

Wellbeing

Strategy and action plan 2017/18



1. Introduction and links to our broader strategy

This strategy is a public commitment of how the NHS Business Services Authority (NHSBSA) plans to continue supporting its people live healthier lives in relation to both physical and mental wellbeing. It supports the approach advocated by the NHS Five Year Forward View, and the commitment made by NHS England Chief Executive, Simon Stevens, to improving the health and wellbeing of the NHS workforce. It also sets out how the NHSBSA will continue to add broader value to society and the economy through its activities.

For the purposes of this strategy, wellbeing is seen as embracing the whole person – physical and mental health both inside and outside of the workplace and is greater than simply an absence of ill health and disease. It is a feeling of physical, emotional and psychological wellness.

Our Wellbeing Strategy and Action Plan is part of the NHSBSA's broader approach to Corporate Responsibility, and our 'Good Business' approach. For more details, read our [Good Business – Corporate Responsibility Strategy](#).

Our wellbeing objectives, targets and actions (Appendix 1) are created through extensive consultation, as well as consideration of our legal and mandated requirements. The following are our key sources of consultation and information informing this strategy:

- Community, Environment and Wellbeing (CEW) Committee (quarterly senior leadership group, setting strategy, chaired by Corporate Secretary), including materiality and stakeholder review (see our [Good Business – Corporate Responsibility Strategy](#))
- Community, Environment and Wellbeing (CEW) Staff Network (quarterly consultative group for local staff representatives)
- NHS England: NHS Staff Health and Wellbeing CQUIN
- Better Health at Work Award criteria

The NHSBSA Strategy explains the vision of the NHSBSA, including our strategic goals. The wellbeing strategy and action plan embodies all of our values and contributes to the delivery of many of our strategic goals. The Action Plan at Appendix 1 clearly states which strategic goals the actions in each objective area contribute to.

2. Our vision

We recognise that the health and wellbeing of our people directly relates to our organisational performance and the delivery of our strategic goals. We also have a broader societal impact in the way we behave as an organisation. As part of the health and care system, we also have a duty and an ambassadorial role in promoting and supporting health and wellbeing.

We are committed to continually improving our performance by setting and reviewing objectives and targets relevant to the NHSBSA each year. We focus on:

- ✓ maintaining an appropriate governance framework, to ensure compliance and continuous improvement
- ✓ encouraging and supporting our people to develop and maintain healthy lifestyles
- ✓ supporting our people with existing or developing health and wellbeing issues
- ✓ providing a healthy working environment for our people, including via organisational policies and physical environment
- ✓ acting as a health and wellbeing ambassador
- ✓ creating wider environmental, social and economic value, through our activities and our supply chain

We will achieve this by:

- ✓ consulting and communicating with our people, and others where appropriate, about health and wellbeing
- ✓ actively engaging with relevant forums and groups to learn from others and share our knowledge and experience
- ✓ ensuring the required resources are in place to deliver our strategy
- ✓ delivering the NHS Staff Health and Wellbeing CQUIN, and Better Health at Work Awards criteria requirements
- ✓ measuring and monitoring our impact



4. Meeting our duties and delivering improvements

The NHSBSA has a legal duty of care for its people. Providing a safe and healthy working environment is a starting point for us. We also have a duty to implement the key actions put forward in the NHS Staff Health and Wellbeing CQUIN. We must act as an ambassador for health and wellbeing, and ensure we are 'getting serious about prevention'.

We recognise that a proactive approach to the promotion of health and wellbeing delivers a broad range of benefits.

Why health and wellbeing is important to us

The key benefits include:

- a healthier, happier, engaged workforce with increased motivation and morale
- increased employee retention and reduced sickness absence and associated costs
- improved organisational reputation, with both potential employees and service users
- improved accessibility to work for those with health issues
- legal compliance and delivery of government policies
- reduced pressure on the health and care system
- improved engagement and integration with local communities and customers.

Added value

We also recognise that our activities, products and services, and the way we choose to deliver them, can create added value for the broader environment, society and the economy. This impact is often far greater than our immediate operational areas of focus. We aim to maximise this value, for example by assessing projects and procurement activity to enhance our added value.



Delivering our objectives

Our wellbeing action plan (Appendix 1) gives details of:

- **Actions** we will take (including action owner, outcome and target deadline)
- The wellbeing **objective** it supports
- Associated **target** if applicable

Each objective also contributes to the delivery of one or more of the **NHSBSA's strategic goals** and these are also highlighted, along with the **broader trend** the objective is also aiming to address, taken from our materiality assessment (see our [Good Business – Corporate Responsibility Strategy](#)).



Responsibilities and governance

Our Chief Executive is ultimately responsible for the delivery of this strategy. This is delegated to the NHSBSA Corporate Secretary as Leadership Team representative.

At NHSBSA Board level, Mark Ellerby is our non-executive director champion, ensuring appropriate oversight of the executive directors' performance.

Our Community, Environment and Wellbeing (CEW) Committee drives the agenda from a strategic level. This is chaired by our Corporate Secretary, and is made up of senior managers from across the business (terms of reference are available on request). The committee meets at least quarterly, and provides strategic oversight and assurance to the Board on delivery of the strategy.

Our Community, Environment and Wellbeing (CEW) Staff Network provides the link to our people, and ensures engagement and consultation happens across the business (terms of reference are available on request). The group meets at least quarterly and staff representatives ensure the agenda is delivered across all of our business areas.

Reporting and monitoring our progress internally

Progress against our objectives, targets and actions is monitored by the Corporate Responsibility Manager, collating data from relevant functions as required.

Reporting is undertaken as follows:

- Board – Corporate governance papers at each meeting and Annual Report

- Leadership Team – Quarterly update report and Annual Report
- Staff – Quarterly update report, Loop (newsletter) and Hub (Intranet) articles and Annual Report.

Reporting progress to our external stakeholders

We publish specific details on our wellbeing performance in the [NHSBSA Annual Report and Accounts](#) and also a specific [Corporate Responsibility Annual Report](#). This contains detailed data related to our performance and progress, with commentary.



Appendix 1 – Wellbeing Action Plan for 2017/18

This action plan sets out our wellbeing objectives to ensure we continue to improve our performance, and meet our legal and mandated duties. The plan is set out to clearly show which of the materiality assessment trends each objective relates to.

Objectives are grouped into the following key areas; 1) Maintaining an appropriate governance framework, to ensure compliance and continuous improvement, 2) encouraging and supporting our people to develop and maintain healthy lifestyles, 3) supporting our people with existing or developing health and wellbeing issues, 4) providing a healthy working environment for our people, including via organisational policies and physical environment, 5) acting as a health and wellbeing ambassador, 6) creating wider environmental, social and economic value through our activities and supply chain. Objectives in each area contribute to delivery of one or more NHSBSA strategic goals, and these are included in each section. Also, the UK/ global trend they are addressing is highlighted.

How our objectives have been set:

The key below indicates which objectives have been set as a result of either; being a legal requirement, being mandated by central government (e.g. CQUIN), being a requirement of the Better Health at Work Awards (BHaw), or were highlighted as a priority during the consultation and engagement we have carried out with our CEW Committee (including stakeholder input) or CEW Staff Network.

Each objective in the plan is marked with the relevant symbol(s), under the column headed ‘Benefits/Rationale’;

L – Legal requirement	Gov – Government Mandate	BHaw – Better Health at Work Award
E – Employee consultation (including CEW Staff Network)	M – Management consultation (including CEW Committee)	

Summary of targets:

The following is a summary of our corporate targets:

Operational performance indicators:

- Sickness absence less than 3%
- Staff turnover rate of up to 10%

Management performance indicators:

- Maintain Better Health at Work Award – at Continuous Improvement Level
- Over 80% staff engagement score in annual staff survey
- Over 80% of staff indicate they receive relevant wellbeing information in NHSBSA staff survey

We will also monitor uptake of: a) Mental Health First Aider provision, b) Domestic Abuse Champion provision, c) Occupational Health and Employee Assistance Programme.

These are highlighted below where linked to a specific action.

Longer term corporate responsibility goals and targets are published in our [Good Business – Corporate Responsibility Strategy](#).

Objective Area 1: Maintaining an appropriate governance framework to ensure compliance and continuous improvement

How objective 1 supports the **NHSBSA strategic goals**:

- **We will improve service and deliver great results for customers** – Transparency, continuous improvement and ensuring legal compliance gives our customers confidence in how we operate our business.

Trend considered: Value Change

Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	<p>Include wellbeing commentary in NHSBSA Annual Report & Accounts 2016/17, and more detailed Corporate Responsibility Annual Report</p> <p>Added value: Sharing of approach with other organisations, encouraging responsible business practice</p>	Head of Risk and Assurance	30/06/17	Mandated and stakeholder interest information included in Annual Report(s), made publically available	Staff survey
b	<p>Update Wellbeing Strategy and Action Plan for 2017/18, reviewed and approved by CEW Committee and NHSBSA Leadership Team</p> <p>Added value: Sharing of approach with other organisations, encouraging responsible business practice</p>	Head of Risk and Assurance	30/06/17	Agreed Strategy and Action Plan in place	Staff survey
c	<p>Include wellbeing questions in NHSBSA staff survey, to measure engagement levels and areas for improvement</p> <p>(M)</p>	Head of Learning and OD	31/12/17	Questions included in staff survey, and responses analysed	N/A
d	<p>Provide quarterly update to staff</p> <p>Awareness maintained in workforce of</p>	Corporate	31/03/18	Quarterly updates published	Staff survey

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
	on wellbeing performance	progress against targets (Gov, BHaW, E, M)	Responsibility Manager		and promoted	
e	Roll out annual staff Health and Wellbeing Survey	Inform focus areas for year (Gov, BHaW, E, M)	Corporate Responsibility Manager	31/03/18	Staff Health and Wellbeing Survey created, rolled out, and responses analysed	Staff survey
f	Non- exec and exec Champions to continue in their roles, including quarterly report to Leadership Team	Wellbeing issues are championed at Board and Leadership Team levels (Gov, BHaW, M)	Non-exec champion Corporate Secretary	31/03/18	Exec and non-exec Champions in place, who champion wellbeing issues at Board and LT level	Staff survey
g	CEW Committee to monitor performance against this strategy, and provide assurance to the Board	Senior representatives who are members of the Committee are accountable for actions within this Strategy (Gov, BHaW, E, M)	CEW Committee Corporate Responsibility Manager	31/03/18	CEW Committee meetings take place and provide assurance to the Board	Staff survey
h	CEW Staff Network to represent business areas and provide input and support	Staff consultation and input provided on actions within this Strategy (Gov, BHaW, E, M)	CEW Staff Network Corporate Responsibility Manager	31/03/18	CEW Staff Network meeting take place and provide support and input	Staff survey
i	Chief Executive and/or non-exec or exec Board Champions to attend a CEW Staff Network meeting annually	Board level commitment to wellbeing and the CEW Staff Network is demonstrated to staff (Gov, BHaW, M)	Chair / Chief Executive / Corporate Secretary	31/03/18	CEW Staff Network meeting (s) attended	Staff survey
j	Senior representatives of CEW Committee communicate support of wellbeing to staff, and management to promote, and meet with the CEW Staff Network	Senior management level commitment to wellbeing is demonstrated to staff and the profile raised. Greater partnership working between the CEW Committee and the CEW Staff Network is achieved	Senior representatives of the CEW Committee	31/03/18	Message communicated, and CEW Staff Network meetings attended	Staff survey

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
		(Gov, BHaW, E, M)				
k	Maintain membership of stakeholder groups, including IOSH, Better Health at Work Awards, BITC Alumni Group, ALB HR Directors Group, CIPD, ICRS and others as identified	Ensures alignment with mandated requirements, and sharing of best practice (Gov, BHaW, M) Added value: Knowledge and experience shared with other organisations	CEW Committee	31/03/18	Meetings attended	Staff survey
l	Maintain Better Health at Work Award at 'Continuing Excellence' level	Assurance gained from being externally audited, including awareness of best practice (BHaW, E, M) Added value: Showing leadership to, and sharing of approach with, other organisations, encouraging responsible business practice	Corporate Responsibility Manager	31/03/18	External Better Health at Work Award maintained	Better Health at Work Award maintained Staff survey
m	Implement the requirements of the NHS staff health and wellbeing CQUIN	Improved working practices linked to specific requirements of CQUIN (Gov, E, M) Added value: Improvement in public health, reducing pressure on health and care system	Corporate Responsibility Manager	31/03/18	CQUIN requirements delivered	Absence / turnover stats Staff survey
n	Analyse sickness absence data to inform targeted projects/ initiatives in year	Informs targeted work to reduce sickness (Gov, BHaW, M)	Head of HR	31/03/18	Data analysed and areas of focus identified	Absence / turnover stats Staff survey

Objective Area 2: Encouraging and supporting our people to develop and maintain healthy lifestyles

How objective 2 supports the **NHSBSA strategic goals**:

- **We will improve service and deliver great results for customers** – Helping our people develop and maintain healthy lifestyles increases staff morale, productivity and attracts new people to work in our business.
- **We will reduce our unit costs by 50%** - Helping our people look after their health and wellbeing, and that of their family, increases staff productivity and efficiency. It also reduces absence, staff turnover, and help to attract new people to our business.

Trend considered: Demography, Value Change, Politics, Technology

Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Roll out campaign in support of National Walking Month, as part of CEW Campaign timetable 2017/18 Added Value: Broader social benefits gained through reduced pressure on health system	Corporate Responsibility Manager CEW Network	31/05/17	Campaign rolled-out across NHSBSA	Absence / turnover stats Staff survey
b	Roll out campaign in support of National Volunteer Week, as part of CEW Campaign timetable 2017/18 Added Value: Broader social benefits gained through reduced pressure on health system	Corporate Responsibility Manager CEW Network	30/06/17	Campaign rolled-out across NHSBSA	Absence / turnover stats Staff survey
c	Provide free flu vaccinations for our people Added Value: Broader social benefits gained through reduced pressure on health system	Executive Assistant	31/10/17	Vaccinations provided	Absence / turnover stats Staff survey

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
d	Roll out campaign in support of Cancer Awareness Month, as part of CEW Campaign timetable 2017/18	Staff awareness raised and support signposted (Gov, BHaW, E) Added Value: Broader social benefits gained through reduced pressure on health system	Corporate Responsibility Manager CEW Network	31/03/18	Campaign rolled-out across NHSBSA	Absence / turnover stats Staff survey
e	Provide access to Health Checks	Reduced ill health in workforce (BHAW, E) Added Value: Broader social benefits gained through reduced pressure on health system	Corporate Responsibility Manager CEW Network	31/03/18	Health checks provided	Absence / turnover stats Staff survey

Objective Area 3: Supporting our people with existing or developing health and wellbeing issues

How objective 3 supports the **NHSBSA strategic goals**:

- **We will improve service and deliver great results for customers** – Supporting our people with existing or development issues increases staff morale, productivity and attracts new people to work in our business.
- **We will reduce our unit costs by 50%** - Supporting our people with existing or developing issues increases staff productivity and efficiency. They also reduce absence, staff turnover, litigation/ prosecution costs and help to attract new people to our business.

Trend considered: Demography, Value Change, Politics

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Roll out campaign in support of World Suicide Prevention Day, as part of CEW Campaign timetable 2017/18	Staff awareness raised and support signposted (Gov, BHaW, E) Added Value: Broader social benefits gained through reduced pressure on health system	Corporate Responsibility Manager CEW Network	30/09/17	Campaign rolled-out across NHSBSA	Absence / turnover stats Staff survey
b	Roll out campaign in support of World Mental Health Day, as part of CEW Campaign timetable 2017/18	Staff awareness raised and support signposted (Gov, BHaW, E) Added Value: Broader social benefits gained through reduced pressure on health system	Corporate Responsibility Manager CEW Network	31/10/17	Campaign rolled-out across NHSBSA	Absence / turnover stats Staff survey
c	Roll out campaign in support of 16 Days of Action Against Domestic Violence, as part of CEW Campaign timetable 2017/18	Staff awareness raised and support signposted (Gov, BHaW, E) Added Value: Broader social benefits gained through reduced	Corporate Responsibility Manager CEW Network	30/11/17	Campaign rolled-out across NHSBSA	Absence / turnover stats Staff survey

	Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
		pressure on health system				
d	Roll out campaign in support of International Day of Persons with Disabilities, as part of CEW Campaign timetable 2017/18	<p>Staff awareness raised and support signposted (Gov, BHaW, E)</p> <p>Added Value: Broader social benefits gained through reduced pressure on health system</p>	<p>Corporate Responsibility Manager</p> <p>CEW Network</p>	31/12/17	Campaign rolled-out across NHSBSA	Absence / turnover stats Staff survey
e	Re-procure our Occupational Health and Employee Assistance Programme, reviewing our requirements and embedding in contract	<p>Professional help and advice provided to managers and staff for both work and non-work related issues – embedded as part of our working practices (L, Gov, BHaW, E, M)</p> <p>Added value: Improvement in public health, reducing pressure on health and care system</p>	Head of HR	31/03/18	Occupational Health and Employee Assistance Programme services re-procured, and promoted	Absence / turnover stats Staff survey
f	Continue to maintain the Mental Health First Aid network across the business – including group meetings, training and promotion, and identifying where further staff groups may benefit from training	<p>Managers and staff supported in identifying and advising on mental health issues, and the signposting of support / advice (Gov, BHaW, E, M)</p> <p>Added value: Improvement in public health, reducing pressure on health and care system</p>	Corporate Responsibility Manager	31/03/18	Mental Health First Aid network in place, and used by our people	Absence / turnover stats Staff survey

Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
g	<p>Continue to maintain the Domestic Abuse Champion network across the business – including group meetings, training and promotion, and identifying where further staff groups may benefit from training</p>	<p>Managers and staff supported in identifying and advising on domestic abuse issues, and the signposting of support / advice (Gov, BHaW, E, M)</p> <p>Added value: Improvement in public health, reducing pressure on health and care system</p>	<p>Corporate Responsibility Manager</p>	<p>31/03/18</p> <p>Domestic Abuse Champion network in place, and used by our people</p>	<p>Absence / turnover stats Staff survey</p>

Objective Area 4: Providing a healthy working environment for our people, including via organisational policies and physical environment

How objective 4 supports the **NHSBSA strategic goals**:

- **We will improve service and deliver great results for customers** – The provision and maintenance of healthy working environments increases staff morale, productivity and attracts new people to work in our business.
- **We will reduce our unit costs by 50%** - Healthy working environments increase staff productivity and efficiency. They also reduce absence, staff turnover, litigation/ prosecution costs and help to attract new people to our business.

Trend considered: Demography, Value Change, Politics

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Continue to review and roll-out agile working practices, including further homeworking and introduction of collaborative working tools, enabling a better work-life balance	Enable agile working and a better work-life balance for our people. Availability of flexible working helps people manage work-life balance, e.g. caring responsibilities etc. (M) Added value: Improvement in public health, reducing pressure on health and care system	Head of Portfolio	31/03/18	Agile working practices are delivered	Absence / turnover stats Staff survey
b	Review NHSBSA Substance Abuse policy against best practice requirements of Better Health at Work Awards	Staff provided with support and sickness/ absence reduced for business (L, BHaW) Added value: Improvement in public health, reducing pressure on health and care system	Head of HR	31/03/18	Policy reviewed and Better Health at Work requirements included	Better Health at Work Award Absence / turnover stats Staff survey

Objective Area 5: Acting as a health and wellbeing ambassador

How objective 5 supports the **NHSBSA strategic goals**:

- **We will improve service and deliver great results for customers** – Transparency, continuous improvement and engagement with other organisations and communities gives our customers confidence in how we operate our business.

Trend considered: Demography, Value Change, Politics

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Present at Institute of Environmental Management and Assessment (IEMA) event on approach to corporate responsibility	Enhances reputation of business, and ensures ongoing engagement and influence on agenda (M) Added value: Sharing of approach with other organisations, encouraging responsible business practice	Head of Risk and Assurance	01/04/17	Presentation given at IEMA event	N/A
b	Implementing NHS Staff Health and Wellbeing CQUIN	Enhances reputation of business, and ensures ongoing engagement and influence on agenda (M) Added value: Sharing of approach with other organisations, encouraging responsible business practice	Corporate Responsibility Manager	31/03/18	CQUIN requirements delivered and shared with other ALBs, etc.	Staff survey
c	Work with Better Health at Work Awards, presenting case studies at events, and in publications	Enhances reputation of business, and ensures ongoing engagement and influence on agenda (M)	Corporate Responsibility Manager	31/03/18	Case studies shared, presented and published	N/A

Action	Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
	<p>Added value: Sharing of approach with other organisations, encouraging responsible business practice</p>				

Objective Area 6: Creating wider environmental, social and economic value through our activities and supply chain

How objective 6 supports the **NHSBSA strategic goals**:

- **We will improve service and deliver great results for customers** – By embedding sustainable procurement practices and engaging with our suppliers we will ensure that they help us deliver for our customers. Creating wider value for the environment, society and economy also has a positive impact on the public.
- **We will reduce our unit costs by 50%** - Embedding wellbeing requirements as part of our contracts can help ensure efficiency and value-for-money are achieved.

Trend considered: Demography, Value Change, Politics

Action		Benefits / rationale	Lead(s)	Time-scale	Measure of success	Corporate target
a	Embed the supplier engagement process with those suppliers in areas of high priority, aligned with Diversity & Inclusion and Health and Safety.	Key risks / opportunities addressed through supplier engagement (Gov, HSMS, M) Added value: Broader wellbeing benefits gained through contract management, down supply chains etc.	Corporate Responsibility Manager	31/08/17	Supplier engagement process embedded	Staff survey
b	Continue working with NHS Supply Chain to monitor and drive continuous improvement in wellbeing performance (monthly performance review, quarterly Sustainability Review)	Drives wellbeing in NHS Supply Chain contract (L) Added value: Broader wellbeing benefits gained through contract management, down supply chains etc.	Supplier Management Operations Compliance Manager	31/03/18	Governance arrangements in place and operating	Staff survey