Colleague health and wellbeing

It is more important than ever to put the health and wellbeing of our colleagues front and centre of all we do, not just as a reactive intervention when things go wrong, but part of the fabric of our workplace, as integral as clean air, and freedom from harm. The following **W**ellbeing **i**n **W**ork **I**mpact **R**esource (**WiWIR**) contains recommendations for embedding wellbeing into our systems as enablers for creating the right environment for colleagues to thrive. Health boards and trusts need to:

Wellbeing	- Have policies and procedures which adequately support colleagues and are based on good quality/timely research/best practice and are centred on prevention. Examples of these are the Managing Attendance at Work Policy, Menopause Policy, Respect and Resolution Policy, Special Leave, Flexible Retirement, Employment Break Scheme. - Promote the health and wellbeing support that is available including using informal communication channels such as Wellbeing Champions and other Networks. Examples of these are national health and wellbeing support, Canopi, SilverCloud, Our Wellbeing Matters, Manager Wellbeing Matters. - Prioritise the Occupational Health and Employee Wellbeing Service as these professionals are an important source of expert support, advice and insights to inform the approach to colleague health and wellbeing. Work with occupational health and wellbeing services and leads to create organisationally led, preventive, approach and develop a partnership that helps create a sustainable health and wellbeing culture. Ensure that they have the support, resources and funding they need. - Support colleagues to stay safe from flu, COVID-19 and respiratory illness and have access to appropriate personal protective equipment and enable staff to follow the latest COVID-19 guidance.
information (measures)	Assess and understand the colleague health and wellbeing, measures to do this include the uptake of services to: – Occupational Health Services / Employee Wellbeing Services – Employee Assistance Programmes – Wellbeing Conversation Guide – Analytics from the intranet/internet wellbeing sites. Other areas that can indicate wellbeing measures are: – Staff Surveys (local and national) – Health Needs Assessments – Retention – Compassionate Leadership metrics – Bullying / Harassment – Health and Safety metrics – PADRs/PDPs with wellbeing objectives – Mandatory and statutory training / study leave – Welsh Language metrics – Complaint / clinical concerns / thank you letters

	– Employee relations activity – Equality/ Diversity/ Inclusion metrics – Annual leave carry over – Flexible Working.
Way (change)	Work in partnership with colleagues during change, ensuring transparency, accountability, consultation, and support by: • Discussing any proposed change to department, team, job, working conditions with colleagues. • Providing colleagues with opportunities for input and influence. • Discussing and considering the impact of the change including any training needs, support, and resources available with colleagues.
Influence	• Have agreed minimum standards for facilities, working conditions and work schedules, including rest breaks; access to welfare provision such as water points, toilets, changing facilities and areas to store and heat food; additional facilities for staff working night shifts and space for staff to recover on breaks. • Discuss with colleague workload, job demand and pace, job design including skills, abilities and initiative, and resources needed to do the job. • Provide space for team and peer reflection and support. • Encourage colleagues to take their annual leave. • Consider flexible working arrangements. • Tackle chronic excessive work demands. • Has mechanisms for colleagues to shape the cultures and processes and influence decisions about how work is structured and delivered. • Nurture and sustain just, fair and psychologically safe cultures and ensures equity, proactive and positive approaches to diversity and universal inclusion. Examples of these are Compassionate Leadership Principles, Procedure for NHS staff to raise concerns,
Relationships	• Ensure that the right systems, frameworks, and processes are in place for learning, education and development throughout their careers which promote fair and equitable outcomes. • Ensure that all colleagues have effective support, professional reflection, mentorship, and supervision needed to thrive and flourish in their roles. • Ensure the environment, both physically and remotely have compassionate leadership and nurturing cultures. • Develop and support effective teamworking across the organisation. • Ensure colleague health and wellbeing is strategically aligned with elective recovery plans, including workforce demand and capacity planning and that shift rostering patterns take account of best practice on safe working and provide flexibility taking account of constraints and other responsibilities colleagues have. • Embed continuous improvement approaches into strategy, keep priorities and actions under review, builds on what is working and be prepared to disinvest or stop actions which are no longer having impact. • Ensure all colleagues have access to health and wellbeing conversations and encourage them to access support to address their needs and concerns. • Enable teams to have time out to reflect and discuss their experiences and to have time for team learning. • Ensure that those trained in reflective practice are provided protected time to use their training to support others. • Encourage and support colleagues to take their study leave. Compassionate Leadership Principles, Team Working and Reflective Practice resources can be found on the Gwella portal.