



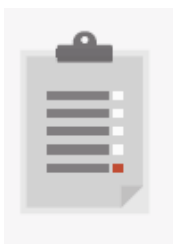
Meeting Date	31 March 2022	Agenda Item	5.3	
Report Title	Taking Care of the Carers – A checklist for NHS Board Members			
Report Author	Debbie Rees – Adams – Consultant Clinical Psychologist Paul Dunning – Professional Head of Staff Health & Wellbeing			
Report Sponsor	Debbie Eyitayo, Director of Workforce and OD			
Presented by	Debbie Eyitayo, Director of Workforce and OD			
Freedom of Information	Open			
Purpose of the Report	Audit Wales have requested that all Health Boards undertake a checklist regarding Staff Health and wellbeing support during the Covid 19 pandemic			
Key Issues	The report highlights the comprehensive wellbeing offer that has been made available to staff and provides detail of the support that will be available to staff during the Covid 19 recovery period.			
Specific Action Required (please choose one only)	Information	Discussion	Assurance	Approval
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Recommendations	Members are asked to: Discuss and approve the details of the checklist. <ul style="list-style-type: none"> NOTE the contents of this report. 			

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
The checklist provides assurance and quality in regards to the support available to staff during the Covid 19 pandemic.		
Financial Implications		
None.		
Legal Implications (including equality and diversity assessment)		
There are no financial implications.		
Staffing Implications		
None.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
There are no long term implications in relation to the impact of the Well-being of Future Generations Act.		
Report History	None.	
Appendices	None	

◀ Taking Care of the Carers? A Checklist for NHS Board Members

This checklist sets out some of the questions NHS Board Members should be asking to obtain assurance that their respective health bodies have effective, efficient, and robust arrangements in place to support the wellbeing of their staff. The questions are aligned to the recommendations we have set out in our report – Taking Care of the Carers? How NHS bodies supported staff wellbeing during the COVID-19 pandemic

1.



What wellbeing services does the health body currently offer to staff?

The Board should have a clear understanding of the health body's current wellbeing offer to staff. In particular, the Board should seek to understand: (a) what provision has remained largely unchanged during the pandemic, (b) what provision has been enhanced during the pandemic, and (c) what new provision has been introduced during the pandemic. The Board should also seek to understand which services are available to all groups of staff and which services are available to particular groups of staff, such as staff at higher risk from COVID-19.

A Post-Covid Staff Wellbeing Strategy has been developed to outline additional support available for staff during 2021/22 and to support the Board and WF&OD committee in their understanding of the staff wellbeing offer.

a) Provision that has remained unchanged:

The single point of access for health and wellbeing support for staff with mild-moderate mental health and musculoskeletal problems has remained unchanged during the pandemic. The service offers staff an initial health & wellbeing assessment and up to 6 follow-up sessions of support. Support from the Consultant Psychologist for line- managers to manage adverse, critical events has also continued along with support for

the network of 500+ Wellbeing Champions who offer an additional layer of support to teams/staff.

b) Enhanced provision

Charitable funds and Welsh Government Covid resources were utilised to enhance the staff counselling service and partnership working with MH&LD psychology colleagues. This enabled 1:1 support for trauma and complex bereavement and included specialist treatments for trauma (eg EMDR) and group trauma interventions. Additional resource was made available during the pandemic to enhance the Occupational Health service in order to meet the increased demand.

c) New provision

A Staff Psychological Wellbeing Cell was established to steer the staff support response with multi-disciplinary expertise from Learning & Development, Psychology, Chaplaincy, Communications and the Service Improvement service. This response was externally validated with the team winning the Best Multi-Disciplinary Initiative in the [Personnel Today Occupational Health and Wellbeing Awards](#), recognising the Health Board's focus on multi-disciplinary response to staff wellbeing during the pandemic.

A Post Covid Syndrome ('Long Covid') service for staff has been delivered by the team's Occupational Therapist (OT) with over 110 staff receiving timely assessment, support and advice to return to work/remain in work where appropriate. The OT has worked closely with the pulmonary rehabilitation team, who have been delivering the community Long Covid service, to ensure wider staff needs are met.

The Health board has invested in the TRiM programme (Trauma Risk Management) with 59 TRiM personnel trained to support teams. Over 1200 staff have undertaken REACT (brief trauma training) and evidence shows that this is being implemented successfully in the workplace

All the services above are available to all Health Board staff. Additional Charitable Funds resource has been made available to Nurse Education to deliver a one day 'recovery and resilience' study day, offered to all staff during 2021, aimed at supporting wellbeing and helping staff to reflect and recover during the pandemic.

Staff at higher risk from Covid-19 have been identified by the all Wales workforce risk assessment and received enhanced HR, Occupational Health and Health & Safety

support to mitigate risks. BAME colleagues have been additionally supported with enhanced communications and support as a result of the pandemic. In addition to the all Wales risk assessment the Health Board developed its own local environmental risk assessment to complement the all Wales assessment to provide practical guidance for staff and managers wishing to facilitate a return to work.

2.



How much do they cost?

The Board should have a clear understanding of the costs/resources associated with the health body's current wellbeing offer to staff and how they are funded.

The cost of Wellbeing support for staff during 2021/22 is £535,833.(this does not include the cost of Occupational health services)

This includes £140,765 of temporary Covid-19 recovery costs and Charitable funds.

3.



How accessible is the health body's current staff wellbeing offer?

The Board should have a clear understanding of how the health body's current wellbeing offer is promoted to and accessed by staff. In particular, the Board should seek to gain an understanding of staff experiences of accessing the services they feel they need and/or have been assessed as requiring in order to meet their wellbeing needs. Boards should seek assurance that appropriate action is being taken to address any issues or difficulties experienced by staff.

Self-referral to the staff wellbeing service is accessible via a 'single point of access' phone number (internal and external) and a staff wellbeing e-mail address. Enhanced intranet Comms has been made available throughout the pandemic with wellbeing details at the forefront of the Health Board's intranet front page, along with social media posts of the CEO's wellbeing video, with details of support available. National staff wellbeing offers such as 'Health for Health Professionals' and 'Silvercloud' have also been promoted by the Chief Executive and through posters,

emails and support from the 500+ Wellbeing Champions. The Staff Wellbeing service provides bespoke support to staff needs and signposts to other services where appropriate (for example, debt support, drug & alcohol support). The most recent evaluation of both staff experiences (via feedback forms) and clinical outcome measures indicate that the services meet staff needs with 77% stating the service was either 'extremely beneficial' or 'very beneficial' All feedback from staff regarding service improvement is considered and implemented when appropriate, for example, wellbeing senior staff met with staff-side colleagues and senior clinical staff in critical care to further communicate the staff wellbeing offer following feedback that the offer was not well understood. The Board should be aware there isn't a routine evaluation process in place at present however this is something currently being worked on.

4.



How effective is the health body's current staff wellbeing offer?

The Board should have a clear understanding of the effectiveness of the health body's current staff wellbeing offer. In particular, the Board should seek to understand which services are the most effective and the least effective based on staff feedback and/or user evaluations. The Board should also consider any evidence which might be available on the clinical effectiveness of particular approaches and interventions adopted by the health body.

A comprehensive evaluation of the staff wellbeing services is included within the Caring for Carers management response (Recommendation 3).

Staff general health and well-being is measured at the commencement and conclusion of support using the Euroquol 5D-5L outcome measure ('EQ5D') These data were analysed to compare the scores at baseline and at discharge. The findings show statistically significant improvements in health status, particularly relating to improved anxiety/depression scores.

Early evaluation of TRIM, ReactMH demonstrated that 95% of staff felt they would be able to have a supportive, psychologically informed conversation with a colleague if required.

The Long Covid staff service, based on related NICE guidance has supported over 100 staff and the evaluation of returned EQ-5D-5L outcome measures demonstrates improvements in the 5 domains of 'mobility', 'self-care', 'usual activities', 'pain-discomfort' 'anxiety/depression'.

5.



Which wellbeing services should the health body offer to staff in the short-, medium-, and long-term?

The Board should consider which wellbeing services the health body should offer to staff initially in the short-term to deal with the immediate impact of the pandemic on the physical health and mental wellbeing of staff. Whilst the longer-term impact of the pandemic is difficult to quantify at this stage, Boards should nevertheless start to consider which wellbeing services will be required in the medium to long term.

In refreshing the health body's wellbeing offer to staff, Boards should consider the following questions in line with staff needs, staff feedback/user evaluations, evidence of clinical effectiveness, and value for money:

- which existing services should be scaled back or stopped altogether?
- which existing services should be enhanced or reconfigured?
- which new services should be piloted or introduced?

As part of this exercise, Boards should also seek to distinguish between services aimed at all staff groups and services required by particular groups of staff, such as those at higher risk from COVID-19 and those that have directly worked at the front-line throughout the pandemic.

1.Short-term/stopped

During the early stages of the pandemic, a Staff Psychological Wellbeing Cell was established with senior representatives from Psychology, Learning & Development, Chaplaincy, Communications and Service Improvement. This enabled resource from these areas to be utilised to increase the wellbeing resources available to staff. This was stopped after the first wave of Covid-19 when the acute need for staff support subsided.

Enhanced manager support was also made available via the Learning and Development Coaches and this was stopped at the end of the first wave as demand reduced.

Staff 'relax and recuperation' spaces were developed within existing environments during early 2020; for example, the physiotherapy gym in Morriston Hospital was transformed with sofas, soft lighting and relaxing music and these returned to clinical spaces during Autumn 2020.

Resource was made available to Nurse Education to deliver a one day 'recovery and resilience' study day; this ended December 2021 and supporting the needs of individual teams during 2022 will be the shared responsibility of managers, HR colleagues and the wellbeing service/champions.

2. Medium term

The Staff Post Covid Wellbeing strategy highlights the services SBU has adopted to support staff physical and mental wellbeing during the medium-long term, 'recovery' phase of the pandemic. The graphic below highlights these enhanced service that have been supported through Covid recovery funding;



There has been an ongoing focus on psychological support for staff who have experienced Long Covid, witnessed traumatic experiences, bereavement and experiencing mental health problems. From the outset,

the approach taken was that Occupational Health advice and guidance was absolutely necessary to support all staff and particularly those considered to be at higher risk ie BAME staff and those staff who had been 'shielding'. Use of the All Wales Risk Assessment Tool originally designed for BAME employees but then revised so that it was applicable for all staff was promoted throughout the pandemic supported with enhanced Occupational Health services. Additional psychological support for line-managers has been made available and this continues in order to help line managers support their teams through adverse critical incidents.

In addition to the all Wales risk assessment the Health Board developed its own local environmental risk assessment to complement the all Wales assessment so that we could also provide practical guidance for staff and managers wishing to facilitate a return to work and this continues to be utilised.

3. Long Term

After piloting TRIM during 2020 to critical areas, a fuller rollout is now underway, with 59 staff trained to support TRiM into 2022. Support and collaboration has been sought with South Wales Police, WAST and Marsden and Torbay NHS Trusts. TRIM will support a culture of openness around mental health and enable swift, evidence based responses to traumatic incidents – six incidents have been supported with a TRiM response since November 2021 and feedback from staff has included 'feeling validated' and 'supported' by their team and the health board following the incident.

The Health Board is currently piloting partnership working with the two local leisure companies who provide leisure services on behalf of the local authorities. During January 2022, free access to all leisure facilities for one week is available to all Health Board staff in Swansea with Neath Port Talbot offering incentives for staff to take part in fitness activities.

A business case will be presented to the Executive team to support the continued roll out of TRiM into the medium-long term, along with a request for resource to ensure the staff health and wellbeing service is for for purpose and sustainable into the future, particularly as there is a 15-20% annual increase in service demand.

6.



How should the health body deliver its wellbeing offer to staff?

Boards should have a clear understanding of the opportunities that exist to collaborate with other health bodies to procure, commission, and/or deliver wellbeing services on a joint basis particularly in specialist areas, such as psychotherapy. Boards should also seek to understand the opportunities that exist to share learning and resources more widely in respect of general approaches to staff wellbeing.

Boards should also have a clear understanding of how services will be funded with a view to providing stability, ensuring sustainability, and achieving value for money.

Although the Health Board funds staff wellbeing services, there is collaboration across Wales (and beyond) via the All Wales Wellbeing Network and All Wales NHS Occupational Health & Wellbeing Forum. These networks ensure shared learning across Wales and National resources are communicated. SBU has signposted the most staff amongst Health Board's to HEIW's 'Silvercloud' service (on-line CBT support) and there is joint working with CTM UHB to ensure scarce Occupational Health medical resource is utilised across both Health Board's.

Collaboration with South Wales Police regarding TRiM highlighted the need to fully embed the approach within the organisation, with the need for Exec leadership, ensuring TRiM principles become 'everyone's business' and ensuring processes are in place to facilitate a timely response to critical incidents. Additional resource is currently being sought to ensure the full, post-Covid rollout of TRiM.

A business case is currently being developed to support continued funding of the expanded and enhanced staff wellbeing services developed during the pandemic and to ensure sustainability into the future. This will include benchmarking data, where possible, to highlight SBU's staff wellbeing resources and outputs, with the aim of demonstrating value for money.

As mentioned, the partnership working during the pandemic has been shared and externally validated with the team winning the Best Multi-Disciplinary Initiative in the [Personnel Today Occupational Health](#)

and Wellbeing Awards. In addition, the Occupational Health Service also won the 'Occupational Health Team of the Year (Public Sector).

In January 2022, The Health Board received a Case-UK Able Futures award for, 'Employers positive contribution to their workforce well-being.'

7.



How should the health body continue to engage with staff?

Boards should have a clear understanding of how the health body will continue to engage with staff to ensure they have meaningful opportunities to highlight their needs and share their views on a regular basis, particularly during the recovery phase of the pandemic. Boards should also seek to understand what arrangements are in place or will be put in place to engage meaningfully with underrepresented groups of staff, such as ethnic minority staff. Boards should also seek assurance that the health body's staff engagement arrangements compliment, rather than duplicate, other arrangements that might be in place at a national level.

The Health Board have continued to engage with staff through a number of avenues including:

- Through Trade union and staff side representative and through the Health Board Partnership forum.
- Staff networks - SBUHB's Black, Asian and Minority Ethnic Staff (BAME) Network and LGBT+ & Allies Staff Network, Calon,
- Chief Executive walkabouts (when this is feasible given Covid)
- Monthly leadership touchpoint sessions chaired by the Chief Executive
- Speak up guardian service

We have also run a number of listening events

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A Post Covid Staff Wellbeing Strategy has been developed to support staff wellbeing during the recovery phase of the pandemic and has included staff side engagement via Local Partnership Forum, engagement with the 500+ Wellbeing Champion Network and feedback from staff via social media and staff intranet. Engagement has also included seeking the views on the strategy from the Health Board's BAME network and

Calon, ensuring it meets the diverse needs of our workforce.

In addition to the above a local COVID-19 Wellbeing & Working from Home Survey was undertaken in 2020 with 1,663 responses. Demographic data was also gathered and used to inform a picture of the impact across protected characteristics, with results being used to inform the work of key stakeholders. Consultation has been undertaken with staff to inform plans of a Commemorative Project. This involved staff (particularly those in front-line COVID areas) being given the opportunity to work with an arts therapist to enable staff to reflect and share their experiences that will inform a commemorative piece for staff and the community.

8.



What assurance does the Board require going forward?

The Board should ensure there are robust arrangements in place to receive assurance on all relevant matters relating to staff wellbeing. The Board should provide clarity on which matters should be scrutinised by the relevant committee with responsibility for workforce matters and which matters should be reserved by the Board and/or reviewed by the Board on a regular basis (such as monitoring performance against key workforce indicators).

The Board and Committees receive regular reports through the agreed governance arrangements. Assurance against all matters relevant to staff wellbeing are provided through the reports to the Workforce and OD Committee and the Audit Committee.

A recent audit (Sept 2021) by NWSSP Audit & Assurance of the Staff Wellbeing and Occupational Health services identified no significant issues for reporting.