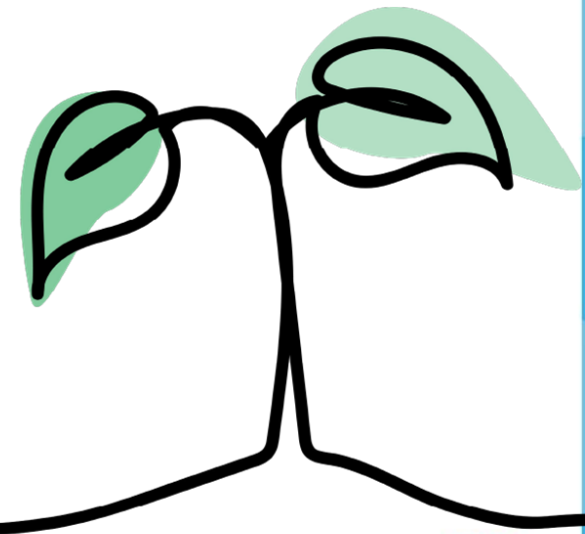


Building A Culture Of Staff Wellbeing: Making It Real

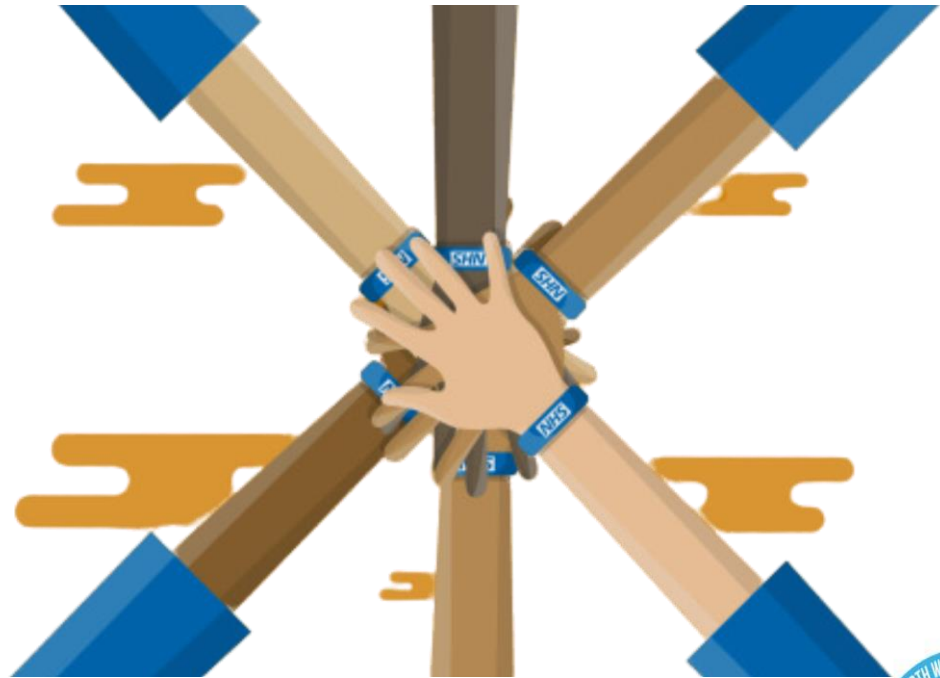
Welcome



Session aims

A lively, interactive session to:

- Immerse you in a current programme of work that's building a culture of NHS staff wellbeing
- Enthuse and encourage you to act



Who we are?



The story of the work we're doing together



Our unique stance

Is to develop a proactive and preventative culture of staff wellbeing in and through leadership.



Why in and through leadership?

Because:

- Leaders influence the wellbeing of the entire NHS workforce
- So, need to be well themselves and pass wellness on to others



Individual interventions to improve wellbeing

“Across multiple subjective wellbeing indicators, participants appear no better off”

Dr. William Flemming

Wellbeing Research Centre

Oxford University, 2024

From over 90 different kinds of well-being initiatives.



“Amidst all the qualities of the organization – its culture, strategy, salaries, the efficiency of the practice environment....the single biggest driver of professional satisfaction was the behaviour of each individual’s immediate leader.

Nothing else even came close.”

Mayo Clinic: ‘Strategies to Reduce Burnout’, 2020



Three, complementary programmes

1. The National Programme for mid-level leaders
2. The Local Programme to train in-house facilitators
3. The National Programme for senior leaders



Which has been developed from



A snapshot of our work to date

Year	Programmes
Year 1 (2021/22)	<ul style="list-style-type: none"> • 3 open National programmes
Year 2 (2022/23)	<ul style="list-style-type: none"> • 5 open National programmes • 4 Local Programmes
Year 3 (2023/24) *	<ul style="list-style-type: none"> • 3 open Local programmes • 6 site-specific Local programmes – including GM • 10 Executive Leader programmes • 1 National programme for Primary Care
Year 4 (2024/25)	<ul style="list-style-type: none"> • 11 Local programmes • 7 Executive programmes
*	<ul style="list-style-type: none"> • In addition, to strengthen sustainability, we: • Secured CPD for all our programmes • Launched the NHS Leaders' HWB Faculty • Are influencing leadership frameworks and tenders



Map of participating organisations

This map shows the location of local facilitators (red pins) and participants of the Executive programme (blue pins)



Our evaluation results

Show the Programme makes a lasting positive impact.
Evaluation results for 2023 demonstrate this even more strongly than 2022.



A conversation about

- Where staff wellbeing sits in your
 - organizational priorities
 - during times of operational pressure
- What you're currently doing - that's working – to build staff wellbeing



Our experience: Sharon and Luvjit

1. Why we got involved in this work
2. What we're doing with it
3. The impact we're seeing/what's working
4. What's challenging
5. What's next



Sharon Lord Health and Wellbeing Lead

Northern Care Alliance

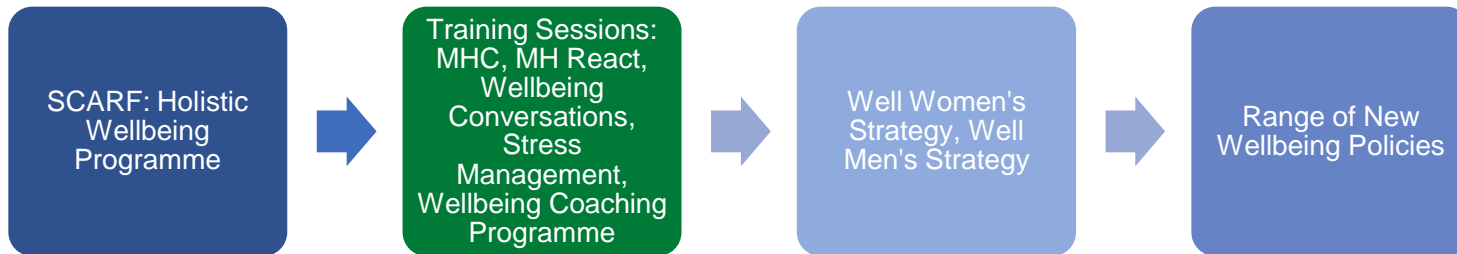
NHS Wellbeing Leadership Programme

‘Mindful Manager’



Why we wanted to get involved

Colleague Wellbeing Support



Managers Main Training

Accelerated Leadership Programme

HR Training: Policies etc

No Dedicated Wellbeing Training for Managers and Leaders.



What we did?

Completed train the trainer cohort NHSE Wellbeing Leadership Programme

Stakeholder focus group within the NCA to develop a programme that would work for the NCA, recognising the challenges for managers and what's already established

Developed a 1-day training programme utilising the resources and materials from the national programme

Connected the programme to key NCA initiatives: Launch of new wellbeing and attendance management policy, CASS/NASS/TASS, CQC requirements, National Staff Survey, Our Values, Vision 10, other programmes etc.

Continuous communication through various organisational channels and forums

Delivered 2 x pilot sessions: evaluation and creation of a 12-month rolling programme



What were the challenges?

Challenges	Mitigations
Dedicated Trainers x 2	Identifying and securing the right people to create and deliver
Manager capacity and release	Exec/Senior leader Support. Wellbeing Guardian Support. Reduced to 1 day. Connected to: policy, evidence for inspections, Our Values, ALDP, wellbeing programmes, NHS People Plan etc. Communication: Why should leaders attend!!WIFT
Room bookings and capacity	Deliver virtually
Sold out within 10 weeks	Increase capacity/waiting list/scheduling 2025



A hugely useful session. I signed up as I have been feeling so stressed at work that I felt in danger of going off sick or handing my notice in with no job to go to. This has given me some time to reflect and put things in place for myself and also some very highly stressed people who I manage. I was wondering whether I could commit a day to this and nearly cancelled, I'm so glad I didn't. Thank you!

Some new tools / new ideas to use with staff. As a relatively new manager acceptance that other managers are having the same issues / feeling the same frustrations / needing the same support. Know that my own wellbeing is important because if my own reservoir is low I can not "give my best" to my staff

Have realised that I don't spend enough time looking after myself - will use the tools described to resolve this.

fantastic day and a lot of self-reflection - which is good because we spend little time thinking about ourselves whilst trying to support others at this very difficult time

It was a really good session today. It made me think about things differently and has given a lot of food for thought on how to move things forward. Thank you for providing staff with these opportunities.

I intend to ensure I consider my own wellbeing so that I can support other team members with theirs. I want to consider the things learnt from the behavioural drivers questionnaire and try to implement health and wellbeing strategies that will support around this and also to consider the self compassion mirror and how I can utilise this to be more compassionate towards myself.

Follow up meeting tomorrow with line manager to discuss contents of the course. Intend to signpost all managers in our area to attend this training

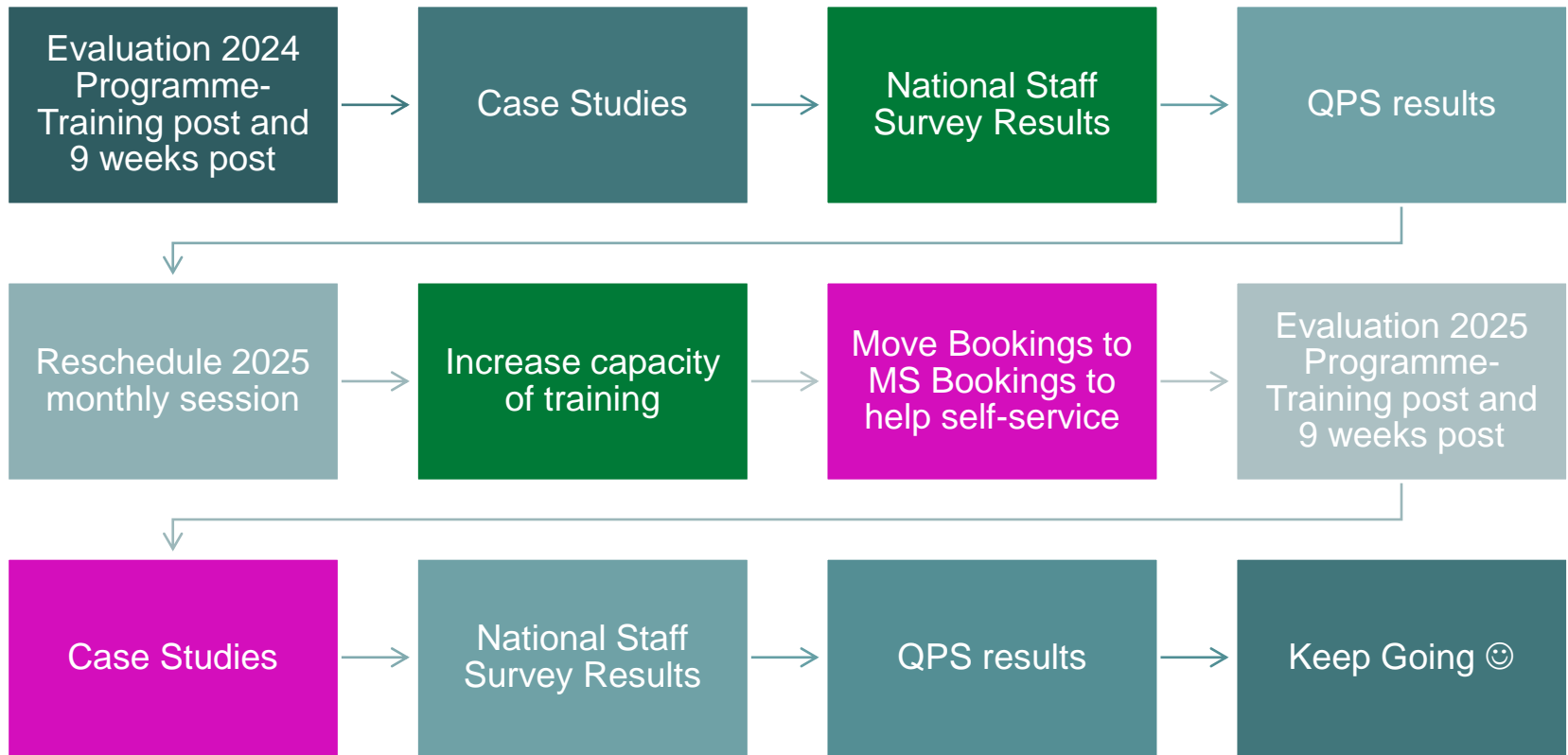
I have gained a greater understanding of self-compassion and how that can only strengthen my management style. And also really interesting to look at how I react to stress and then how this then manifests in how I manage people when I am feeling stressed. So much insight gained from this course.

Thank you for such a fantastic programme - I feel all team leader should have the opportunity - for their own wellbeing and their teams .

Question	Response
From the session do you feel the information provided will support you, to improve your own health and wellbeing?	100%
From the session do you feel the information provided will help you, to support your team's health and wellbeing?	100%
From the session do you feel the information provided will help you, to signpost and support your colleagues' health and wellbeing?	100%



Our next steps



System Leadership and Engagement

The GM Primary Care

NHS Wellbeing Leadership Programme

**Luvjit Kandula – Director of Pharmacy Transformation (CPGM)
and Chair of GM Primary Care Provider Board**



Why System Leadership is needed?



Senior leaders play a critical role in shaping the culture and success of their organisations.



Prioritising health and wellbeing not only benefits individuals personally but also has far-reaching positive effects on teams and the entire organisation.



It is an investment in leadership effectiveness, employee engagement, and in long-term business sustainability.



“Managers have just as much of an impact on people’s mental health as their partner (both 69%) – and even more of an impact than their doctor (51%) or therapist (41%)” *Mental Health At Work, Workforce Institute 2023*



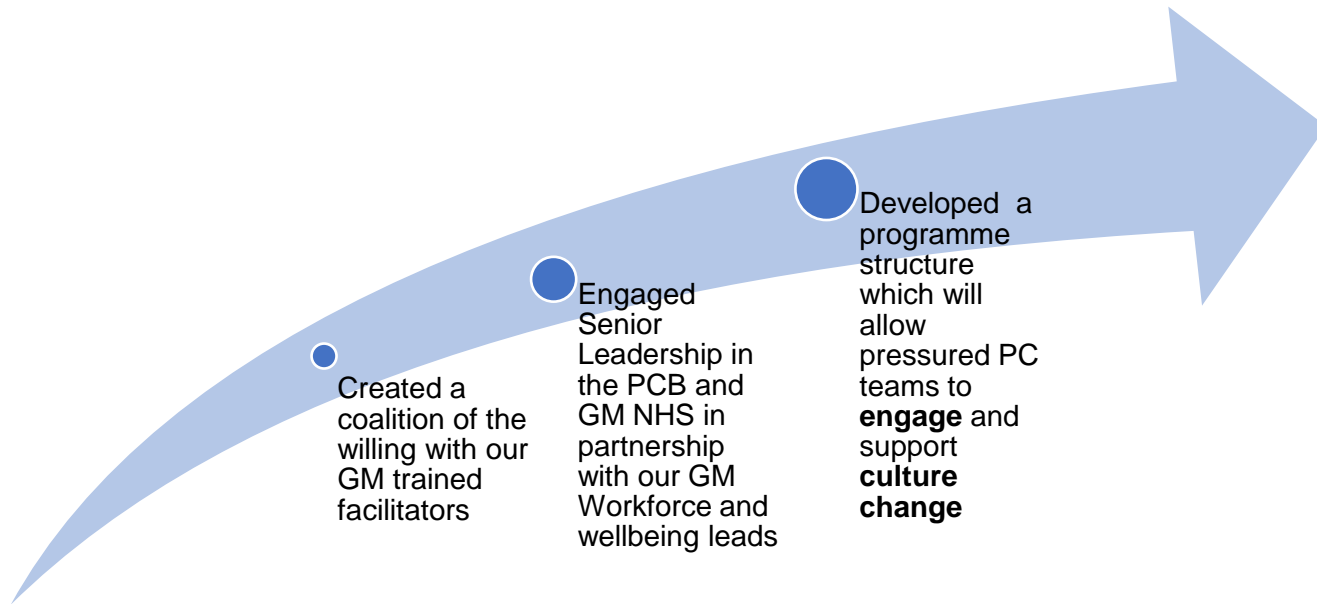
Individual interventions to improve wellbeing

“how to develop good work environments....by changing the workplace factors that affect wellbeing and effectiveness at work, rather than focusing on ways to help people cope with negative working environments or providing treatment when they become unwell.

Efforts must be focused on changing the factors that cause stress rather than only dealing with symptoms” [The Courage Of Compassion](#) (The Kings Fund, September 2020)



What have we done to date?



The programme covers material that is fundamental to creating a **healthy workplace culture**, including **developing leaders' own wellbeing** alongside the **leadership skills and attitudes that are proven to build staff and team wellbeing**



What is the PC programme structure?

Programme structure: 3 modules (content flexed to meet need and capacity) to strengthen NHS leaders' skills, knowledge and confidence in how to lead on:

- Personal wellbeing (self-awareness and self-management)
- Using behaviours that create and support healthy workplace and system cultures
- Using behaviours that build workforce wellbeing in teams



Call to Action

We need your help to ensure all System Leaders across our organizations support **Culture Change & recognise workforce wellbeing** as a clinical intervention with demonstrable impact on patient outcomes, harm and mortality

[The Effectiveness of Health Care Teams in the National Health Service \(2001\)](#)

[\(Michael West\)](#)

Thank you!



**What this session is making
you think, feel and want to do?**



A wider perspective

