

Introducing the evolved NHS HWB framework: 2021 edition

Dr Adam Turner
Improving Health and Wellbeing Lead
 @adamTsays

NHS England and NHS Improvement



What I'll cover today

1. Background and introduction to the HWB framework
2. Tips on how to use the tools to get started
3. Wider support and what's coming soon

Answer any questions I can along the way



Where did it start?



Simon Stevens, CEO of the NHS, inaugural address **2014**:

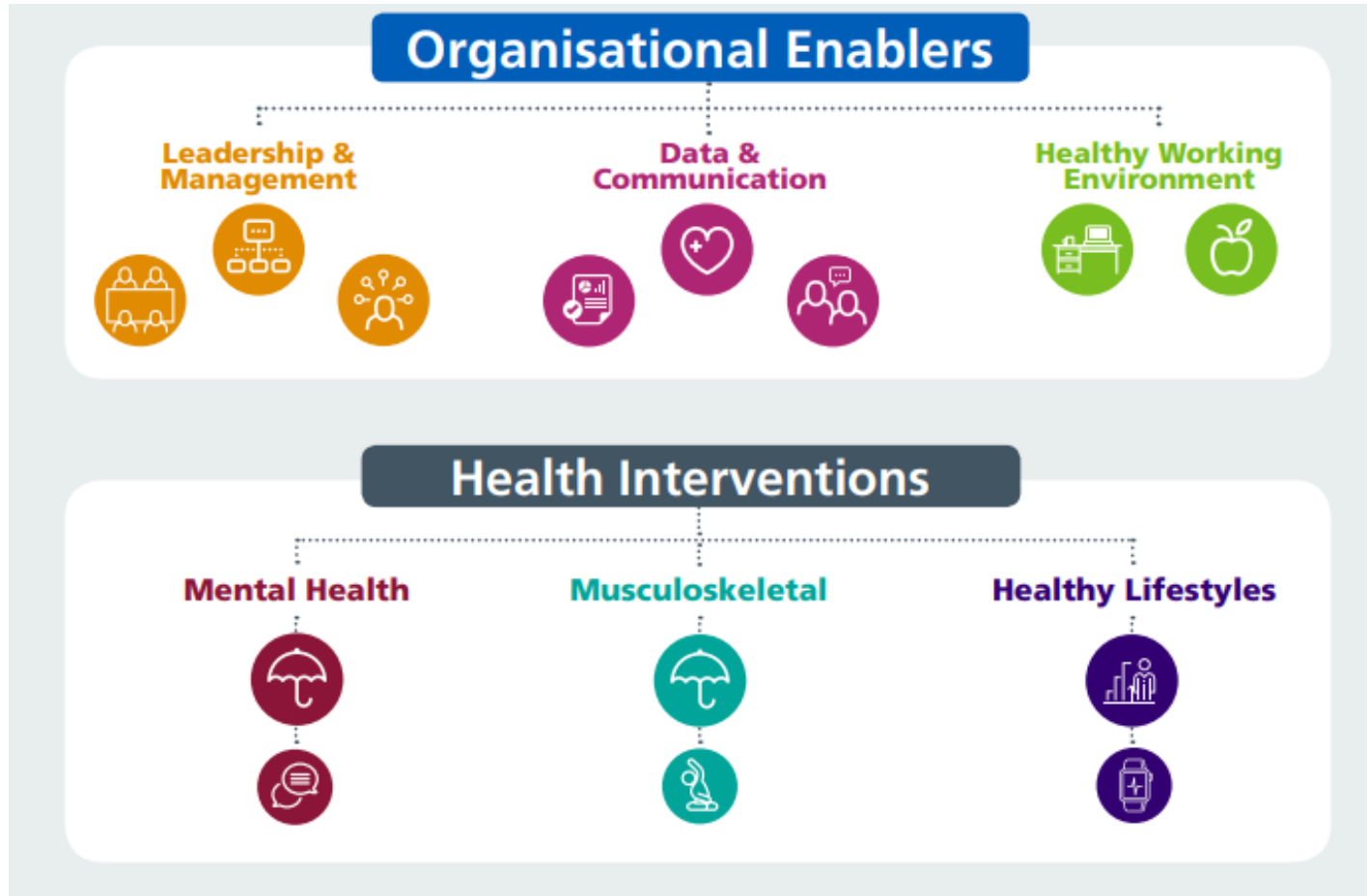
*“NHS employees will need to be **healthy, both mentally and physically, have good wellbeing, and be fully engaged** in their work towards improved patient outcomes”*

Five-Year Forward View Oct 2014

- **measure staff health and wellbeing, know the data**
- implement NICE guidance on workplaces, especially for MH
- promote interventions that seem to work e.g. the Workplace Wellbeing Charter
- strengthen OH with the Faculty of Occupational Medicine

Summit 10 Dec 2014, creation of Group with wide membership to devise a way forward. This became the **HWB Advisory Board chaired by Dame Carol Black** who were instrumental in developing the NHS HWB Framework.

The original HWB Framework (launched 2018)



- The first iteration of the [NHS Health and Wellbeing Framework](#) was created between 2014-18 and **launched in 2018** having been **successfully tested in 73 NHS organisations**.
- In 2018 **reducing sickness absence** was considered by the Secretary of State for Health to be the most important outcome.
- **Evidence shows** that NHS organisations actively using the Framework **did reduce sickness absence rates**.

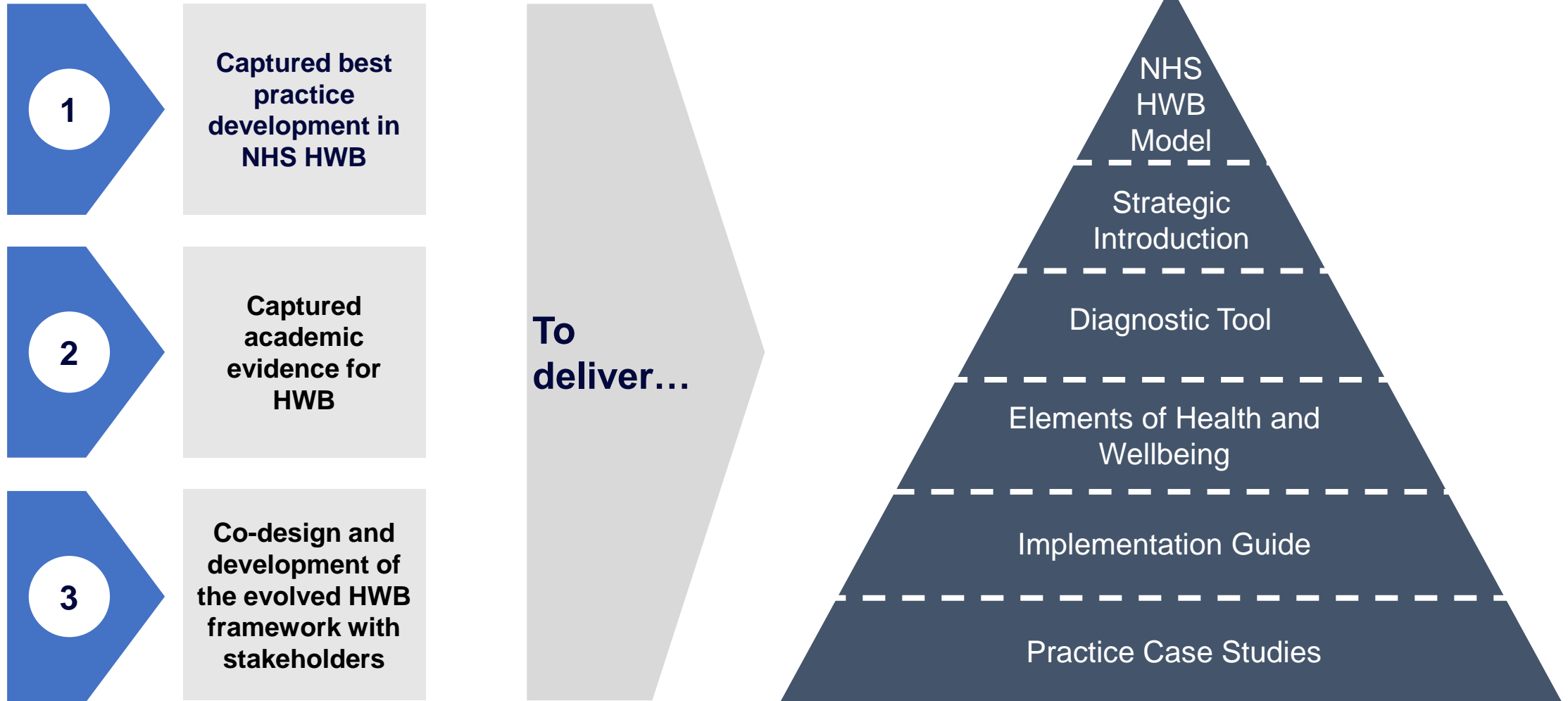
Why did we need to evolve the framework?

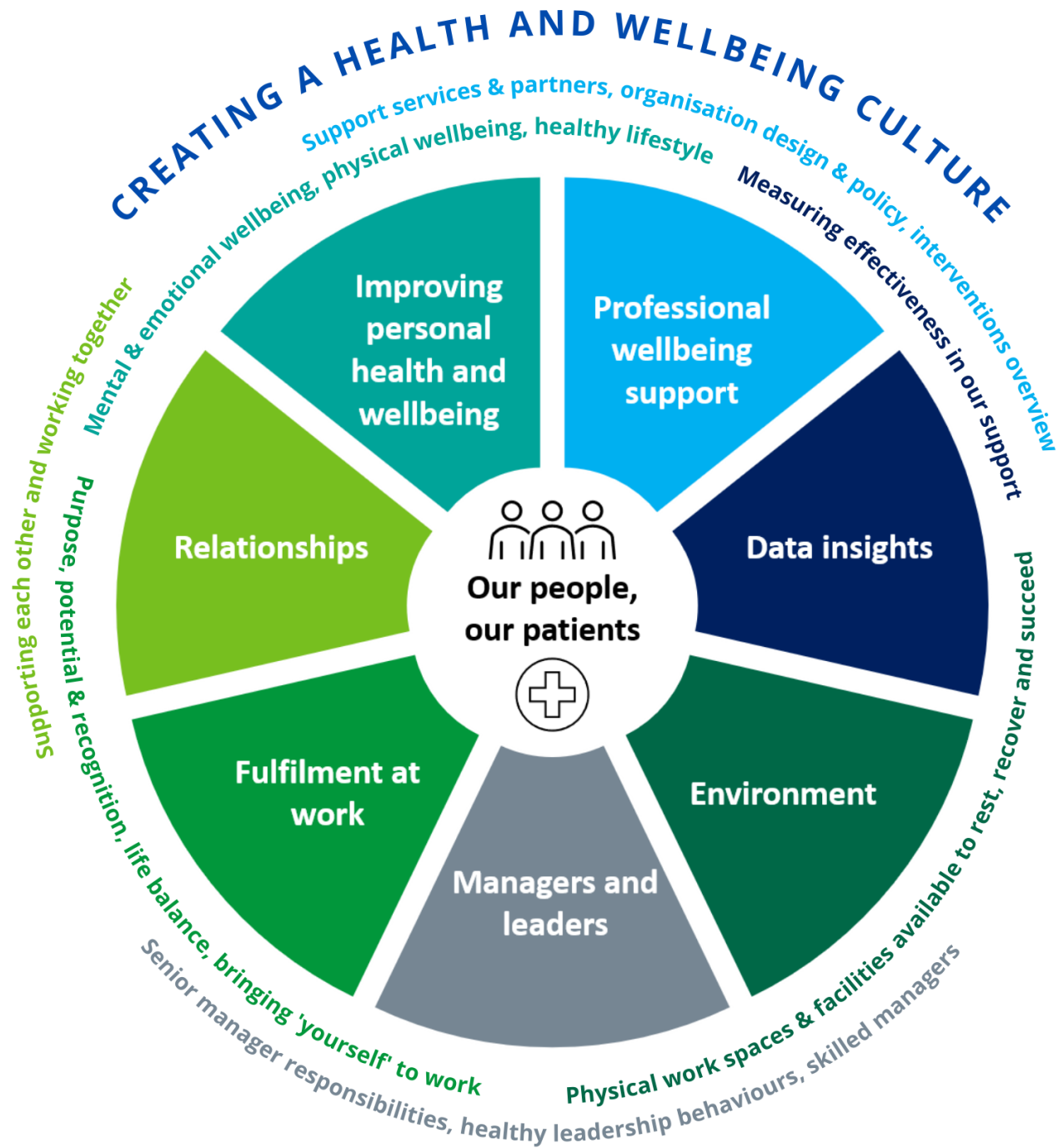


- **Some aspects were missing**, e.g. Occupational Health, social wellbeing, fulfilment at work etc.
- The effect of **COVID-19**, and the need to move faster in supporting our people.
- The need to move away from reducing sickness absence alone, and move towards **creating a culture of wellbeing**, that gives equal weight to **proactivity** and **prevention**.
- We needed to acknowledge this and **broaden our model of NHS health and wellbeing** to become more **holistic** and **representative of our diversity healthcare people and organisations**.
- Acknowledging that wellbeing has many definitions, and **wellbeing is different for different people, at different times, and in different contexts**.

What did we do?

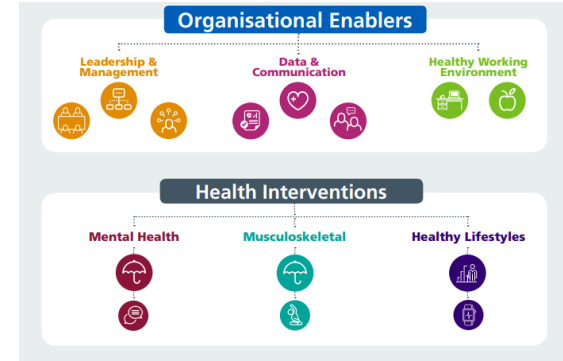
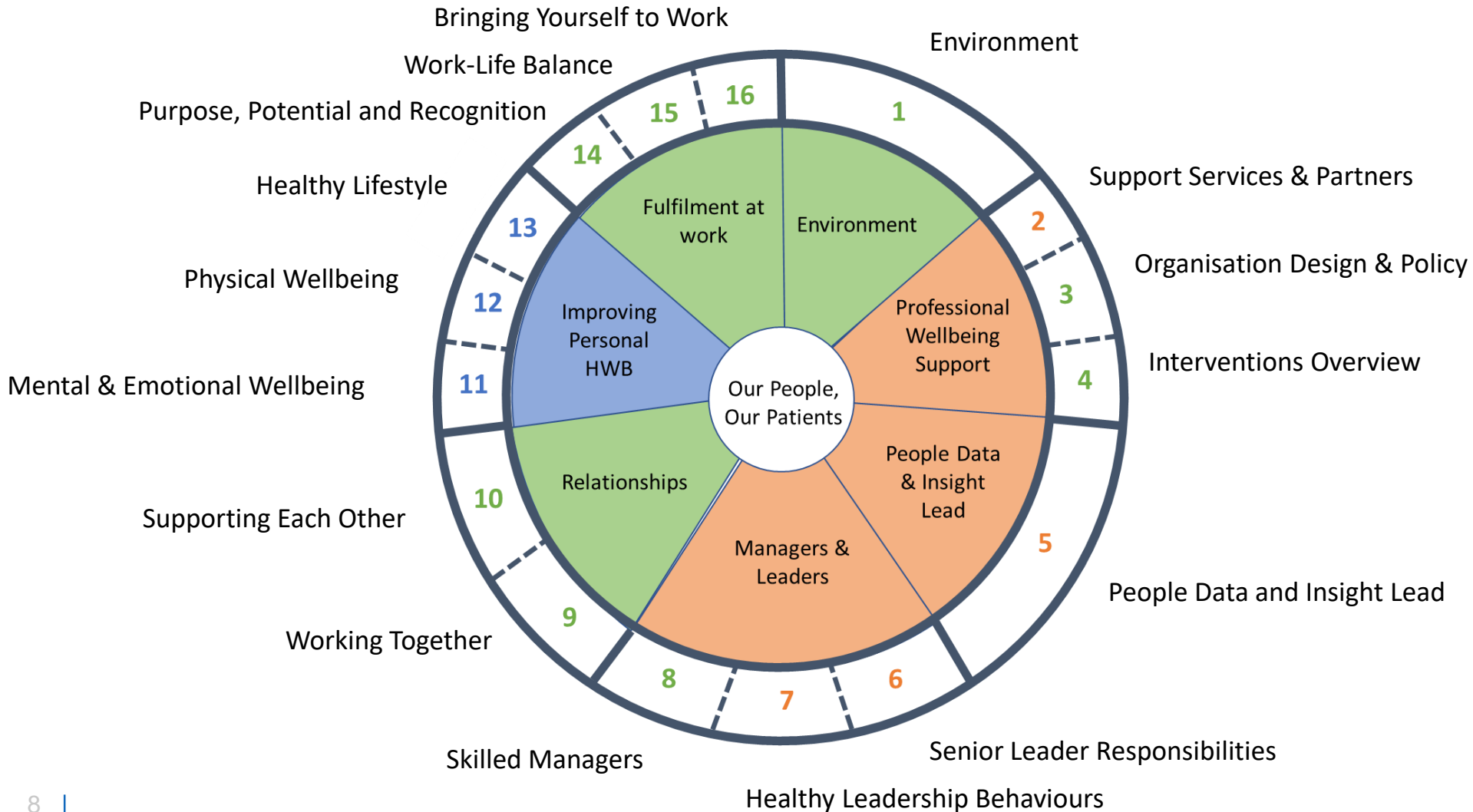
We worked with a **diversity of stakeholders** to co-design a modified framework:





The enhanced health and wellbeing model is the 'golden thread'

Mapping to original HWB Framework



- Newer / revised section
- Newer section building on existing content
- Existing section from current framework

Creating a wellbeing culture in **every** NHS organisation



- Acknowledge the **diversity of NHS organisations and people**
- Place-based priorities are important – **a local approach is necessary.**
- **Know your data**, your baseline, your interventions – and evaluate where you are now.
- Then see what the Framework can offer your organisation to **enhance Health and Wellbeing.**
- **Measure** outcomes, **celebrate** success, **adjust** if necessary, **report** impact, and **share** locally.
- **Use the Framework flexibly to enhance your current situation – one size doesn't fit all.**

Getting started with using the HWB Framework toolkit

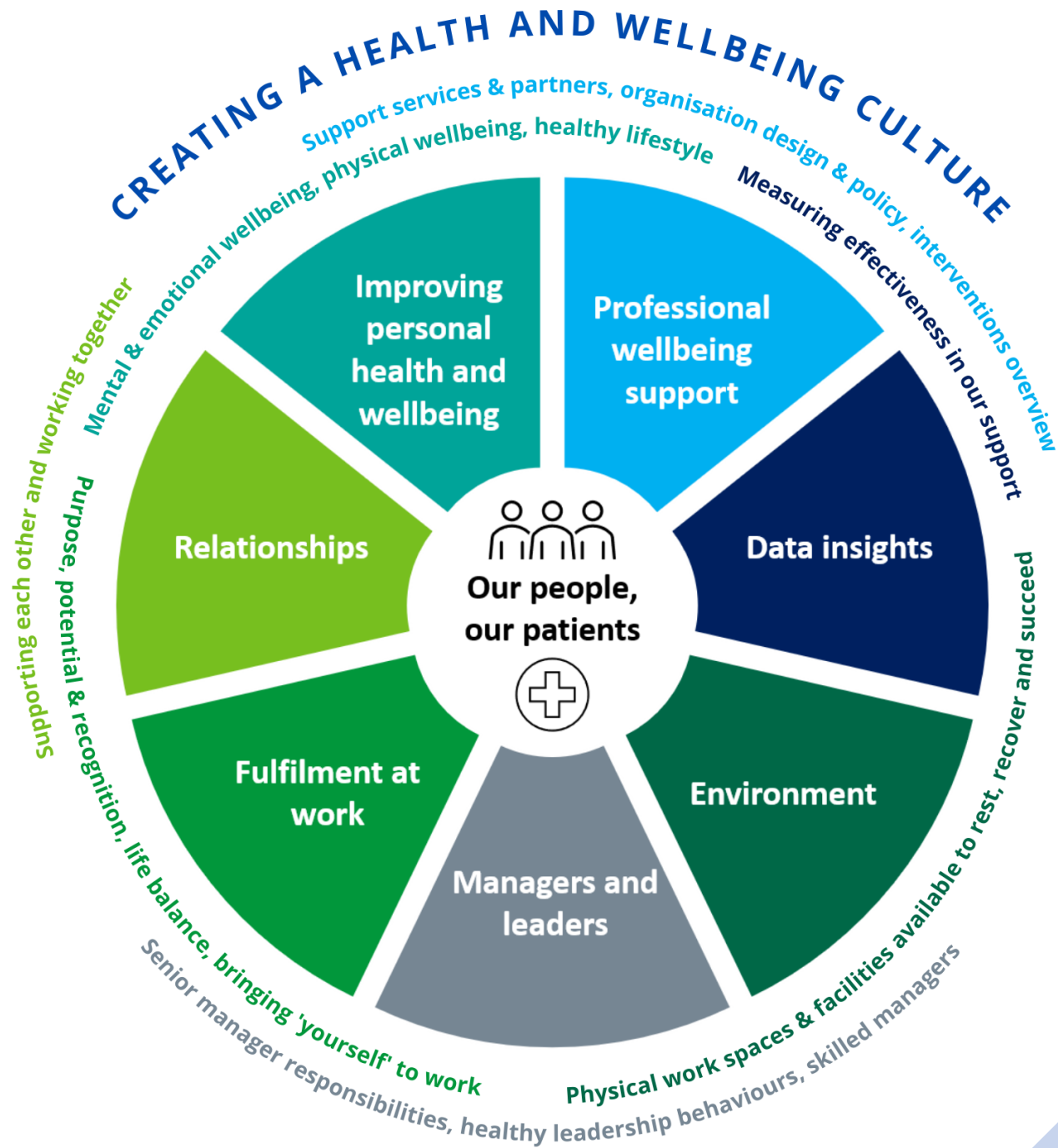
NHS England and NHS Improvement



	Getting started	Understanding your needs	Planning		
Which resource?	Strategic Overview	Organisational Diagnostic Tool	Elements of Health and Wellbeing	Case Studies	Implementation Guide
What?	<ul style="list-style-type: none"> – introduction to the framework and NHS model of health and wellbeing – overview of what health and wellbeing means in the NHS – explanation of how to use the resources 	<ul style="list-style-type: none"> – diagnostic tool aligned to the NHS model describing what 'good' looks like – provides a view of where your organisation should prioritise its health and wellbeing efforts 	<ul style="list-style-type: none"> – definitions for each of the elements of health and wellbeing – evidence and rationale for change – critical questions and considerations to apply to your organisational context and diversity of people 	<ul style="list-style-type: none"> – inspirational case studies from across systems and our diversity of organisations and people 	<ul style="list-style-type: none"> – practical planning and delivery guidance from initial diagnostic through to implementation
Why?	<ul style="list-style-type: none"> – understand the resources available to you and your organisation and how to use them 	<ul style="list-style-type: none"> – understand health and wellbeing within the context of your organisation and diversity of people 	<ul style="list-style-type: none"> – understand the components of health and wellbeing – gain inspiration for what is possible for health and wellbeing 	<ul style="list-style-type: none"> – gain inspiration from across the NHS of what health and wellbeing practice looks like – examples come from across systems and organisation sizes 	<ul style="list-style-type: none"> – understand how to diagnose our NHS people's health and wellbeing needs – understand how to plan, deliver and evaluate your interventions



Introducing the tools within the toolkit



The enhanced health and wellbeing model is the 'golden thread'

NHS Health and Wellbeing Strategic Overview



Improving personal health and wellbeing

Personal health is more than the absence of dysfunction and disease. Mental and emotional health, physical health and lifestyle all contribute to an individual's health and wellbeing.

Key stakeholder feedback

- Personal wellbeing is more than a sickness absence metric.
- More emphasis needs to be placed on preventative interventions rather than discrete reactive support.
- Mental and physical wellbeing needs to be viewed more broadly, such as the inclusion of financial wellbeing and menopause support.

Snapshot of people's experience

Healthy lifestyle

Physical wellbeing

Mental and emotional wellbeing

Personal health is more than the absence of dysfunction and disease. Mental and emotional health, physical health and lifestyle all contribute to an individual's health and wellbeing.

Key stakeholder feedback

Snapshot of people's experience

Personal wellbeing is more than a sickness absence metric.

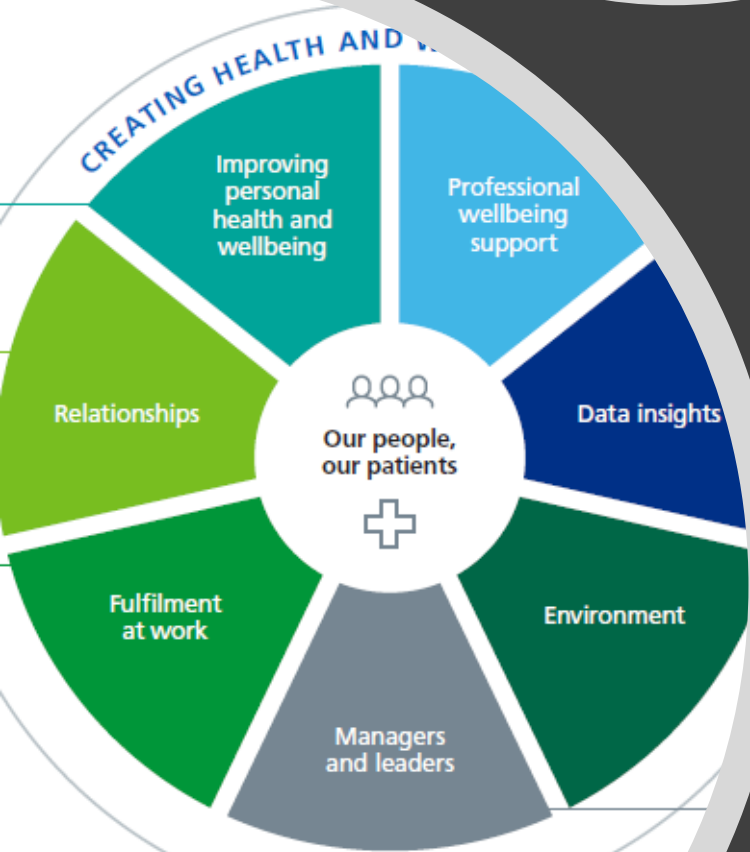
More emphasis needs to be placed on preventative interventions rather than discrete reactive support.

Mental and physical wellbeing needs to be viewed more broadly, such as the inclusion of financial wellbeing and menopause support.

Patience satisfaction in acute trusts was higher in trusts where health and wellbeing (measured by injury rates, stress levels, job satisfaction and turnover intentions) was higher in.

Mental health conditions are consistently the highest reason for sickness absence in the NHS. Even at its lowest level it accounted for 21% of sickness absence and 402,000 days lost in a single year.

Musculoskeletal problems such as back, shoulder and knee pain are the leading cause of working days lost in the UK - it is estimated that 31 million days are lost due to these problems.



Start ... by using the Strategic Overview

How to navigate the resources

Consistent scores have been used throughout the resources.

The small number after the data sources are footnotes and these are listed in the 'References' section, found at the end of the 'Elements of Health and Wellbeing' resources.

Some refer to the domain or element of health and wellbeing such as improving personal health. These are consistent across all of the framework resources.

High level case studies from across the NHS are highlighted with a light blue background. Further and more detailed case studies can be found in the 'Case Studies' section.

Epsom and St Helier University Hospitals NHS Trust introduced a programme for NHS people off sick with musculoskeletal conditions. They arranged an appointment with physiotherapy as soon as they returned to work. They also developed a video showing strengthening for our NHS staff in moving and handling duties and introduced desk based exercises to reduce time off work for back related causes of musculoskeletal and non-back related causes of musculoskeletal sickness.

Academic or market insight is highlighted with a light bulb icon.

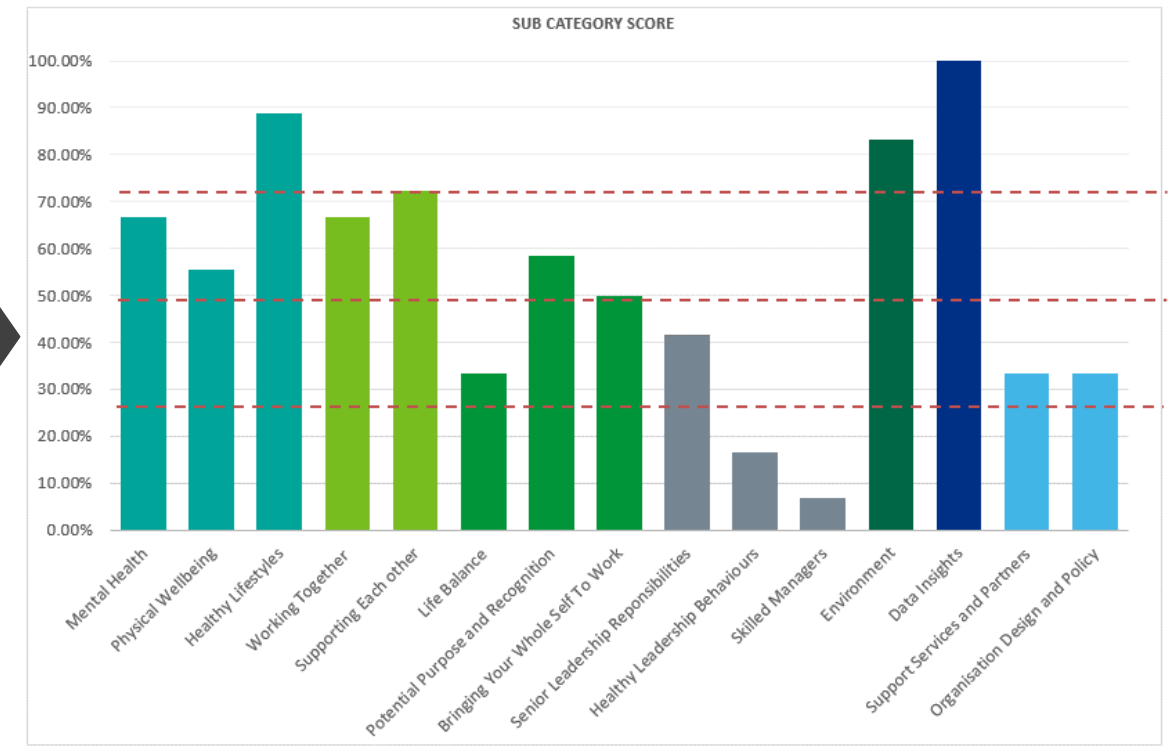
These resources are heavily underpinned by the most recent research and market evidence from organisations such as the Health Foundation, the Chartered Institute of Personnel and Development (CIPD) and the Health and Safety Executive (HSE).

Whatworkswellbeing | SOM | CIPD



...then use the HWB culture diagnostic for benchmarking and identifying improvements

Personal Health and Wellbeing			NHS				
Mental Health							
Working practices and conditions that are identified as contributing to poor mental health are proactively managed. Workplace support is available for staff to maintain good mental health and manage mental health conditions in the workplace.			Documenting your bespoke evidence				
Line Of Enquiry	What does this look like?	Current status	Current Strengths	Areas for Improvement	Actions	Action Owner	Review Date
Is preventative and timely psychological support available to staff who are affected by mental health issues?	<ul style="list-style-type: none"> The organisation and leaders do not stigmatise people with mental health conditions Working conditions support good mental health There are a number of preventative interventions in place to support staff Reflective practice is encouraged to support staff There are procedures in place to support staff following traumatic incidents There are clear referral pathways in place 	Area of Excellence					
Does your organisation recognise every day stressors placed on our people and have interventions in place to support them?	<ul style="list-style-type: none"> Basic support interventions are in place to help people manage stress they may experience as part of day to day work People's stress is measured and analysed to ensure appropriate support is provided 	Low level of progress					
Do interventions include broader initiatives that support areas such as bereavement and financial wellbeing?	<ul style="list-style-type: none"> Financial health is considered and education is available to staff Support is in place to deal with issues such as PTSD, bereavement, moral injury and other prevalent issues 	Not Applicable					
Physical Wellbeing							
Staff have access to clinically sound physical interventions when necessary.			Documenting your bespoke evidence				
Line Of Enquiry	What does this look like?	Current status	Current Strengths	Areas for Improvement	Actions	Action Owner	Review Date
Do people with physical wellbeing challenges (e.g. musculoskeletal) have access to physiotherapy and preventative support?	<ul style="list-style-type: none"> The organisation promotes and enforces a culture that doesn't stigmatise people with injuries or musculoskeletal disorders The working environment is safe Faulty or damaged equipment is repaired or replaced in a timely manner 	Significant Progress					
Are wider interventions in place to support job specific activities (e.g. manual handling duties, desk bound activities)?	<ul style="list-style-type: none"> There is a clear referral pathway Managers and key staff in human resources and occupational health know how to identify, refer and provide support to staff who need access to interventions 	Significant Progress					
Are people and managers upskilled to improve their own physical or musculoskeletal health and wellbeing?	<ul style="list-style-type: none"> The organisation provides training to relevant staff on musculoskeletal resilience Core training for line managers covers how they can promote good musculoskeletal health and this should be focused on teams with particular exposure to musculoskeletal injury and strain 	Low level of progress					





Creating a health and wellbeing culture

Elements of Health and Wellbeing



Creating a health and wellbeing culture

NHS Health and Wellbeing Implementation Guide



Introduction Mental and emotional Physical Healthy lifestyle

Physical health

Physical health is a component of overall NHS employees' health. It is an important component of maintaining a person's functional ability throughout their life course. It is a key factor in healthy ageing, which the World Health Organisation has described as 'the process of developing and maintaining the functional ability that enables wellbeing in older age'.

Why does this matter?

At least 10 million people across the UK have musculoskeletal problems such as back, shoulder and knee pain. The leading cause of working days lost in the UK is a consequence of musculoskeletal problems that are due to these problems.

Physical health is balanced diet, healthy weight, back pain, alcohol, support, exercise, osteoporosis, inflammatory conditions, osteoarthritis, not smoking.

Thinking in prevention and self-management opportunities can reduce the number of people who develop these conditions. This will improve staff wellbeing and contribute to better patient care and improved productivity.

Introduction Mental and emotional Physical Healthy lifestyle

Introduction Mental and emotional Physical Healthy lifestyle

What does 'good' look like?

Consider existing working practices, conditions and facilities that are identified as contributing to healthy and unhealthy. There are many things that can be done to improve health and wellbeing. Some are managed in workplaces and others are not.

Healthy people and healthy teams

- do not have any preventable conditions that increase health risks
- do not experience health conditions that impact on work and daily life
- are supported with alcohol and tobacco
- are well supported with organisational support with self-management tools and facilities
- have healthy work-life balance, peer support

Healthy managers and healthy organisations

- has a healthy and supportive environment
- are people skilled to support and improve their own health and that of others
- are the healthy lifestyle needs of the director, workers and organisations met

Healthy working system

Healthy Working System: NHS Foundation Trust report for the implementation of the Health and Wellbeing Strategy. The report identifies the key areas for improvement and provides a framework for the implementation of the strategy.

Activity coordinator introduction

Healthy Working System: NHS Foundation Trust report for the implementation of the Health and Wellbeing Strategy. The report identifies the key areas for improvement and provides a framework for the implementation of the strategy.

Setting the vision and objectives Delivery plan Communication plan

Creating your delivery plan

A delivery plan needs to clearly set out the practical steps that will be taken to achieve the vision and objectives. Below is a sample of what a small section of a plan could look like with some of the key components in place.

Priority	Activity/Task	Timeline	Type	Responsible Party	Lead	Support
Reduce musculoskeletal problems	Review the current work plan	Quarterly reviews by A	Self-review	Department A	Head of Department A	Health and Wellbeing Lead
Reduce the number of musculoskeletal problems	Review and update work plan	Quarterly reviews by A	Self-review	Department A	Head of Department A	Health and Wellbeing Lead
Reduce the number of musculoskeletal problems	Review and update work plan	Quarterly reviews by A	Self-review	Department A	Head of Department A	Health and Wellbeing Lead
Reduce the number of musculoskeletal problems	Review and update work plan	Quarterly reviews by A	Self-review	Department A	Head of Department A	Health and Wellbeing Lead
Reduce the number of musculoskeletal problems	Review and update work plan	Quarterly reviews by A	Self-review	Department A	Head of Department A	Health and Wellbeing Lead

Introduction Senior leadership responsibilities Healthy leadership behaviours Skilled managers

Experiences of people

There is a disconnect between what senior leaders believe about the support they provide and the reality of employees' experiences with the number of employees who believe their organisation does well in supporting those with poor mental health falling to 40% from 45% (2018 to 2019).

One fifth of employees feel that if they made a mistake their managers would hold it against them.

When workers move from an average boss to a high-quality boss, productivity could rise by 50%.

30% of NHS people don't think their manager takes interest in their health and wellbeing.

70% of NHS people said that their manager takes a positive interest in their health and wellbeing.

Only 43% of employees feel managers are good at seeking their views and only 40% feel like they respond to suggestions when their views are heard.

Managers account for at least 70% of the variance in employee engagement scores.

22% of UK workers felt they were excluded by management for being different.

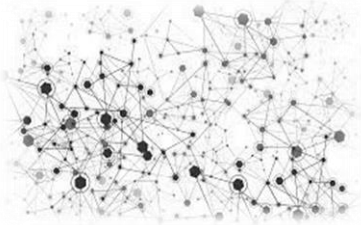
Research tells us that line managers have four times the impact on health and wellbeing than any other critical intervention.

Creating a health and wellbeing culture

NHS Health and Wellbeing Case Studies

...use the **wider toolkit** to help develop your HWB strategy, improvement plan and evaluate impact

Top tips: Using it in different contexts



System wide level: e.g. ICS, PCN

- *E.g. Systemic gap analysis on what's our greatest collaborative need / area of investment and improvement?*



Organisational level: e.g. Trust, CCG, Federation

- *E.g. Creating a culture of wellbeing that's right for our people and organisational context*



Team/service level: e.g. Primary care practice, Ward 7

- *E.g. Taking the useful parts/ using the model for wellbeing to create localised wellbeing cultures (NB - you don't have to do everything in the toolkit!)*

**One size
does not fit
all:**

*Do what's right for the
context of your
healthcare system /
organisation /
services, and the
diversity of your
healthcare **people***

*Team wellbeing
OD toolkit is in
development...*

Access our HWB framework resources

All of the HWB Framework resources can be found:

<https://www.england.nhs.uk/supporting-our-nhs-people/health-and-wellbeing-programmes/nhs-health-and-wellbeing-framework/>

These include:

- HWB Framework Toolkit documents
- Supportive case studies
- Animations and talking head videos
- Links to further resources



The image is a screenshot of the NHS Health and Wellbeing Framework Toolkit dashboard. It is a complex table with multiple columns and rows, organized into sections for "Personal Health and Wellbeing" and "Researching your Strategic Actions". The table includes various data points, progress indicators, and links to further resources. The NHS logo is visible in the top right corner of the dashboard.



What's coming next?

- **We're here to help** your system and organisations
- Learning and case studies from **24 trailblazer** systems/organisations **community of practice** who are using the framework... **scale and spread** approach
- **Leader and team wellbeing OD toolkit**
- **Leader Wellbeing programme** supporting leaders own wellbeing, and helping them support their teams
- **Regional teams** are supporting devolvment and innovation
- Updated **website, case studies, supportive tools...**
- Capturing impact learning as part of **impact evaluation**



Thank you and questions?

NHS England and NHS Improvement

