

## NRH Staff Wellbeing Framework

# NRH Staff Wellbeing Framework at a Glance

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well-being



# Introduction



- **Background**
- **Purpose**
- **Overview**
- **Vision - Why is Staff Wellbeing Important?**
- **Facilitators and Challenges to Staff Wellbeing**
- **Aims and Objectives of the NRH Staff Wellbeing Framework**

## Background

In 2017, a review of the NRH Safety Statement and Psycho-social Risk Assessment by Occupational Health and the Risk Management Department identified that the NRH had no overarching structure or strategy in place to support access to information about and resources related to staff wellbeing in the NRH.

It is recognised that there are lots of staff wellbeing initiatives and supports available in the NRH, however, the breadth of this is not known to staff. A structured and co-ordinated approach to staff wellbeing was identified as a need within the organisation.

Although NRH staff and managers can already access support through Occupational Health when sickness occurs, and avail of initiatives such as the 'Cycle to Work' scheme, there is a need to bring individual existing elements together and develop them further into an integrated and coherent organisational structure which supports NRH staff wellbeing.

This is important not only because it is the responsible thing for the organisation to do but also because it will improve the quality of our interactions with the patients and carers through the services that we deliver (Boorman, 2009).

Workplace wellbeing is seen as an important topic at individual, community, national and global levels.

The World Health Organisation (WHO) considers workplace wellbeing in its determinants for health with a focus on moving towards creating a sustainable workplace wellbeing infrastructure built into the culture and behaviours throughout an organisation.





## Purpose

Achieving NRH staff wellbeing requires that we think broadly about health and well-being.

Instead of focusing solely at the level of the individual staff member, we need to pay attention to the range of complex, inter-related factors that influence individual well-being (such as organisational culture, leadership, environment and engagement).

A systemic view of organisational health and staff well-being recognises that in order to perform effectively and deliver quality patient-centred care, it needs healthy individual staff members, healthy teams and a healthy organisational culture (and that these factors are interdependent).

This requires effective processes, policies and systems across multiple layers of the NRH, supported by senior leadership and giving support to managers and staff.

Finally, it is worth noting that the NRH has embarked on a period of large-scale organisational change.

The transition to our new hospital environment will mean ongoing:

- re-configuration of teams across the new and existing NRH buildings
- increasing patient and case complexity
- achieving compliance with standards set out by accreditation and regulatory bodies
- meeting service user expectations
- changes to staff work patterns and ways of working

This requires an increase in the level of physical and mental robustness across the NRH workforce.

This is likely to significantly increase pressures on hospital staff.



# Overview

Core components of the NRH Staff Wellbeing Framework include the following:

- NRH staff wellbeing vision, aim and objectives
- Why NRH staff wellbeing is important
- Facilitators and Challenges to NRH staff wellbeing
- NRH Staff Wellbeing Supports
- NRH Staff Wellbeing Pillars
- Communication
- Measurement
- Monitoring, evaluation and review

The framework sets out six 'pillars' under which staff wellbeing will be considered throughout:



PWEG would like to acknowledge and thank all NRH staff who have contributed to the development of this framework to date. We hope to continue this engagement in the coming years so that the framework remains reflective of the needs of the organisation and its staff.



# Vision

## Vision for NRH Staff Wellbeing Framework

“The NRH- a supportive and responsive environment where staff feel healthy, happy and engaged”.

Our wellbeing is enhanced in a positive, empathetic, respectful and responsive work environment that supports our efforts to divide our time and energy between work and the other important aspects of our lives.



## Why is Staff Wellbeing Important – especially in the NRH?

The health of staff working in healthcare settings affects themselves, their families, the work that they undertake and the patients they serve.

The need for members of the healthcare workforce to maintain their health and wellbeing is vital but often overlooked in the desire to provide better patient care.

Research demonstrates that people working in healthcare with healthy personal lifestyle habits are more likely to impart healthy behaviours to their patients (Lobelo et al. 2009).

The NRH recognises its staff as one of its greatest assets and central to the delivery of the highest quality patient care.



# Facilitators and Challenges

## Facilitators to NRH Staff Wellbeing

What do NRH Staff think can enhance their wellbeing?

- Friendly, positive, empathetic, respectful work environment
- Genuine appreciation
- Feeling effective; job satisfaction; making a contribution
- Positive and supportive relationships
- Overall good health
- Supportive personal relationships
- Work-life balance
- Having a clear mind
- Managing stress
- Dignity and respect

## Challenges to NRH Staff Wellbeing

What are the challenges to wellbeing identified by NRH Staff?

- Stress
- Workload – feeling overstretched
- Staffing levels
- Commute to work - traffic
- Illness
- Impact of others
- Breadth of role – clinical and non-clinical
- Unresolved conflict
- Working beyond contracted hours
- Poor diet
- Poor work-life balance
- Not sleeping well





# Aims and Objectives

## Aims and Objectives of NRH Staff Wellbeing Framework

### Aim:

To develop an NRH Staff Wellbeing framework that will support the wellbeing vision and culture that is fundamental to the organisation over the next 5 years.

### Objectives:

To develop a framework that will support and facilitate growth and development of NRH staffs, services, patient outcomes and the organisation.

To increase NRH staff awareness around stressors and pressures they experience and how and where they can seek help to address these.

To provide a comprehensive strategy with signposting to general and specific work life information and actions.



# Staff Wellbeing Supports



- Individual Roles and Responsibilities



# Staff Wellbeing Supports



- **Staff Wellbeing Journey**





# Staff Wellbeing Pillars



## Definition of Wellbeing

Stable wellbeing is when we have the psychological, social and physical resources we need to meet a particular psychological, social and-or physical challenge.

When we have more challenges than resources, the 'see-saw' (shown in the visual on the next page) dips, along with our wellbeing, and vice-versa.

This represents the drive of an individual to return to a set-point for wellbeing as well as the individual's need for equilibrium or homeostasis.

The resources and challenges are the elements that can affect the individual's equilibrium, tipping the see-saw from side to side.

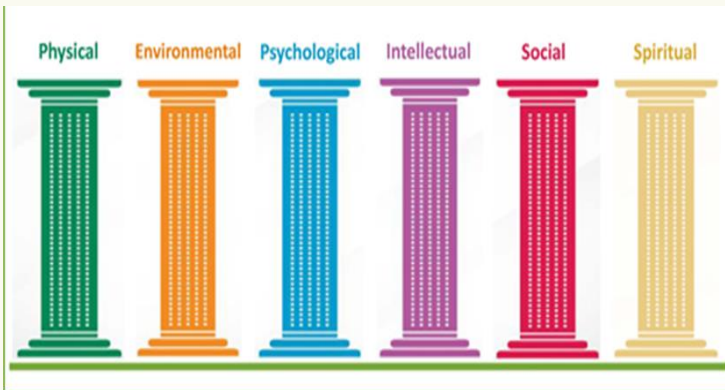


# Staff Wellbeing Pillars



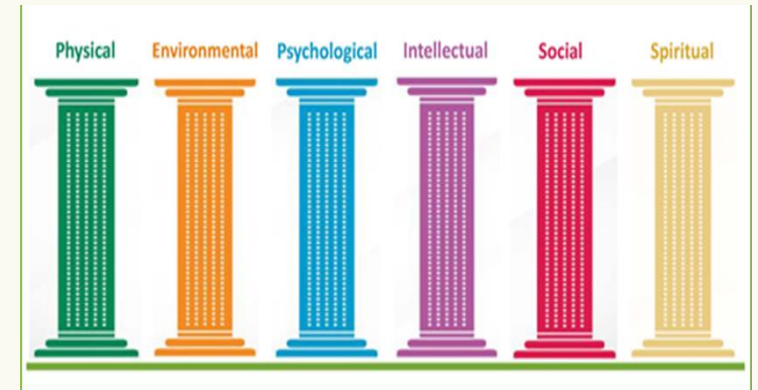
## Staff Wellbeing Pillars

### Resources



Wellbeing

### Challenges



# Staff Wellbeing Pillars



## What Constitutes Wellbeing?

Wellbeing is having the capacity to live a full and meaningful life, while having the flexibility to deal with life's ups and downs. Research has identified various aspects that constitute our wellbeing, some of which are presented in the pillars on page 13.

Our wellbeing works like a wheel with different areas of our life (the various wellbeing pillars) acting as the spokes of the wheel. If any area is out of balance or not flowing properly, life won't flow and we won't feel right in ourselves.

There is no 'one size fits all' approach to wellbeing and therefore we all vary in our wellbeing pillars, such as physical, psychological, emotional, intellectual, financial, social and spiritual.

However, if any of these areas are out of balance or not moving well, we have to slow down, and perhaps even stop to give attention to that area.

An important aspect underpinning all wellbeing pillars is recognised as ***Diversity, Equality and Inclusion***. In an NRH 2019 survey, 98% of staff who responded to the survey either agreed or strongly agreed that this is an important value within NRH.

The way we can nurture and promote our wellbeing within each of the wellbeing pillars is important. The next section of the NRH staff wellbeing framework will provide a breakdown for each pillar that will include:

- Definition of the wellbeing pillar
- Information on the supports and activities available within the NRH
- Signposting to relevant documents or policies for the wellbeing pillar



# Staff Wellbeing Pillars



## What Constitutes Wellbeing (continued)

In populating and developing the NRH staff wellbeing framework, PWEG recognises that there are areas for further improvement. It includes the following:

- Considering what educational resources are available and if it is possible to get internal or external speakers of specific topics related to the wellbeing pillars.
- Accessibility and timing of activities will be monitored and has been noted as important.
- To have a location with a bank of ideas for improvements and developments.
- Identifying and showing what activities are free and whether there is a cost associated with the activity or resource.



# Staff Wellbeing Pillars



## Physical Wellbeing Pillar

### Definition:

Physical wellness is the ability to maintain a healthy quality of life that allows us to get the most out of our daily activities without undue fatigue or physical stress.

### Supports

- Occupational Health Nurse and Physician
- Radiology Department
- Smoking Cessation Champions
- Line Management
- Health and Safety Representatives
- Risk Management
- Physiotherapy Department

### Activities and Initiatives

- Yoga classes – evenings and lunch time
- Fun-time Fitness Bootcamp – Morning
- Pilates – Morning
- Walking Groups/ Challenges
- HSE Activity Challenges
- Nutrition – Healthy food options, Food Labelling and Calorie Guide
- Smoking Cessation Programme
- Weight Management Programmes
- Health Checks
- DXA Scan programme
- Vaccination Programmes



# Staff Wellbeing Pillars



## Physical Wellbeing Pillar (continued)

### Relevant Documents and Policies

- [Healthy Ireland Framework](#)
- [Health and Safety Policies](#) (examples below)
  - First Aid Policy
  - Management of Inoculation Injuries
  - Pregnant Employee Risk Assessment
  - Patient Moving and Handling
- [Human Resource \(HR\) Policies](#) (examples below)
  - Workplace alcohol, drug and substance misuse
  - Sick Leave
  - Working Time and Rest Breaks
- [Occupational Health](#)
- [NRH Staff Handbook](#)

# Staff Wellbeing Pillars



## Environmental Wellbeing Pillar

### Definition:

Environmental wellbeing is defined as living a lifestyle that is respectful of our surroundings and encourages us to live in harmony with the earth by taking action to protect it.

It is about learning and contributing to the health of the planet by establishing sustainable lifestyle approaches, protecting natural resources and eliminating pollutants and excessive waste.

Environmental wellness includes not only our relationship with the planet and nature but our relationship with our personal surroundings also. When our personal surroundings are well cared for, clean and organized, we experience a greater sense of comfort and less anxiety.

Being environmentally well enhances your personal health and helps ensure the future health of our communities and the world.

### Supports:

- Energy and sustainability committee
- Occupational Health
- Waste management committee
- Accessibility committee (Accessible environment)
- Technical Services Department (TSD)
- Risk Management

# Staff Wellbeing Pillars



## Environmental Wellbeing Pillar (continued)

### Activities and Initiatives:

- Ongoing Energy management projects driven by the Sustainable Energy Authority of Ireland (SEAI) in conjunction with the public sector requirement to reduce energy by 33% by year end 2020. This includes annual monitoring and reporting of all energy usage including thermal, electrical and transport.
- Smarter travel workplace initiatives.
- Training in areas such as waste management, ergonomics, manual handling.
- Catering initiative including the removal of all plastic cutlery, use of compostable containers, and elimination of single use water cups.
- Procurement including only purchasing equipment from the Triple E register which is the most energy efficient.
- Use of the BREEAM model in designing and building the new hospital to ensure the best energy rating possible is delivered at the design stage, building stage and inevitably the management and running stage.
- Awareness days, such as energy awareness day, accessibility day, world energy day.
- Community driven ideas including the NRH Garda Watch monthly drop-in clinic for patients *and* staff.
- PWEG Smarter Travel Workplace Initiative
- CORE Training (Positive Approach to Challenging Events –PACE), Handling (Patient and Non-Patient) Training.

# Staff Wellbeing Pillars



## Environmental Wellbeing Pillar (continued)

### Relevant Documentation and Policies:

- Healthcare waste and general waste policies.
- Severe weather plan.
- Chemical safety policy.
- Health and safety policies.
- Tobacco free campus policy.
- Emergency management and sustainability policy.
- Checklist for improving Environmental Wellbeing at work.



# Staff Wellbeing Pillars



## Psychological Wellbeing Pillar

### Definitions:

Psychological wellbeing consists of positive relationships with others, personal mastery, autonomy, a feeling of purpose and meaning in life, and personal growth and development (Ryff, 1989).

Psychological wellbeing is fundamental to our collective and individual ability as humans to think, emote, interact with each other, earn a living and enjoy life. (WHO, 2014)

### Supports

- Line management support and supervision
- Referral to Occupational Health Service
- Positive Working Environment Group
- Coaching and mentoring
- Peer Support
- Informal Support

### Activities:

- Positive Approaches to Challenging Events (PACE) Training. PACE I and II.
- Psychological awareness videos.
- Occupational Health screening.
- Employee Assistance Programme (EAP) Counselling.
- Mindfulness meditation (Zen Den).
- Behaviour Consultancy Forum.
- Suicide Awareness Support.

# Staff Wellbeing Pillars



## Psychological Wellbeing Pillar (continued)

### Activities (continued):

- Alcohol Awareness Programme
- World Mental Health Day
- Behaviour support meetings (ward staff)
- Professional supervision
- HSELand e-learning module:
  - Managing Pressure and Stress to Optimise your Performance (under 'Course Catalogue – Business Skills')

### Relevant Documentation and Policies:

- HSE Supporting staff following and adverse event – ASSIST ME Model
- Policy for Prevention and Management of Stress in the Workplace
- Support for staff members following a critical incident in the NRH (Standard Operating Procedure)
- HSE Dignity at Work Policy
- HSE Trust in Care Policy
- NRH Diversity Equality and Inclusion Policy
- NRH Workplace Conduct Policy
- NRH Bereavement Policy
- NRH Staff Handbook
- NRH 'Sickness Absence – A Guide for Staff' booklet
- Mental Health Ireland ([www.mentalhealthireland.ie](http://www.mentalhealthireland.ie))

# Staff Wellbeing Pillars



## Intellectual Wellbeing Pillar

### Definition:

Intellectual wellbeing means having an active mind, open to learning new things and choosing activities that keep your brain active and happy. It encourages active participation in academic, cultural and community activities.

### Supports:

- Educational Assistance
- HR Department
- Academic Department
- Line Managers



### Activities:

- Monthly Grand Rounds (clinical educational and information sharing session open to all staff).
- Educational assistance – organisational support and encouragement for further education and training. Funding and study time scheme for attending courses, conferences and training.
- Medical peer review.
- Lunch and learn talks.
- Clinical and non-clinical supervision and peer support.
- NRH conferences such as Annual Ernest Goulding Lecture and the Nursing Conference

# Staff Wellbeing Pillars



## Intellectual Wellbeing Pillar (continued)

### Activities (continued):

- Development of NRH Academic Department
- Support for staff to attend and present lectures and posters at conferences, nationally and internationally
- Staff released to carry out research studies
- Coaching service available to staff
- "Talkime" (monthly lunchtime information sessions on a wide range of topics of interest to staff; low-tech format to encourage engagement and discussion)
- Journal Clubs
- Quality Improvement Division webinars
- Integrated care webinars
- HSELand training

### Relevant Documentation and Policies:

- Education and Training Policy
- Educational Assistance Policy
- Study Leave Policy
- Student Placement Policy





# Staff Wellbeing Pillars



## Social Wellbeing Pillar

### Definition:

Social wellbeing is the extent to which you feel a sense of belonging and social inclusion at work. From the emotional connections that you make with other staff, to your values and how they relate to work; social wellbeing is incredibly valuable to both employers and staff.

### Supports:

- Occupational Health
- Line Managers
- Peers and Colleagues
- Finance and Payroll Departments
- Catering Department
- Staff Rest Areas

### Activities and Initiatives

- Peer Support, Social Club; and Social Funds in various departments
- Staff events such as: Summer Barbeque, and Christmas Party
- Movie Nights
- Meet & Greet Coffee Morning for new staff
- National Workplace Wellbeing days and staff pamper days
- Savings club
- Retirement Courses
- Annual budget explanation
- MABS monthly helpdesk in quadrangle
- Walking groups; Winter Solstice swim

### Relevant Documentation and Policies:

- Dignity at work policy
- NRH Staff Handbook
- HSE ASSIST ME model

# Staff Wellbeing Pillars



## Spiritual Wellbeing Pillar

### Definition:

Spiritual wellbeing means the ability to experience and integrate meaning and purpose in life through a person's connectedness with self, others art, music, literature, nature, or a power greater than oneself.

Spiritual wellbeing is about our inner life and its relationship with the wider world. It includes our relationship with the environment, our relationships with others and with ourselves.

Spiritual wellbeing does not just reflect religious belief although for people of a religious faith it is obviously a central feature.

Each person's spirituality is greatly impacted by the community they are a part of and their relationships. To be spiritually well will mean a positive engagement with others, self and our environment.

### Supports:

- Occupational Health
- Pastoral Care (includes Chaplaincy and representatives from different faiths)
- Line Managers
- Peers and Colleagues
- Access to nature around the hospital
- LGBT Allies and Support

# Staff Wellbeing Pillars



## Spiritual Wellbeing Pillar (continued)

### Activities and Initiatives

- Peer Support
- Meet & Greet Coffee Morning for new staff
- National Workplace Wellbeing days
- Annual Music Week
- Photography Classes
- Staff mindfulness (Zen Den)
- Staff choir

### Relevant Documentation and Policies:

- Diversity, Equality and Inclusion Policy
- Gender Identity and Expression Policy
- NRH Staff Handbook



# Communication



## **Staff Engagement – Consultation and Feedback:**

An effective engagement process will create an opportunity to co-produce an NRH Staff Wellbeing Framework that is realistic and sustainable. The aim of this engagement is to maximise support for and understanding of the importance of wellbeing at work.

## **Why is communication important as part of the NRH Staff Wellbeing Framework?**

Effective communication helps to improve staff morale and create healthy working relationships. It contributes towards staff retention, continuous development of our workforce and a positive working environment

Placing effective communications as a core feature of day to day activities has proven in other organisations to contribute towards the overall achievement of their organisational goals. Open, effective, two-way communication is seen as an important aspect of the NRH Staff Wellbeing Framework.

## **Communications Plan for the NRH Staff Wellbeing Framework**

The NRH Board and Executive Management Committee have endorsed NRH staff wellbeing as part of the organisation's strategic direction. The NRH Staff Wellbeing Framework will be communicated in line with the hospital's internal communications systems. The internal communications systems within the NRH are designed to ensure that the organisation is responsive to the needs of all of its stakeholders and to provide information through a range of different formats and channels.

Key to ensuring we can measure and monitor the success of the framework is a Communications Plan that includes:

- Clear, consistent and accessible messaging about the framework in a range of formats to meet staff needs.
- Feedback mechanisms to ensure we receive stakeholder feedback, insights and reactions.
- Ensure the feedback and insights gathered are shared with relevant individuals or groups and noted or actioned as appropriate.
- Provide feedback on how engagement has fed into decision-making – 'Your Feedback – How it has helped'.

# Communication



## Communications Delivery Channels

Methods of communication used within the National Rehabilitation Hospital include the following formats:

- Person to Person
- Print
- Electronic formats.

New communication structures as part of the 'new' NRH will be important to create consistent communication. Please see Appendix 2 for further details of each format.

## Managing Communications

It will be an iterative process which must be continually monitored using various feedback mechanisms to gauge the effectiveness of messages.



# Monitoring, Measuring, Review



## Monitoring, Measuring and Reviewing the Framework

### NRH Staff Wellbeing Measurement

By measuring staff wellbeing across the different wellbeing pillars, the NRH will be able to develop and deliver a robust approach to workplace wellbeing that is based on facts, needs and priorities. Measurement will also enable evaluation of any initiatives undertaken to improve NRH staff wellbeing.

Local measures will be used where possible to gather data about staff wellbeing. It is proposed that 'pulse surveys' will be administered every 4 months (3 times a year). This method of measurement will be reviewed after one year.

### What are Pulse Surveys?

Pulse surveys are a fast and frequent survey system, designed to avoid complex questions and give quick insights. They are short (10 questions or fewer) questionnaires on a 5-point Likert scale ("Strongly Agree" to "Strongly Disagree") and can help Identify if efforts to improve NRH staff wellbeing are making a difference. The use of pulse surveys will allow for regular data collection without overwhelming staff or causing survey burnout.

# Monitoring, Measuring, Review



## Monitoring, Measuring and Reviewing the Framework

### Monitoring and Reviewing NRH Staff Wellbeing Framework

The NRH Positive Working Environment Group (PWE) will review this framework six months post launch and annually thereafter. Members of PWE will be assigned responsibility for different aspects of the framework.

Effectiveness of the framework will be assessed through:

- feedback from staff, PWE, and management
- review of the framework by executive management committee and PWE group to determine if objectives have been met.

Earlier review may be required in response to exceptional circumstances, organisational change or relevant changes in legislation or guidance.





# Conclusion

## **Monitoring and Reviewing NRH Staff Wellbeing Framework**

The World Health Organisation (WHO) recognises a healthy workplace is one in which people at all levels of the organisation can collaborate to use continuous improvement processes to protect and promote staff health, safety and wellbeing.

The NRH Staff Wellbeing Framework suggests ways that the NRH can support and improve the wellbeing of staff within the organisation.

The Positive Working Environment Group (PWEG) believes that investing in wellbeing at work is worth doing at all times. This background document aims to put forward an overarching structure to aid development of more effective processes, policies and systems across multiple layers of the NRH regarding staff wellbeing over the next five years.

Using the six wellbeing pillars in the framework encourages NRH staff to:

- feel they are part of something meaningful and have a shared purpose that transcends their day to day work;
- have positive relationships with colleagues;
- experience a work environment that values psychological safety, trust and inclusion; and
- receive support and encouragement to pursue a healthy lifestyle and grow professionally.



# Appendices



## Appendix 1 – NRH Staff Wellbeing Supports: Individual and Organisational Roles and Responsibilities

### All NRH Staff

*'Everyone plays an important role in nurturing wellbeing in the workplace by committing to doing their best, having respectful interactions, identifying opportunities to improve, being part of the solution, speaking up, and cultivating their own wellness and resilience. Each team member has a responsibility to be a good colleague, in addition to role modelling the core values of transparency, civility, and respect.'* (IHI Framework for improving joy at work, 2017).

**Support** – Support to colleagues by listening to concerns and being ready to offer help if you can see a peer is struggling.

**Alerting issues** - Raising any concerns about pressure or stress at work with your line manager (or another appropriate person, e.g. Occupational Health) before distress becomes prolonged or serious enough to impede performance at work or lead to absence.

**Personal Responsibility** - Take care of own safety, health and welfare and that of others. Develop a balanced and responsible approach to work and personal life.

**Respect** – Respectful and considerate of others, positively appreciating people and their efforts

**Manage Workload** – Participate in management of workload, avoiding overloading themselves or others with extra work or responsibility

# Appendices



## Appendix 1 – Individual and Organisational Roles and Responsibilities (continued)

### NRH Line Management

“There is a proven link between good people management practices in the NHS and increased staff engagement, reduced sickness absence and improved patient satisfaction” (*Good Work, Wellbeing and Changes in Performance in Outcomes, What Works Wellbeing, 2017*)

**Essential structures** - All NRH staff have a named line manager or senior supervisor.

**Support** - Supervision should take place regularly and be documented. Be sensitive to changes in behaviour that may indicate distress and know how to open a potentially difficult conversation, agree actions and resolve issues early on. Carefully manage organisational processes that could potentially have an adverse impact on staff wellbeing including investigations, dignity at work, disciplinary, grievance and capability procedures.

**Signposting** - Line managers offer core guidance on health and wellbeing at work. They refer and signpost to support and advice.

**Managing sickness absence** - Support staff to remain in work and to manage unplanned absence. Line managers can access absenteeism data through CORE that can enable them to identify issues and trends. Facilitate a return to work interview following all sickness absence.

**Learning and Development** - Make effective use of learning and development opportunities, including the development of competencies required to effectively manage wellbeing at work. Awareness of staffs learning and development needs, especially when a staff member is taking on a new or changed role.

**Communication** - Consult and involve staff at the earliest appropriate stage in decisions that affect them. Encourage open discussion on sources of pressure or stress at team meetings and adopt an open-door policy, which would assist in the identification of stress-related problems at an early stage, thereby allowing early intervention (Linked to 'HR Department' and section on training). Ensure that the Executive Management Committee is aware of key issues over which line managers have no direct control so that the need for action at an organisational level can be considered.

**Managing Workload** - Regularly monitor workload for teams and for individual members of staff to ensure that it does not become excessive. Review performance and attendance in order to prevent unnecessary pressure on colleagues. Be clear about roles and responsibilities for their staff.

# Appendices



## Appendix 1 – Individual and Organisational Roles and Responsibilities (continued)

### NRH Human Resources (HR) Department

*"Promote effective people management to ensure all staff have a regular conversation about their health and well-being with their line manager, supervisor or organisational leader and train and support line managers and supervisors in effective management practices" (Recommendation 5, Thriving at Work: Stevenson/Farmer review of Mental Health and Employers, 2017)*

**Support line management** – Provide support to line managers in the design of jobs, work and teams that promote well-being. Ensure that staff performing a management or supervisory role have the necessary competencies to manage wellbeing at work. Participate with managers in resolving work related stress issues and associated conflicts.

**Training** - Develop line management skills including how to have health and wellbeing conversations with staff and provide preventative support.

**Impact of Change** - Consider potential impact to staff of changes to working practices/environments.

**Competencies** - Health and wellbeing responsibilities are included in core competencies and job specifications for senior and line managers.

**Policies and procedures** - Should be reviewed with line managers to ensure a common understanding of the case management process and systems. Policies should be reviewed regularly to ensure they are practical, effective and easy to understand

### Occupational Health

**Health and Wellbeing Promotion** - Proactively promote staff health and wellbeing in alignment with wider public health and health promotion strategies.

**Support, Guidance and Advice** - Provide individual support and advice to staff who are experiencing stress either by ad hoc support by work colleagues or through management referral processes. Advise the NRH on and support implementation of strategies pertinent to promoting and maintaining wellbeing in the workplace. Provide confidential advice regarding fitness to return to work following illness.

**Stress management** – Offer education, debriefing and work-related stress management advice.

**Assessment and Screening** – Includes pre-employment screen, back to work assessment, pregnancy risk assessment, work related injuries follow-up, health surveillance.

# Appendices



## Appendix 1 – Individual and Organisational Roles and Responsibilities (continued)

### NRH Board of Management and Executive Management Committee (EMC)

*"There is correlation between working environments where staff are more supported and wellbeing is good, and high-quality patient care" (Kings College London, 2013).*

**Clear accountability** - Set specific staff health and wellbeing objectives directly linked to the wider organisational strategy.

**Effective resourcing** - Provide the resources (financial and non-financial) to effectively meet staff health and wellbeing objectives with regular reporting same. Regularly review staffing levels and other indicators of wellbeing at departmental and organisational levels

**Role modelling** - Members actively promote health and wellbeing, leading by example through visibly participating in interventions, health and wellbeing planning and setting the culture they want to see across the NRH. Encourages and fosters trust, improvement, and joy in work, beginning with healthy, effective teams and systems.

**"Duty of Care"** - Recognises and accepts its responsibility as an employer to provide a safe and healthy working environment, for all its staffs. Have in place structures to consult with management, staffs and safety representatives in health and wellbeing matters.

**Identify Sources of Stress** - Monitor the workplace, identifying sources of stress and implementing recommendations in order to eliminate or minimise the effects of such stressors.

**Monitor and Review** - Ensure systems are in place for identifying and addressing staff wellbeing issues in the workplace and that any actions taken are monitored and reviewed.



## Appendix 1 – Individual and Organisational Roles and Responsibilities (continued)

### Positive Working Environment Group (PWEG)

**Promotion of a positive working environment** - Encourage a stimulating and vibrant working environment. Promote awareness of the complexity of issues which affect wellbeing to enable an effective and strategic approach to their management including workplace culture, stress at work, physical environment, work-life balance and communication.

**Champion staff health and wellbeing** - Promote and champion NRH staff health and wellbeing. Promote and champion positive working relationships in the NRH. Encourage and offer support for NRH change ambassadors.

**Planning and Development** - Identify and plan for skill development to enable positive working relationships in NRH. Identify strategies to support staff through change.

**Monitor and review** - Monitor and learn from positive working environment initiatives and the challenges that exist with same.

Review the evidence base in relation to what works effectively to maintain/improve staff health and wellbeing. Review national and local initiatives in order to secure the best resources and information to support the health and wellbeing agenda of staff. Monitor and evaluate the NRH Staff Wellbeing Framework and report progress to appropriate stakeholders.



## Appendix 1 – Individual and Organisational Roles and Responsibilities (continued)

### Legal Framework

While there is no one piece of legislation that addresses itself specifically to workplace wellbeing arrangements, the following are all relevant and addressed within the suite of NRH policies and procedures:

- Safety, Health and Welfare at Work (General Application) Regulations 2007 to 2016
- Protection of Employees (Part-Time Work) Act 2001
- Protection of Employees (Fixed Term Work) Act 2003
- Employment Equality Acts 1998 to 2015
- Organisation of Working Time Act 1997
- Safety, Health and Welfare at Work Act 2005
- The Unfair Dismissals Acts 1977 to 2015
- Public Health (Tobacco) Acts 2002 and 2004 - The Acts prohibit and restrict smoking in a place of work and other public places
- Data Protection Act 2018
- Safety, Health and Welfare at Work Act 2005
- Maternity Protection Acts 1994-2004
- Adoptive Leave Acts 1995-2015
- Paternity Leave and Benefits Acts 2016
- Parents Leave and Benefits Act 2019
- Parental Leave Acts 1998-2019
- Carers Leave Act 2001



## Appendix 2 – Methods of Communication used within the NRH

### Person to Person Communication

- **Daily Operational & Safety Huddle (DOSH)** – a daily 15 minute meeting of staff representatives from clinical, administrative, technical and support services, to share the information that enables the NRH to deliver quality patient care effectively.
- **All-Staff Briefing Sessions** (organisational updates on projects or current issues)
- **Staff meetings and handovers** (Programmes, Departments and Services)
- **1:1 and Group Meetings** (Project Teams and Working Groups)
- **Board of Management, Executive, OMC and Board Sub-Committee Meetings**
- **NRH Change Ambassadors** (encouraging peer support and staff engagement during major change and providing feedback, concerns, ideas, suggestions and insights to hospital management, enabling this feedback to be included in decision making processes).
- **"TALKTIME"** (monthly lunchtime information sessions – low-tech format to facilitate engagement and discussion)
- **Staff Focus Groups**
- **Staff and Volunteer Induction Days**
- **NRH Education and Training Sessions**
- **Quality Improvement Project Clinics**
- **Events and information stands to launch new NRH initiatives or services; to celebrate particular achievements or highlight relevant themes**

# Appendices



## Appendix 2 – Methods of Communication used within the NRH (continued)

### Print Methods of Communication

- **CASCADE System**
- **Hospital Notice Boards**
- **Monthly Events Calendar** (for patients and staff)
- **Internal memos or letters**
- **Newsletters**
- **FAQs and Factsheets**
- **Information Sheets, Leaflets and Booklets**
- **Information displayed in holders on tables in Staff Canteen and Coffee Shop**
- **Comments & Suggestions System**
- **Staff Surveys**
- **Hospital Annual Report**
- **Written correspondence to staff**

### Electronic Methods of Communication

- **Daily Operational & Safety Huddle Highlights** (on Intranet)
- **CASCADE System** (e-copy)
- **E-mail**
- **Digital Display Notice Boards**
- **Survey Monkey, Sense-Maker and other electronic surveys**
- **NRH Website** (and Social Media Platforms after go-live)
- **NRH Videos**
- **Powerpoint Presentations and Infographics**
- **SMS Text Messaging**
- **NRH Intranet**
- **Microsoft Teams**
- **Webinars**