Q COMMUNITY
Special Interest Group on Community Hospitals

RESOURCE PACK #1 STAFF HEALTH AND WELLBEING

INTRODUCTION

THE COMMUNITY HOSPITALS ASSOCIATION (CHA) HAS DESIGNED A SUITE OF RESOURCE PACKS AS A WAY OF SHARING SOME OF THE LEARNING IN AN ACCESSIBLE WAY. THIS RESOURCE PACK FOCUSES ON THE TOPIC OF STAFF HEALTH AND WELLBEING.

We have set out the examples and identified positive impact changes specific to community hospitals. Each Resource Pack also provides links to national resources concerned with staff health and wellbeing.

In order to create these Resource Packs, the CHA has assembled information from a number of sources from members and our special interest group. Also in 2021/22 the CHA carried out a study on the role of community hospitals during COVID-19, asking staff to describe quality improvements and initiatives that made a positive impact. We interviewed 85 staff and managers working in community hospitals from 20 provider organisations so this has generated reports and resources as well as 31 case studies which have now been shared widely.

Staff used these terms during the interviews including "camaderie," "resilience," "all in it together," and "the team is like a family." Staff were open and honest about the difficulties and challenges during the pandemic, as well as sharing the improvements that were made for the benefit of patients and staff.

The topics in this Resource Pack include staff surveys, so Trusts could record what was important to staff. Helplines and dedicated counsellors for staff as well as Employee Assistance Programmes were offered. Staff spoke about their local schemes to support each other, and how safe spaces were created so that they could seek refuge when needed. Community support was a factor in helping staff feel valued. Messages of support from organisational leaders were also appreciated.

The topics in the Resource Packs are being discussed and developed in the Q CHA Community Hospitals Special Interest Group. Staff are sharing their case studies and experiences. We are sharing the outcomes of our online discussions groups widely to encourage learning across the community hospitals network. The outcome of discussions from the emerging communities of practice will continue to influence and inform the Resource Packs.

This Resource Pack reflects initiatives and schemes concerned with staff health and wellbeing and will develop as the learning continues to be shared.

WHAT WE DID

85
PRACTITIONERS

85 STAFF INTERVIEWED USING APPRECIATIVE INQUIRY

20
ORGANISATIONS

20 ORGANISATIONS TOOK PART REPRESENTING 168 COMMUNITY HOSPITALS

31
CASE STUDIES

31 CASE STUDIES SELECTED AND DEVELOPED

COMMUNITY HOSPITAL RESOURCES

Keeping Connected with Staff

Staff spoke of the regular staff survey, "Corona Voice" which the Northumbria Healthcare NHS Foundation Trust used to ask staff about how they were doing and what would help. The Trust responded swiftly to feedback and made changes accordingly, which was appreciated by staff.

CASE STUDY: CORONA VOICE – SUPPORTING STAFF. NORTHUMBRIA HEALTHCARE NHS FOUNDATION TRUST >>

The Birmingham Community Healthcare NHS Foundation Trust introduced the SPeAC Happy app, which would record how staff felt at the end of each shift.

CASE STUDY: SPEAC HAPPY APP. BIRMINGHAM COMMUNITY HEALTHCARE NHS FOUNDATION TRUST >>

The Trust also created a Health and Wellbeing Team, dedicated to supporting staff.

Resources for Staff

Staff in Lincolnshire spoke of the high level of support already offered by the Trust, and that this included specific networks such as for BAME, people with disabilities and people who are carers. The Trust has been awarded a "best in class" status for 3 areas for its support for staff health and wellbeing. One of the offerings was yoga sessions by one of the physiotherapists.

Staff spoke of being offered a dedicated counsellor, such as for staff in Tetbury Hospital or psychological support, such as in Hounslow and Richmond Community Healthcare NHS Trust.

Staff from a number of Trusts spoke of being allocated an additional day off, as a "health and wellbeing day." In Sussex, the staff have chosen to share with each other how they have spent their wellbeing day in a closed facebook account, and this has included spa days and long walks. Somerset NHS Foundation Trust also offered this to staff, giving an additional day of "to do something special for you."

Employee Assistance Programmes

When the Occupational Health Department of Cwm Taf University Health Board was overwhelmed with the need for staff support, the Trust offered staff "Vivup," an external Employee Assistance Programme (EAP). Staff reported that this was good not only for supporting work-based issues created by COVID-19 but also enabled them to seek support on life outside work, such as how this was affecting their families. Staff in Worcestershire spoke of the helpline that was set up, and others spoke of internal schemes as well as external programmes.

Local Staff Support

There were many ways that staff in community hospitals developed in order to support each other and try and lift spirits. One initiative was to set aside time each Thursday for staff to talk about what they had done to make a positive difference.

CASE STUDY: TRANSFORMATION THURSDAY. OXFORD HEALTH NHS FOUNDATION TRUST >>

In the Gloucestershire community hospitals staff were supported to have some relaxation or an activity in what was called "Feel Fabulous for Five Minutes on Friday." The Trust also introduced a scheme known as "working well" designed to support staff with long COVID.

Many staff in community hospitals spoke of the value of having a local whatsapp group for groups of staff, such as ward staff, or Matrons for instance. This simplified the way of communicating and was a swift way of sharing information and support.

CASE STUDY: WEST SUSSEX CHAT SUSSEX COMMUNITY NHS FOUNDATION TRUST >>

Support for Staff from the Community

All staff spoke of the support given by their local community, including from voluntary organisations, businesses and individuals. Examples cited by Lanarkshire included a local distillery making alcohol gel, a business making visors, and restaurants supplying food. There were also examples of school children singing, and one schoolgirl played the bagpipes just outside the ward regularly.

CASE STUDY: COMMUNITY SUPPORT, LANARKSHIRE HEALTH BOARD >>

Feel Fabulous for Five Minutes on Friday

WOBBLE ROOM

Keeping Staff and Communities Safe

In the Highlands, local decisions were made to make early interventions to protect the health and wellbeing of staff and patients at the start of the pandemic. A collaborative approach between GPs, the community hospital staff and the local community meant that safety measures were introduced before any other community hospital in the UK. This was supported by a public health broadcast by the clinical lead.

CASE STUDY: KEEPING OUR COMMUNITY SAFE HIGHLAND HEALTH BOARD >>

Staff spoke about how they appreciated being given permission to take time out during difficult circumstances. In Petersfield Community Hospital, Southern Health NHS Foundation Trust attention was paid to creating an attractive space in the garden, so that staff could seek refuge when needed. Staff also spoke of the creation of a staff "wobble room" where they could seek sanctuary as needed. The emotional impact on staff given the acuity of patients and the unprecedented high number of deaths in these small hospitals, led to solutions being found where staff could have space.

Staff Morale

There were examples of Trusts finding ways to recognise the work of staff in these exceptional circumstances, such as letters from the Chief Executive Officer. In Cornwall, the Matron submitted an excellence report on the DATIX system which received a commendation for the staff.

SUMMARY COMMENTS

- One of the staff interviewed was asked to say what the most significant change in practice has been during the pandemic, and they said that they felt that the stronger emphasis on staff health and wellbeing was the biggest change. They also said that it had brought the team closer together. Staff spoke of being in small teams in their community hospitals which are often rural and can be isolated so appreciated the support that they were being given.

- Staff often gave credit to their organisation for the support already available to them. Some of the new schemes introduced in the pandemic have further strengthened the support to those working in our community hospitals.

CHA SPECIAL INTEREST GROUP ONLINE DISCUSSIONS

THE CHA HAS BEEN PLEASED TO HOST A SERIES OF DISCUSSION GROUPS, WHERE STAFF FROM THE Q CHA STUDY PRESENT THEIR CASE STUDIES. THE SESSIONS BELOW HAD A FOCUS ON SUPPORTING STAFF IN THEIR HEALTH AND WELLBEING.

CORONA VOICE – UNDERSTANDING, AND MEETING, THE NEEDS OF ALL STAFF DURING THE PANDEMIC

Anna Burhouse, Director of Quality Development, and Annaluisa Wood, Matron of Alnick and Berwick Community Hospitals from Northumbria Healthcare Foundation NHST present their case study and answer questions. The discussion was far ranging with examples given of the wider cultural change in the Trust.

ANNA BURHOUSE
DIRECTOR OF QUALITY DEVELOPMENT

ANNALUISA WOOD
MATRON

WATCH THE RECORDING OF THE SESSION HERE

HOW HAVE COMMUNITY HOSPITALS RESPONDED TO COVID-19? SHARING INNOVATIONS AND BEST PRACTICE

This event focused on how Community Hospitals supported the health and care system to respond to COVID-19. Dr Adrian Baker, Nairn Hospital, Highland Health Board described the steps taken to keep staff and the community safe. Julian Kerr presented the development of Advanced Clinical Practitioners in Petersfield Community Hospital and the support and training given to staff.

Attendees shared their own stories and discussed ways to share and sustain good practice.

DR ADRIAN BAKER
CLINICAL LEAD AND GP

JULIAN KERR
CONSULTANT

WATCH THE RECORDING OF THE SESSION HERE

FURTHER DISCUSSIONS ARE POSTED HERE >>

NATIONAL RESOURCES

NHS England

Supporting our NHS People

https://www.england.nhs.uk/supporting-our-nhs-people/

Health and Wellbeing Framework

This framework is an interactive document that makes the case for staff health and wellbeing, sets out clear actionable steps, and provides guidance on how organisations can understand what good health and wellbeing looks like and what can be achieved. The framework is made up of four documents:

- Strategic overview
- Elements of health and wellbeing
- Diagnostic tool
- Implementation guide

https://www.england.nhs.uk/supporting-our-nhs-people/health-and-wellbeing-programmes/nhs-health-and-wellbeing-framework/

Supporting Colleagues affected by Long Covid

https://www.england.nhs.uk/supporting-our-nhs-people/support-now/supporting-long-covid/

Staff Mental Health and Wellbeing hubs

https://www.england.nhs.uk/supporting-our-nhs-people/support-now/staff-mental-health-and-wellbeing-hubs/

How To Guides

Topics include: Bereavement support, 5min Me Space, Financial wellbeing, Managing your energy in the workplace.

https://www.england.nhs.uk/supporting-our-nhs-people/support-now/

NHS Employers

Health and Wellbeing Network

Delivered by NHS Employers, the health and wellbeing programme is commissioned by the Department of Health and Social Care (DHSC) and works alongside NHS health-care provider organisations to help them best support the health and wellbeing of their employees. The network promotes physical, emotional and mental wellbeing at work, with advice, guidance and information on a variety of health and wellbeing themes such as stress, sickness absence, financial wellbeing and more. It has a large, free to join health and wellbeing network specifically for health and wellbeing leads in NHS healthcare provider organisations, allowing them to connect with one another, share good practice and find out what's happening across the NHS wellbeing agenda.

https://www.nhsemployers.org/topics-o/staff-experience-culture-and-change/health-and-wellbeing

Staff Basic Needs Poster 2022

Lack of access to basic wellbeing needs such as hydration, sleep and sufficient breaks have been identified as a major concern for NHS staff wellbeing and the impact this has on health and wellbeing and patient safety. This easy-to-use

and editable resource has been designed with the NHS for the NHS, and was inspired by Maslow's hierarchy of needs. It aims to support health and wellbeing and staff experience leads and line managers to understand the importance of implementing and sustaining the wellbeing needs of NHS staff, so they are able and are supported to be healthy at work. The 3 levels are: Self Fulfilment needs, Psychological Needs and Basic Needs.

https://www.nhsemployers.org/publications/nhs-staff-wellbeing-needs-poster
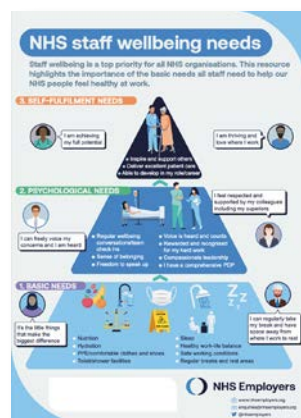
NHS Health at Work Network

Health At Work

NHS Health at Work is the network of occupational health teams dedicated to ensuring that the NHS has a healthy, motivated workforce that is able to provide the best possible patient care. The NHS is the largest employer in the UK and aims to provide an exemplary occupational health service that is improving the health and well being of over 1.3 million NHS staff. We are working together to drive up the quality of our services in the NHS. NHS Health at Work influences and advises Government and other bodies about occupational health in the NHS. We also provide a gateway for businesses in the broader community who are seeking occupational health advice and support.

https://www.nhshealthatwork.co.uk/

The Health Foundation

Wellbeing During COVID-19

Three Q groups joined together to look into what has been learned about wellbeing during COVID-19. Read about the key themes, areas for reflection and useful resources that emerged. The 10 themes that came out of the discussion were: Wellbeing overview; Adapting and learning; Challenges to feeling included; Exploring; Grief; Remote working; Technology; Time and Space; Safety; Well being activities.

https://q.health.org.uk/blog-post/wellbeing-during-covid-what-have-we-learned-zoom-outcomes/

Making the case for Staff Health and Wellbeing in the NHS

RHIANNON BARKER 2016

https://www.health.org.uk/blogs/making-the-case-for-staff-wellbeing-in-the-nhs

Engaging the workforce in realtime listening – this project was pre-COVID-19, and led the way to an expanded scheme which became a CHA Case study.

Employee Assistant Programmes (EAP)

EAPA

The national voice of employee assistance

https://www.eapa.org.uk/

EAP Providers include:

- Vivup (e.g. Cym Taf Health Board)
- Health Assured (e.g. Sussex Community NHS Foundation Trust)
  https://www.sussexcommunity.nhs.uk/the-hive/health-and-wellbeing/
- Care First (e.g. Royal Free London NHS Foundation Trust)
- Workplace Options (e.g. Kings College Hospital NHS Foundation Trust)

Institute of Healthcare Improvement (IHI)

Joy at Work

There are proven methods for creating a positive work environment that creates these conditions and ensures the commitment to deliver high-quality care to patients, even in stressful times. IHI is partnering with experts around the world to offer new thinking and resources around joy in work — to share principles and techniques that enable the workforce to truly thrive, not just persevere.

https://www.ihi.org/Topics/Joy-In-Work/Pages/default.aspx

Kings Fund

Leading well for health and wellbeing in the NHS – a free online 3 week course

https://www.kingsfund.org.uk/courses/leading-well-staff-health-wellbeing-NHS

What has COVID-19 taught us about supporting workforce mental health and wellbeing?

https://www.kingsfund.org.uk/blog/2020/06/covid-19-supporting-workforce-mental-health

Nuffield Trust

Fronting up to the problems: what can be done to improve the wellbeing of NHS staff? Nigel Edwards and Andy Cowper 2022.

The authors identified 8 factors under three themes of: Autonomy, Belonging, Contribution. Successful organisations pay attention to the basics of staff experience, the development and support of middle management and supervisors (including giving them the tools to operate in this key role), high quality internal communications, well-designed programmes and rapid and repeated measurement.

ACKNOWLEDGEMENTS

THANK YOU TO THE ORGANISATIONS WHO AGREED TO TAKE PART IN OUR CHA Q PROJECT ON THE ROLE OF COMMUNITY HOSPITALS DURING COVID-19. THE 20 ORGANISATIONS ARE LISTED BELOW. WE ARE GRATEFUL TO THE 85 STAFF AND MANAGERS WHO AGREED TO BE INTERVIEWED, AND HAVE CONTRIBUTED THEIR EXPERIENCES AND VIEWS. THANK YOU.

PROVIDER TITLE
Northern Ireland
Northern Health and Social Care Trust
England
Birmingham Community Healthcare NHS Foundation Trust
Cornwall Partnership NHS Foundation Trust
Derbyshire Community Health Services NHS Foundation Trust
Gloucestershire Health and Care NHS Foundation Trust
Herefordshire & Worcestershire Health and Care NHS Foundation Trust
Hounslow & Richmond Community Healthcare NHS Trust
Lincolnshire Community Health Services NHS Trust
Northumbria Healthcare NHS Foundation Trust
Oxford Health NHS Foundation Trust
Somerset NHS Foundation Trust
Southern Health NHS Foundation Trust
Sussex Community NHS Trust
Tetbury Hospital Trust
Torbay and Southern Devon NHS Foundation Trust
Scotland
Highland Health Board
Lanarkshire Health Board
Wales
Betsi Cadwaladr University Health Board
Cwm Taf University Health Board
Hywel Dda University Health Board

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CHA
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ASSOCIATION

'The national voice for Community Hospitals'