



# Health and Wellbeing Policy

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<b>Dissemination requirements</b>	All Trust employees by intranet
<b>Part of Trust's publication scheme</b>	Yes

The East of England Ambulance Service NHS Trust (EEAST) has made every effort to ensure this policy does not have the effect of unlawful discrimination on the grounds of the protected characteristics of age, disability, gender reassignment, race, religion/belief, gender, sexual orientation, marriage/civil partnership, pregnancy/maternity. The Trust will not tolerate unfair discrimination on the basis of spent criminal convictions, Trade Union membership or non-membership. In addition, the Trust will have due regard to advancing equality of opportunity between people from different groups and foster good relations between people from different groups.

All Trust policies can be provided in alternative formats.

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## **1. Introduction**

- 1.1 This policy sets out the measures that we at EEAST will take to support you in maintaining your health and wellbeing at work. We are committed to creating an environment that promotes good mental health and where staff can thrive and feel supported.
- 1.2 We recognise that health and wellbeing are important to your success at work and that there is a great deal that we can do to support and encourage good wellbeing among our staff.

## **2. Purpose**

- 2.1 Fostering employee wellbeing is good for our people and the organisation. Promoting wellbeing can help prevent stress and create positive working environments where both you and the organisation can thrive. Good health and wellbeing can be a core enabler of employee engagement and organisational performance.
- 2.2 Our aim is to properly manage the physical and psychological aspects of your work, and to embed wellbeing initiatives into everything we do.

## **3. Scope**

- 3.1 This policy applies to anyone working for Team EEAST. This includes employees, volunteers, and students. This policy refers to the work of the EEAST Health and Wellbeing Team who work alongside the Occupational Health Team, the EDI Team, and the Patient Safety Team, among others.

## **4. Duties**

### **4.1 Organisation**

- 4.1.1 We are responsible for ensuring, as far as reasonably practicable, the health, safety, and welfare of all our employees. We also have a duty to take reasonable care of anyone who could be affected by our work.
- 4.1.2 In addition to reducing safety risks, this means operating our business in a way that manages stress at work. We will do this by ensuring that you:
  - are given the tools that you need to do your job, including appropriate training and support,

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- have a say in the way that you do your work,
- have an acceptable workload,
- have a good work-life balance,
- are empowered to respond to change positively,
- are treated with respect by your managers and colleagues, and
- are given the best working conditions.

4.1.3 We will carry on evolving our wellbeing strategy and associated policies to ensure that we promote and support your health and wellbeing at every level.

## 4.2 Line managers

4.2.1 Line managers are responsible for supporting our wellbeing strategy by:

- monitoring workloads to ensure that they are manageable,
- monitoring working hours and annual leave to ensure that individuals work appropriate hours and take regular breaks,
- becoming familiar with our policies and procedures that are likely to affect wellbeing, including our Equality, Diversity and Inclusion Policy, Dignity at Work Policy and Reasonable Adjustments Policy, Occupational Health Policy.
- using the health and wellbeing passport and having a health and wellbeing conversation with team members on a yearly basis as a minimum, but also on need and documenting agreed reasonable adjustments.

***There is no one standard operating procedure or one size fits all for health and wellbeing. Nothing replaces a constructive health and wellbeing conversation by a line manager. The health and wellbeing team provide training on health and wellbeing conversations and how to use the passport and the directory of service.***

- reading the monthly health and wellbeing bulletin that is sent to all employees via the communication team to keep up to date with new offers,

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- becoming familiar with employee-support services, for example the EEAST 'Time for Me' health and wellbeing app, crisis support and the prevention process, suicide prevention guidance, the health and wellbeing directory of support, occupational health services and counselling,
- encouraging individuals to participate in wellbeing initiatives, on-line sessions, and training,
- adding health and wellbeing to team meeting agendas and embedding a focus of wellbeing and regular maintenance of physical and mental resilience to avoid crisis as much as possible,
- ensuring an appropriate level of local staff champions (mental health first aiders, TRiM practitioners, menopause mentors and wellbeing champions) are trained and available to support their colleagues,
- utilising support and processes following team exposure to trauma, such as:
  - TRiM (Trauma Risk Management) referrals
  - Hot debrief (immediately following the incident)
  - Cold debrief (no less than 24 hours and no later than 7 days after the incident)
  - Following the prevention process
  - Asking the health and wellbeing team for guidance or assistance when needed [wellbeing@eastamb.nhs.uk](mailto:wellbeing@eastamb.nhs.uk)
- liaising with the relevant professionals, including HR, occupational health and other medical professionals to ensure the successful rehabilitation of any individual who is on sickness absence; and
- maintaining the confidentiality of any individuals that they are supporting.
- creating an environment of psychological safety by:
  - Focussing on relationships to build trust. Trust is a result of small things over a length of time.

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- Appreciating and valuing difference. People have different strengths – help them recognise and play to these unique assets.
- Watching out for language that discourages people from speaking up – be aware of unconscious bias, and the tendency to judge, be honest about your own mistakes.
- Making time for people.
- Being fair – seeking other perspectives and aiming for balance.
- Celebrating successes.

### 4.3 Team EEAST

#### 4.3.1 You are responsible for supporting our wellbeing strategy by:

- taking reasonable care of your own health and safety and the health and safety of the people with whom you come into contact,
- working appropriate hours, taking regular breaks, and building healthy working habits into your day,
- alerting your line manager to health and safety and wellbeing problems affecting your work, or contacting the health and wellbeing team via the Time for Me app or [wellbeing@eastamb.nhs.uk](mailto:wellbeing@eastamb.nhs.uk)
- reading the monthly health and wellbeing bulletin that is sent to all by the communications team,
- taking advantage of counselling and training opportunities via the health and wellbeing team, the Time for Me app, and Occupational Health,
- engaging in our wellbeing initiatives for example having your own health and wellbeing plan in the passport and signing up to the Time for Me app,
- Consider working on your physical and mental wellbeing regularly to assist your ability to adjust, persevere and thrive through life's inevitable changes and challenges both in the workplace and at home.

### 4.4 Occupational health

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- 4.4.1 The Occupational Health team sit outside of health and wellbeing, but they work closely together. Occupational Health generally is more focussed on your health at work, whereas health and wellbeing is holistic support including things like financial wellbeing. An Occupational Health referral can be made by your line manager using the OH system.
- 4.4.2 Workplace wellbeing services provided by the occupational health department include:
- workstation assessments,
  - pre-employment screening,
  - fitness-for-work assessments,
  - in-work screening for health risks and advice regarding reasonable adjustments,
  - counselling therapy,
  - physiotherapy,
  - vaccination service,
  - designing and advising on health promotion.
- 4.4.3 For further information you should refer to our Occupational Health Policy.

## 5. Health and wellbeing

- 5.1 Average ratings of personal well-being still remain below pre-pandemic levels. We know that working in the emergency services has always been a challenging job, but since the pandemic it has been even harder. You might be dealing with more work on top of your normal duties and supporting people in more difficult situations.
- 5.2 People who work in blue light services are also more likely to be exposed to trauma. Post-Traumatic Stress Disorder (PTSD) is a condition that some people develop after experiencing or witnessing a traumatic life-threatening event or serious injury either in the workplace or outside of the workplace. It is estimated that 50-70% of people will experience a trauma at some point in their life.



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- Around 20% of people who experience a trauma may go on to develop Post Traumatic Stress Disorder (this equates to 10% of a population).
- 1 in 10 people in the UK are expected to experience PTSD at some point in their lives.
- In the UK, that is around 6,665,000 people who are expected to develop PTSD or C-PTSD at some point in their life,
- 4 in 100 people in the UK are expected to have PTSD at any given time (this statistic does not include C-PTSD), but still equates to 2,612,000 people in the UK.
- Women aged 16-24 are most likely to screen positive for PTSD (12.6% of the population in this age range).

5.3 Moral injury is commonly experienced by healthcare staff. Moral injury is defined as persistent psychological distress which results from actions, or the lack of them, which strongly clash with a person's moral or ethical code. NHS Employers provide further information about [moral injury and poor mental health](#).

5.4 Anyone can be exposed to trauma in their lifetimes, EEAST wellbeing support is for all in whatever role you may fulfil as an employee, casual worker, student, or volunteer.

## 6. Legal duty of care

6.1 Employers have:

- a common law 'duty of care' towards their employees,
- specific rules they must follow under health and safety law.

6.2 This means employers must do all they reasonably can to protect their employees' health, safety, and wellbeing at work.

- Under an implied term in all employment contracts, organisations have a duty of care to provide a safe working environment, safe systems of work and carry out regular risk assessments for their workforce whether they are at work or working from home.

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- The Health & Safety Act 1974 imposes duties on employers towards their employees, members of the public and others who are affected by their activities.
- In addition to physical risks, organisations have a legal duty to protect employees from work-related stress and to carry out stress risk assessments.
- The Health and Safety Executive (HSE) identifies six main causes of stress at work including an inability to cope with a job's demands, lack of control over how the work is done, lack of appropriate information, and trouble with work relationships.
- The HSE lists high turnover, increased sickness absence and decreased performance as signs of stress in work teams, and poor punctuality and loss of motivation and confidence, as signs of stress in individuals.
- Employers should match job demands to workers' skills and knowledge and provide planning, training, and support to reduce workplace stress levels.

## 7. Working within NHS England (NHSE) and with other Partners

7.1 The [People Plan 2020/21: action for us all](#), published at the end of July 2020 along with [Our People Promise](#), set out actions to support, recruit and retain NHS staff which are organised around four pillars:

- **looking after our people** – with quality health and wellbeing support for everyone.
- **belonging in the NHS** – with a particular focus on tackling the discrimination that some staff face.
- **new ways of working and delivering care** – making effective use of the full range of our people's skills and experience.
- **growing for the future** – how we recruit and keep our people, and welcome back colleagues who want to return.

7.2 The NHS is an extraordinary, world-class service. Together we have achieved, and continue to achieve, the extraordinary. We should all feel proud of this.

7.3 NHSE want our culture to be positive, compassionate, and inclusive – and we all have our part to play. The NHS People Promise is comprised of seven elements, these are:

- [We are compassionate and inclusive](#)
- [We are recognised and rewarded](#)
- [We each have a voice that counts](#)
- [We are safe and healthy](#)
- [We are always learning](#)
- [We work flexibly](#)
- [We are a team](#)

7.4 The NHSE Health and Wellbeing Framework is a high-level culture change toolkit aimed at health and wellbeing staff, human resources (HR) and organisational development (OD) staff, HR and OD directors, wellbeing guardians, managers and leaders and anyone with an interest in health and wellbeing. It provides a holistic framework to measure provision of health and wellbeing services to you, to identify any gaps and cite best practice. EEAST works within and utilises this recommended framework to help inform our services and support offers.

7.5 As well as referring to and utilising the NHSE Health and Wellbeing Framework and diagnostic tool, the Health and Wellbeing Team also work with many colleagues in the voluntary and charitable sector and in the integrated care system.

## **8. Our wellbeing programmes**

8.1 We have invested in a number of activities to help you maintain your health and wellbeing. We have also implemented a series of initiatives to help raise awareness of health and lifestyle issues affecting mental health and wellbeing.

8.2 Further details of all our wellbeing activities and initiatives can be found in the wellbeing hub on the intranet, in the Directory of Support on desktops and via the Time for Me app, also on desktops. We encourage you to participate in these programmes.

- 8.3 You can also make suggestions for other wellbeing activities that could be initiated under this policy. You can do this by emailing [wellbeing@eastamb.nhs.uk](mailto:wellbeing@eastamb.nhs.uk) and gaining a slot on the bimonthly idea's surgery.

## 9. Requesting support

- 9.1 If you believe that your work, or some aspect of it, is putting your wellbeing at risk you are encouraged to speak to your line manager. If for any reason you are unable to approach your line manager, you can speak to an HR representative or contact the wellbeing team via the Time for Me app or by emailing [wellbeing@eastamb.nhs.uk](mailto:wellbeing@eastamb.nhs.uk)
- 9.2 We urge you to be as open as possible about any particular issues that you are experiencing or adjustments that you need to ensure that you are provided with the right level of support.
- 9.3 Any health-related information disclosed by you during discussions with your line manager, our HR department, Occupational Health or the Health and Wellbeing team will be treated sensitively and in confidence.
- 9.4 In some cases, you may be referred to occupational health so that they can advise on the type of support that may be appropriate. Occupational health may also signpost you to external sources of help and advice.

### 9.4.1 *Employee assistance programme*

As part of the wellbeing services that we offer, help and support is also available through our employee assistance programme (EAP). If you are an employee, you can use our EAP to speak to an independent adviser on a confidential basis about any issue that is troubling you. Further details are available on East24.

## 10. General Data Protection Regulation (GDPR)

- 10.1 We will process any personal data collected in accordance with GDPR. Further information is available in our [Data Protection Policy](#). Data collected from the point at which it is shared with us will be held securely and accessed by, and disclosed to, individuals only for the purposes of providing the necessary support.

## **11. Relevant Standard Operating Procedures (SOPs) and guidance documents**

11.1 Associated SOPs and Guidance can be found on East24, these include:

- The Pre and Postvention standard operating procedure
- Suicide Ideation Prevention and Support
- Welfare Officer Guidance.

## **12. Consultation and co-production**

12.1 The Health and Wellbeing Team continuously seek ways to improve, review and increase support for our people. This is informed by:

- encouraged open leadership attendance at the Health and Wellbeing Service Meeting
- attendance at a multitude of other Trust Meetings
- consultation with Union Representatives
- review of the Staff Survey
- review of the Pulse Survey
- review of in-depth reports from the Time for Me App
- listening events with our people
- consultation with our staff champions – over 400 of these made up of: mental health first aiders, TRiM practitioners, Wellbeing Champions, Menopause Mentors and Elite Champions
- supporting individuals
- continued learning via the pre and postvention processes
- working closely with the Trust Wellbeing Guardian, Freedom to Speak Up Service, Health and Safety Team, Occupational Health, Equality, Diversity and Inclusion Team, Human Resources colleagues and many others.

## **13. KPI's and evaluation**

13.1 The Health and Wellbeing Team produce monthly KPI's against agreed yearly targets. These are presented at the People Services Leadership

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Team Meeting, the Health and Wellbeing Service Meeting and shared at area meetings with locality leaders to disseminate.

## 14. Key resources

- HR & Compliance Centre benefits and allowances survey 2023: Health benefits
- Full benchmarking data for health and wellbeing benefits survey
- Leading practice guide on developing and implementing a wellbeing programme
- Leading practice guide on developing an employee health benefits package
- Leading practice guide on supporting employee mental health
- Leading practice guide on strengthening the financial wellbeing of your workforce
- Personal well-being in the UK - Office for National Statistics (ons.gov.uk)
- Blue Light Programme | Mind - Mind
- Health and safety: UK employment law | CIPD
- PTSD Stats – PTSD UK
- Managing risks and risk assessment at work – Overview -HSE
- Wellbeing at Work | Factsheets | CIPD
- NHS England » NHS health and wellbeing framework.

## 15. Policy review

15.1 This policy will be reviewed initially after one year, followed by on a three yearly basis, or will be amended in the light of new employment legislation and / or relevant case law.

**Appendix A****Equality Impact Assessment**

<b>EIA Cover Sheet</b>		
Name of process/policy	Health and Wellbeing Policy	
Is the process new or existing? If existing, state policy reference number	New (POL153)	
Person responsible for process/policy	HR	
Directorate and department/section	People Services	
Name of assessment lead or EIA assessment team members	HR Policy Subgroup	
Has consultation taken place? Was consultation internal or external? (please state below):	Internal consultation through HR Policy Subgroup members	
The assessment is being made on:	Guidelines	
	Written policy involving staff and patients	X
	Strategy	
	Changes in practice	
	Department changes	
	Project plan	
	Action plan	
	Other (please state)	

Equality Analysis					
What is the aim of the policy/procedure/practice/event? <b>The aim of this policy is to properly manage the physical and psychological aspects of your work, and to embed wellbeing initiatives into everything we do.</b>					
Who does the policy/procedure/practice/event impact on?					
Race	<input type="checkbox"/>	Religion/belief	<input type="checkbox"/>	Marriage/Civil Partnership	<input type="checkbox"/>
Gender	<input type="checkbox"/>	Disability	<input type="checkbox"/>	Sexual orientation	<input type="checkbox"/>
Age	<input type="checkbox"/>	Gender re-assignment	<input type="checkbox"/>	Pregnancy/maternity	<input type="checkbox"/>
Who is responsible for monitoring the policy/procedure/practice/event? <b>HR</b>					
What information is currently available on the impact of this policy/procedure/practice/event? <b>This is a new policy therefore no impact is currently available. However, having completed a full consultation process, no negative impact was raised, and with the evidence available there is no negative impact.</b>					
Do you need more guidance before you can make an assessment about this policy/procedure/ practice/event? <b>No</b>					
Do you have any examples that show that this policy/procedure/practice/event is having a positive impact on any of the following protected characteristics? Yes/No, if yes please provide evidence/examples:					
Race	<input type="checkbox"/>	Religion/belief	<input type="checkbox"/>	Marriage/Civil Partnership	<input type="checkbox"/>
Gender	<input type="checkbox"/>	Disability	<input type="checkbox"/>	Sexual orientation	<input type="checkbox"/>
Age	<input type="checkbox"/>	Gender re-assignment	<input type="checkbox"/>	Pregnancy/maternity	<input type="checkbox"/>
Please provide evidence: <b>This is a new policy that is designed to be inclusive of all our people.</b>					
Are there any concerns that this policy/procedure/practice/event could have a negative impact on any of the following characteristics? Yes/No, if so, please provide evidence/examples: <b>No</b>					



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<b>Race</b>	<input type="checkbox"/>	<b>Religion/belief</b>	<input type="checkbox"/>	<b>Marriage/Civil Partnership</b>	<input type="checkbox"/>
<b>Gender</b>	<input type="checkbox"/>	<b>Disability</b>	<input type="checkbox"/>	<b>Sexual orientation</b>	<input type="checkbox"/>
<b>Age</b>	<input type="checkbox"/>	<b>Gender re-assignment</b>	<input type="checkbox"/>	<b>Pregnancy/maternity</b>	<input type="checkbox"/>

Please provide evidence:

**Having reviewed and updated the policy and completed a full consultation process, no negative impact was raised, and with the evidence available there is no negative impact.**

**Action Plan/Plans – SMART**

Specific

Measurable

Achievable

Relevant

Time Limited

**Evaluation Monitoring Plan/how will this be monitored?**

Who – see **Monitoring Table**

How

By

Reported to

## Appendix B - Monitoring Table

What	Who	How	Frequency	Evidence	Reporting arrangements	Acting on recommendations	Change in practice and lessons to be shared
The Health and Wellbeing Team produce monthly KPI's against agreed yearly targets. These are presented at the People Services Leadership Team Meeting, the Health and Wellbeing Service Meeting and shared at area meetings with locality leaders to disseminate.	Head of Health & Wellbeing	Review of monthly KPI reports	Monthly / Annually	KPI reports	Where required, to be reported to and discussed at People Committee	Head of Wellbeing will address any actions or changes required.	Any change in practice will be identified and: <ul style="list-style-type: none"> <li>• process updated</li> <li>• HR / line manager training implemented</li> <li>• policy updated where required.</li> </ul>