=E245B0047EAC6FC0C8BF853A11AEE707FEBEF14E>

NHS Staff and Learners' Mental Wellbeing Commission (February 2019)  
<https://www.hee.nhs.uk/sites/default/files/documents/NHS%20%28HEE%29%20-%20Mental%20Wellbeing%20Commission%20Report%20%28Summary%29.pdf>

NHS Workforce Health and Wellbeing Framework (2018)  
[https://www.nhsemployers.org/-/media/Employers/Publications/Health-and-wellbeing/NHS-Workforce-HWB-Framework\\_updated-July-18.pdf](https://www.nhsemployers.org/-/media/Employers/Publications/Health-and-wellbeing/NHS-Workforce-HWB-Framework_updated-July-18.pdf)

Work and wellbeing in the NHS: why staff health matters to patient care, Royal College of Physicians, March 2015  
<https://www.rcplondon.ac.uk/file/2025/download>

What does the 2019 NHS Staff Survey truly tell us about how staff needs are being met? Michael West, The Kings Fund 19 Feb 2020  
<https://www.kingsfund.org.uk/blog/2020/02/2019-nhs-staff-survey-are-staff-needs-being-met>

The Health and Wellbeing Framework sets out our practical commitments to making GOSH a great place to work as outlined in the People Strategy 2019-22.

Read the full strategy: [GOSHWeb > Staff > HR&OD > People Strategy](#)

